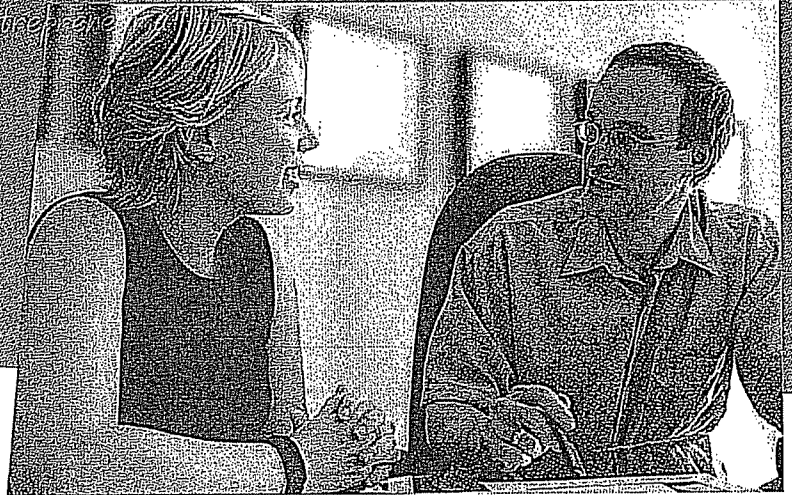
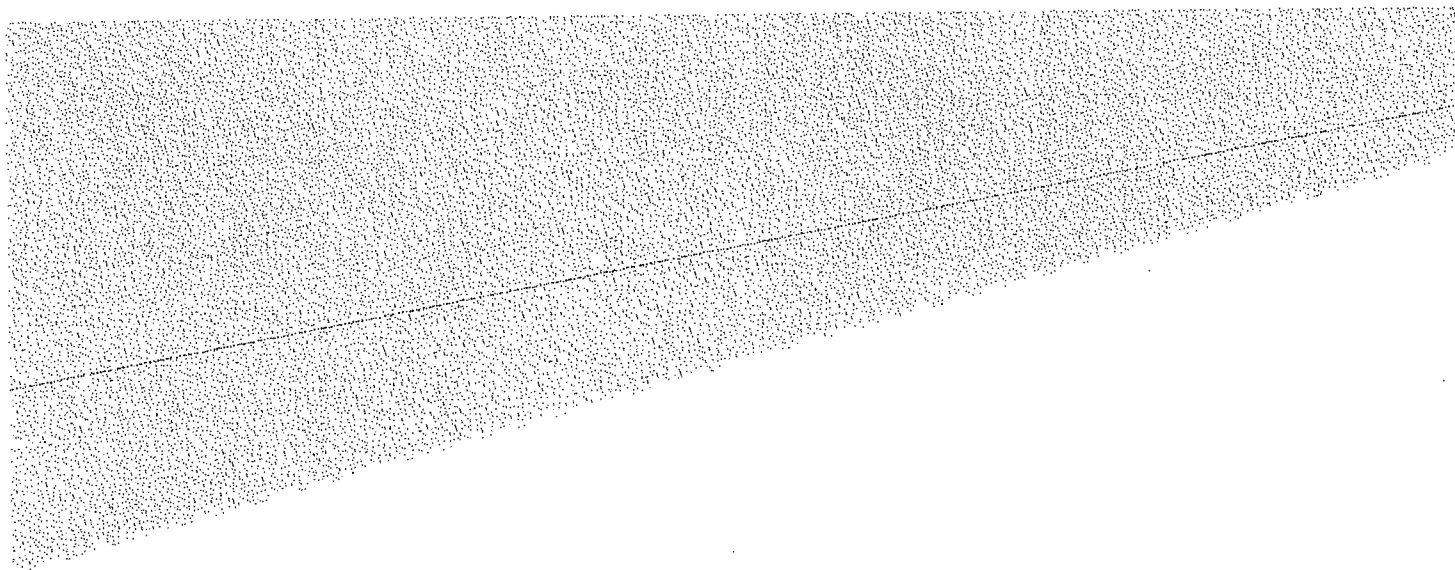


"The SBDC responded to the State's strong economic growth and abundant business opportunities by maintaining its position as the primary provider of support and guidance to the small business sector and the Board was able to assist this process through its collective knowledge and entrepreneurial experience."



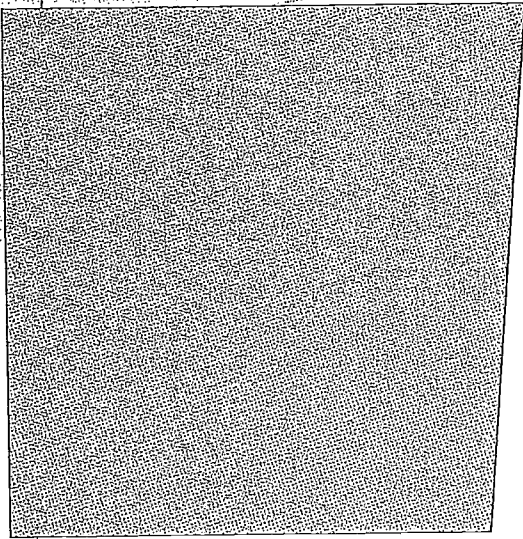
Small Business Development Corporation
Annual Report 2006/2007



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Chairman's Report



The SBDC has celebrated its 22nd year and I am delighted to present this report with so many achievements and outcomes to share. There is no doubt that the SBDC continues to advance in all ways as it fulfils its role. Although I have been in this position for only a short time, I am very excited about my role with the SBDC and the contribution I hope I can make to the future of the organisation.

I am looking forward to the challenges this position brings and I thank Stephen Moir, my colleagues on the Board, and the staff of the SBDC for their very warm welcome and support. Board members play a critical role in overseeing SBDC as it fulfils its vision and meets its responsible, strategic goals and obligations.


My background in private enterprise has given me a keen insight into the trials and triumphs of running my own business and I am looking forward to applying this experience to the role of Chairman at SBDC.

The Corporation enjoys an admirable reputation for high quality service to the small business sector, and to the Government. I have been most impressed by the calibre of expertise in the SBDC ranks and the professionalism displayed at every level.

I am particularly impressed by the variety of services and projects undertaken by the SBDC. From advisory services on a one-to-one basis with small business operators, to international migration attraction campaigns, it is a mighty effort from an agency of this size.

Small business is the backbone of our economy and our society, and Western Australia is the perfect home for entrepreneurship.

The Western Australian economy is strong and the opportunities are vast for small businesses to grow and prosper. I feel the time is right for the SBDC to now move forward into areas which have not been explored before, and which will provide the Corporation with avenues to value-add to the small business community.



My philosophy has always been to push boundaries, and create a positive legacy for the future. The small business sector is never static, and it is important for agencies such as the SBDC to keep current.

The small business sector in Western Australia is innovative and entrepreneurial, and by their very nature, small business operators are courageous and bold.

As Chairman, it is my privilege and pleasure to meet the SBDC corporate and private stakeholders throughout the year helping the SBDC meet the goals and visions of the State Government in creating the best opportunities for current and future generations.

Patria Jafferries

Chairman

Managing Directors Report

2006/07 has been a dynamic year for the Small Business Development Corporation (SBDC) with the introduction of new roles and responsibilities while still maintaining the high profile, key service elements of advisory, research, advocacy for the small business sector, migration activities and support for the Small Business Centre Network throughout WA.

The SBDC is a comparatively small agency of 60 FTEs that has consistently punched above its weight in relation to programs undertaken and outcomes achieved. I am proud to say that my first year at the helm of the SBDC has seen a strong performance by a dedicated and experienced team who have achieved a number of significant results.

2006/07 saw the departure of Mr George Etrelezis, after 11 years as Managing Director, and Mr Tim Atterton who resigned as Chair of the SBDC board and I would acknowledge their contributions to the small business sector during their tenure.

The Board of the SBDC has continued to provide strong, focussed leadership to the Corporation during this period of change. I would particularly like to acknowledge and thank Mr Stuart Thompson, who acted as Chairman for the majority of the year, for his leadership and support.

In April, 2007 the Minister for Small Business announced the appointment of Ms Patria Jafferries as Chairman of the SBDC. Ms Jafferries brings a tremendous range of experience and skill to the Board. Patria is best known for her work with Matilda Bay Brewing Company and as Director and Co-founder of the Dome Australia coffee empire. Patria is also a winner of the National Telstra Business Woman of the Year Award, the AIM Excellence in Management Award and the Austrade New Exporter of the Year Award.

Mr Paul Nardone was also appointed as a Board member in April 2007. Paul is the Executive Director of Professional Public Relations and is also a Board Member of the Murdoch Business School. He has an extensive range of experience in business banking and marketing and his experience will significantly complement the existing skill base of the SBDC Board.

The Board has commenced work on the development of a strategic blueprint for the provision of services to the small business sector over the next five years focussing particularly on the challenge of "beyond the boom". A key component of this work will be addressing the issues of business continuity planning, business succession and skills attraction so that the sector is in the best possible position to meet the challenges ahead.

Economic upturn

The strong, buoyant economic conditions being experienced in the State, have provided many opportunities for small business operators to start up new businesses and grow existing businesses. However, such conditions have also brought significant challenges for small business. Issues such as intense competition for labour, land, accommodation and commercial space has seen costs associated with operating a business rise significantly. These factors do restrict the ability of a number of small businesses to grow their business and take full advantage of the strong economic conditions that prevail in Western Australia at the current time.

The SBDC has responded to these challenges on several fronts, with policy advice to Government and the implementation of programs tailored to address skills shortages and the planning necessary for small business operators to flourish in boom times.

Programs such as overseas migration attraction through the State Migration Centre, the Go West Now Interstate migration campaign, and skills training through the SBDC workshops and Small Business Centres have all been instrumental in increasing the skills available to small business operators.

State Migration Centre

The SBDC took responsibility for skilled migration in April 2006, followed in July 2006 by the launch of the State Migration Centre. This meant the amalgamation of the two key investment programs for the SBDC in business and skills migration coming under the one entity.

Since July 2006, SBDC has exceeded all targets set for business and skilled migration. Our representatives have travelled to South Africa, China, the UK, Ireland and Scotland to promote Western Australia as a destination for migration. Western Australia continues to be one of the most popular destinations for business migrants from the UK.

The potential capital inflow to the State's economy from the business migrants approved to come to Western Australia this year is approximately \$628 million. In addition, the capital to be invested in businesses in Western Australia will be around \$260 million and from this, around 1,000 jobs will be created.

Managing Directors Report

Small Business Centre Network

This financial year was the first full year of operation for the new Small Business Centre program following the review of the Business Enterprise Centre program and the network has produced some very encouraging results during this period. The network has 26 centres throughout the state including 19 in regional Western Australia, and has very successfully stepped up to meet the needs of the small business sector.

The Small Business Centre Conference held in March 2007 was a fine indication of how well the network has bedded down, and how effectively it is now working together to provide a high level of service to the small business sector.

A sustainable approach

The SBDC has recognised the call and the need for small business to embrace environmentally sustainable practices. With over 186,000 small businesses in Western Australia, there exists a tremendous opportunity for the sector to have a positive effect on the environment by applying greener, environmentally friendly practices that can also achieve real savings for business. The SBDC will be producing a range of services, including a guide for small business on how to introduce energy efficient practices that can both reduce emissions as well as improve their bottom line.

The Future

The current strong economic conditions within Western Australia provide an excellent opportunity for the growth of the small business sector. To maximise this opportunity, the SBDC will be engaging in a number of key programs over the next twelve months which will see the service level increase and a stronger policy position taken.

Key activities will include the development of a pilot program for indigenous small business. This program is aimed at improving the ability of indigenous communities to build economic capital by providing individually tailored services and mentoring to develop business skills within communities.

The SBDC will also be undertaking a comprehensive review of the policies and services of State Government agencies that interact with small business. Information gained from this process will then be used in the development of a policy framework to improve service delivery by government to the small business sector. In addition, the SBDC will continue to work with government agencies to improve the effectiveness of Small Business Impact Statements, which currently accompany all Cabinet Submissions to ensure that the impact of policy decisions on small business is fully assessed and considered.

In closing, I would like to recognise the enormous contribution made by the staff of the SBDC over the past twelve months. This year has been a significant period of change, with structural and operational changes being introduced and the staff have adapted to this change in an exemplary way, continuing to provide a high level of service and innovation to the small business sector.

I am looking forward to the forthcoming year as a period that will see the SBDC continue as a provider of excellence to both the small business sector and the state government.

Stephen Moir
Managing Director

THE SMALL BUSINESS DEVELOPMENT CORPORATION

Strategic Direction 2006 - 2010

ROLE

As the primary provider of information and guidance for small business in Western Australia, the role of the Small Business Development Corporation (SBDC) is to facilitate the development and growth of small businesses by providing timely and relevant information, qualified guidance and referrals and educational programs that address the specific needs of the small business sector.

The SBDC works to influence government policy and act where it impacts on small business and further promotes the sector through research, advocacy, liaison and communication activities, and by supporting the Small Business Centre Network throughout WA.

MISSION

To enable the small business sector to be a major contributor to the State's economy and to create opportunity and wealth for small business in WA.

GOALS

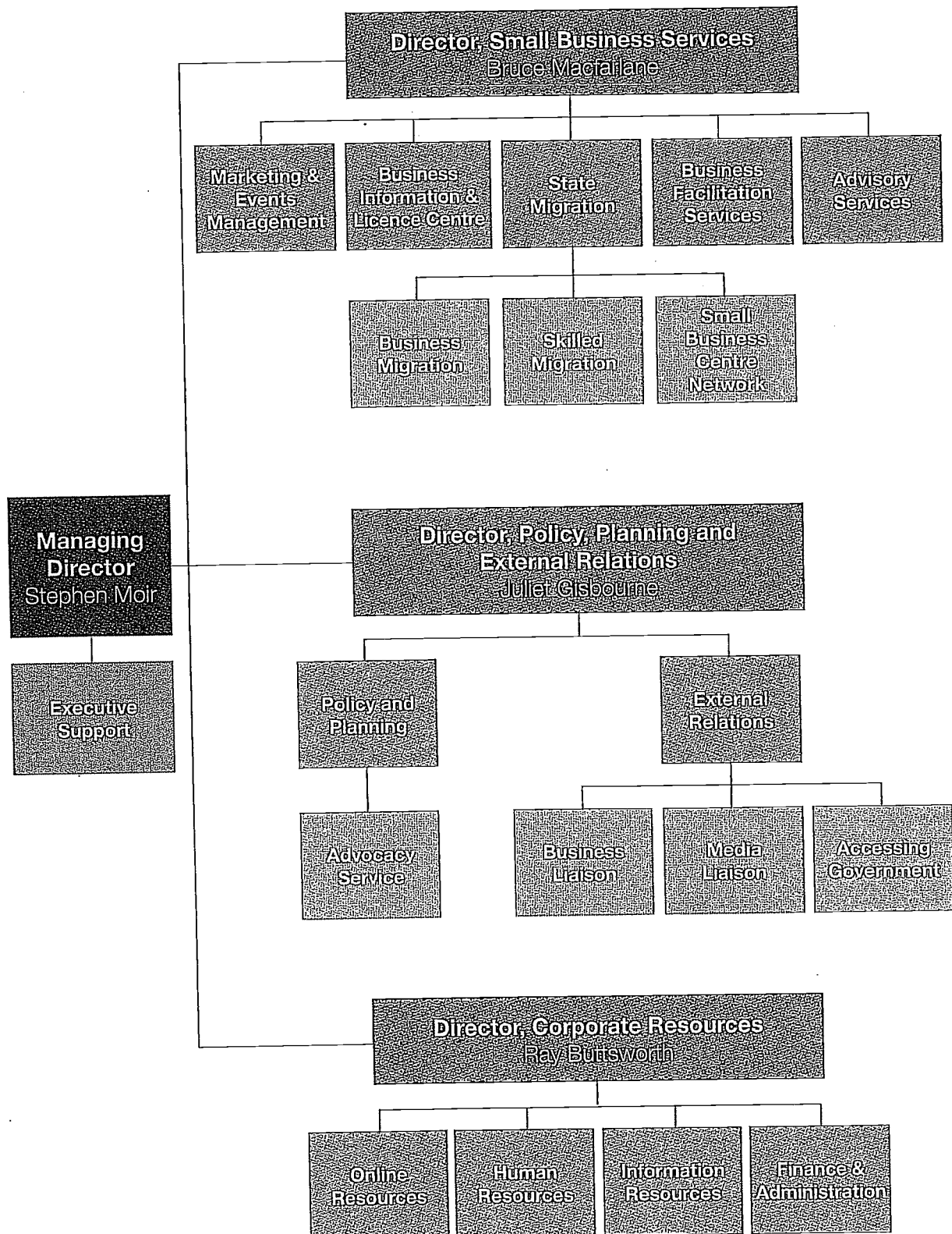
- To stimulate a culture of enterprise and celebrate the success of small business
- To improve the skills and knowledge base of the small business sector
- To take a leading role in influencing the policy and regulatory environment for small business
- To facilitate regional small business development
- To drive small business growth
- To sustain a culture of achievement within SBDC and leadership in small business development

VALUES

The agency's values drive all of our policies and underpin all of our interactions with others.

- Commitment to the success of the small business sector
- Professional and ethical standards
- Respect for others
- Teamwork and consultative processes
- Diversity and equal opportunity
- Encouragement of innovation
- Empowerment of staff to exercise greater autonomy
- Flexibility and responsiveness
- Enabling and encouraging staff to reach their full potential
- Continual improvement

Organisational Chart



Overview of Small Business in Western Australia

Small Business in Western Australia

There are 186,315¹ small businesses in Western Australia (WA) as at June 2006. Small businesses make up 95 per cent of the total number of businesses in WA. Strong economic activity in WA over the last 12 months has fostered growth in business investment and household consumption. This has enabled small businesses in WA to thrive, and has created opportunities for prospective business operators.

What is a Small Business?

A business is generally regarded as small if it has the following characteristics:

- it is independently owned and operated;
- it is closely controlled by owners/managers who also contribute most, if not all, of the operating capital; and
- the principal decision-making functions rest with the owners/managers.

For statistical purposes, small businesses are identified as those businesses which employ less than 20 people. The information contained in this Overview also includes micro businesses, which are those that employ less than five people, including non-employing businesses.

All data contained in this Overview which has been sourced from the Australian Bureau of Statistics (ABS), is based on the above definition of a small business and is used with permission from the ABS.

Business Name Registrations

As at June 2006, there was a total of 179,063 current Business Name Registrations in WA.

This included 25,477 new registrations.

Source: Department of Consumer and Employment Protection (WA).

¹ The current estimate of small business numbers has been derived from the Australian Bureau of Statistics publication *Counts of Australian businesses, including entries and exits*, June 2003 – June 2006, cat. no. 8165.0 which is based on Australian Business Number registrations.

Small Business Entries and Exits

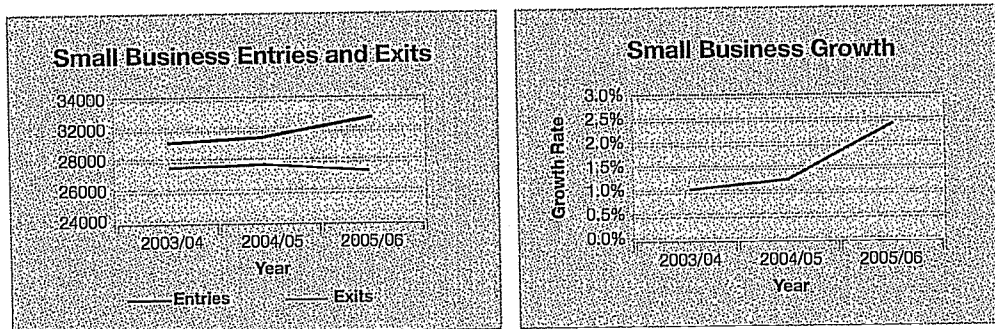
The number of small business entries and exits from the economy provides an indication of the vibrancy of the sector, however, it must be noted that an exit does not necessarily represent a business failure.

Since 2003/04, there has been a steady increase in the entry rate of small businesses. Small businesses recorded an entry rate of 17.1 per cent in 2003/04, 17.3 per cent in 2004/05 and 17.9 per cent in 2005/06.

This combined with declining exit rates by small businesses in WA has resulted in a steadily increasing growth rate in the number of small businesses. Small businesses recorded an exit rate of 16.0 per cent in 2003/04 and 2004/05, and 15.5 per cent in 2005/06.

In 2005/06, small businesses in the mining industry recorded the highest level of growth at 7.4 per cent. The electricity, gas and water supply industry recorded the highest entry and exit rates (27.8 per cent and 22.4 per cent, respectively).

10



Source: ABS cat. no. 8165.0

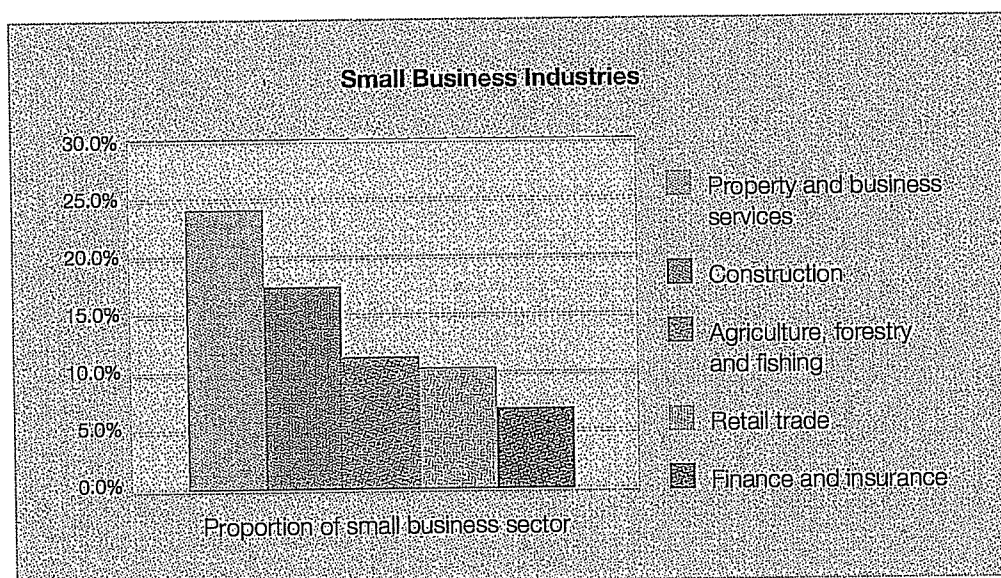
By comparison, growth in the number of small businesses across Australia has slowed significantly.

Source: ABS Counts of Australian businesses, including entries and exits, June 2003 – June 2006, cat. no. 8165.0

Overview of Small Business in Western Australia

Small Business Industries

Small businesses operate in a wide variety of industries. The industries that recorded the highest number of small businesses were: property and business services; construction; agriculture, forestry and fishing; retail trade; and finance and insurance.



Significant Issues and Trends

Throughout the year in review, the following issues and trends, significant to the small business sector, have been identified:

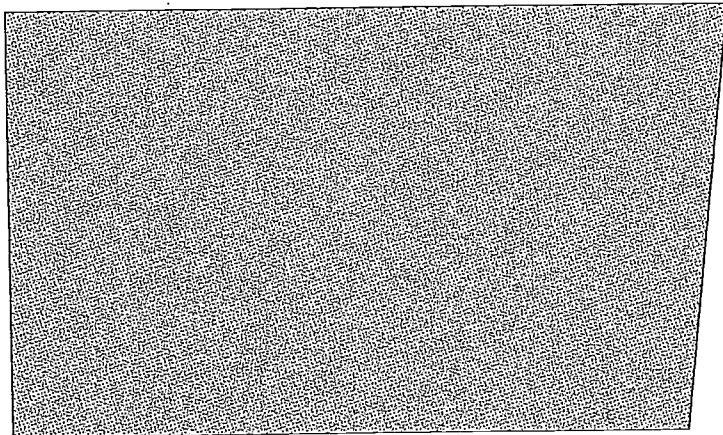
- The continued effect of the resources boom, strong retail sales and consumer spending together with higher levels of consumer and business confidence have contributed to the strong economic performance of Western Australia in comparison to other states and territories. While economic activity should continue to remain positive, small business must be mindful of the potential for economic growth to moderate in the future. In planning "beyond the boom", small businesses should review their business strategies and ensure the foundations for future sustainability are not overlooked as current opportunities are pursued.
- The resources boom has created many opportunities, however, it has also brought about some challenges for small business including intense competition for labour, land, accommodation, and commercial space. As a result, costs have risen dramatically and acute shortages are being experienced in some areas of the State. This is restricting the ability of many small business operators to grow their businesses, and/or take advantage of opportunities presented by the boom.
- Land shortages created by the buoyant property market have impacted on small business at two levels. Small businesses looking to employ new staff now have to consider how they can be accommodated. This is of particular concern for regional small businesses where the higher cost and shortage of residential property acts as a disincentive for workers to move to the regions. The second area is in relation to access to commercial space and industrial land. Greater competition is impacting on small businesses looking to relocate or expand their business premises, therefore, limiting the potential for regional development.
- Employment in Western Australia is close to full capacity. Shortages of skilled and unskilled labour will continue to present challenges for small business. Staff attraction and retention strategies adopted by small businesses will continue to be supported by government initiatives to increase migration to the state. Proactive initiatives by the state government to promote Western Australia to key interstate and overseas markets will encourage more people to look for employment opportunities in WA and provide a much needed boost to the labour market.
- Planning for uncertainty is now recognised as a business imperative. Unexpected events, such as major technical breakdowns, natural disasters or influenza pandemics, have the potential to threaten the continuity of small businesses, if unprepared. Business continuity planning is critical to ensure the future viability of businesses. Preparing business systems and operations to withstand such events will help to minimise any potential disruption.

Looking Ahead - The Future

During 2007/08, the SBDC will continue to deliver a diverse range of services and initiatives, including new initiatives identified as necessary to meet the needs of today's small business sector. These projects include:

- Piloting an Indigenous Small Business Development Program to fill the gap in existing services. This program is aimed at improving the ability of indigenous communities to build economic capital by providing individually tailored services and mentoring to develop business skills on an individual and small group peer basis. By providing access to technical business support specialists, the program will address the cultural and institutional issues which currently hamper the development of successful indigenous enterprises.
- Enhancing the development of women in small business by establishing an online Women's Business Network. This facility will provide information and support customised to the needs of women and will assist women in small business to overcome the barriers to success, improve their networking skills and maximise the potential of their business.
- Undertaking a stocktake of the policies and services of State Government agencies that interact with small businesses in Western Australia. This Mapping Project will be progressed in stages, working collaboratively with other agencies, to provide an overview of the Government's current commitment to the small business sector and to identify areas where changes may prove beneficial.
- Promoting Western Australia's business and investment opportunities to business migrants, through participation in international migration expos and seminars. Increasing the number of business migrants into the State will raise invested capital and increase the diversity of the small business sector.

- Assisting government agencies and private sector employers to overcome skilled labour shortages by cooperating with the Department of Immigration and Citizenship to review and promote visa options available to overseas workers. SBDC will continue to attract skilled workers by attending international migration expos.
- Working with all government agencies to improve the effectiveness of Small Business Impact Statements (SBIS), which currently accompany all Cabinet Submissions that impact on small business. This will involve an awareness and education program, evaluating the suitability of the Business Cost Calculator developed by the Australian Government.



Executive Summary

The Small Business Development Corporation (SBDC) was established in 1985 and is the primary provider of information and guidance to small business in Western Australia.

Small business represents approximately 95 per cent of all businesses in Western Australia and is a major contributor to the State's economy.

The SBDC supports small business through a broad range of services designed to represent and assist the sector, and by advocating on its behalf. The Corporation also supports government activities through advocacy, research and advice

and facilitates regional small business development through the Small Business Centres in regional Western Australia.

The SBDC is structured into three key areas – Small Business Services, Policy, Planning and External Relations, and Corporate Resources.

The operational functions within SBDC include the Small Business Advisory Service, the Business Information and Licence Centre, the State Migration Centre, and the Small Business Centre Network.

In keeping with the Government's *Better Planning: Better Futures* strategy, the SBDC conducts a range of events including the annual Western Australian Regional Small Business Awards in recognition of the contribution made by small business to rural and regional Western Australia.

Better Planning: Better Futures Strategy

The following summary offers a snapshot of the achievements of SBDC during 2006/07, grouped according to the Government's *Better Planning: Better Futures* strategy.

The Report on Operations following on page 25 of this Annual Report, provides greater detail on the activities of the SBDC during the year in review.

GOAL 1: Better Services

Small Business Advisory Service

During 2006/07, the SBDC small business advisory team handled 17,588 inquiries on a broad range of small business issues.

Business Information and Licence Centre

During the year in review, the SBDC bookshop sold over 3,828 publications with sales totalling \$98,582.78.

Small Business Advocacy Service

In 2006/07, the service investigated a wide range of issues which resulted in negotiations with other government agencies to improve the quality of services and products to meet the specific needs of the small business sector.

Commercial Tenancy Advisory Service

In addition, the SBDC received and responded to over 2,600 commercial tenancy inquiries.

Indigenous small business development program

During 2006/07, the SBDC commenced the initial consultation to support the development of a pilot program to provide small business advisory and support services for Indigenous small businesses.

Small Business Mentor Service

During 2006/07 a total of 46 mentor-mentee matches were made by 7 Small Business Centres.

Business Incubator Support Package

An assessment of the Business Incubator Support Package revealed that it was not meeting the objective of increased tenant graduation and was under-utilised by incubator tenants. As a result, the SBDC decided to close the program as at 30 June 2007.

Australian Taxation Office – Advisory Service

This year over 300 clients used the specialist ATO service in the Business Information and Licence Centre.

Executive Summary

Access to Services via 131 BIZ

The introduction of the 131 BIZ (131 249) hotline in November 2006 vastly improved client access to all SBDC services. The hotline connects callers to all assistance available to small business throughout the State, via one telephone number. During the year in review, the 131 BIZ recorded 11,376 calls.

SBDC Website Developments and Upgrades

There has been an overall increase of almost 43 per cent in visits to the main website (www.sbdc.com.au).

SPECIALIST ONLINE NETWORKS

In recognition of the high-frequency usage of technology by small business operators, the SBDC developed four specialist networks dedicated to individual small business groups:

- **Young Business Network (YBN)**

During 2006/07, YBN has grown in strength with 24,806 visits made to the website and 2,915 registered members. This year there have been 1,051 messages posted on the interactive forum on 321 topics.

- **Home Based Business Network (HBBN)**

During 2006/07, the Network has grown by over 1,000 new members to a total of 4,109 members. During that time, members made 2,388 postings on the interactive forum.

- **Business Migrant Network (BNN)**

The Business Migrant Network has attracted 97 members since its launch in March 2007.

- **Small Business Exporters Network (SBEN)**

There are now 338 members on the network who have collectively made 5,861 posts on the forum over the past twelve months.

GOAL 2: Jobs And Economic Development

INFLUENCING GOVERNMENT AND CUTTING RED TAPE

Through written submissions and personal representations on forums and advisory groups, and by working with individual small businesses and sector representatives, the SBDC is able to advocate on behalf of small business to all levels of government.

Inter-departmental Mapping Project

During 2006/07, the SBDC commenced a project to map State Government policies, programs, and services for small business to gain a better understanding of the extent of Government support for the sector, identify gaps, and enable new program and policy development. The planning of the project commenced in 2006/07 and the first stage of the initiative will be completed in 2007/08.

Business Cost Calculator

The Business Cost Calculator (BCC) is an important tool that helps government agencies calculate the cost of compliance associated with the implementation of their proposals. The SBDC has commenced the introduction of the BCC in Western Australia.

Submissions and Reviews

The SBDC continually scans the environment to identify initiatives proposed by all levels of government that affect Western Australian small businesses. During 2006/07, initiatives were analysed to assess the impact of proposals on the small business sector and submissions identifying the needs and issues of small business were developed in a range of areas.

Home Based Business Survey

In 2006/07, the SBDC conducted a study, the first of its kind in Western Australia, to identify the nature and type of home based businesses and in particular, precursors and barriers to their growth.

Small Business Ministerial Council (SBMC)

With the Western Australian Minister for Small Business chairing the SBMC during 2006/07, the SBDC acted as secretariat to the Council which involved taking a leading role in developing the Council's agenda, chairing all senior officials' meetings and organising the 2007 SBMC meeting in Perth on 27 July, 2007.

Two of the main issues discussed by the SBMC during 2007 were projects progressed on behalf of the Council of Australian Governments (COAG); the Australian Business Number / Business Names Registration project and the Mutual Recognition of Business Licensing project.

Executive Summary

Australian Taxation Office (ATO) Small Business Liaison Group (SBLG)

During the year in review, the SBDC provided feedback on the ATO's small business compliance activities and tax legislation, including the Tax Laws Amendment (Small Business) Bill 2007.

National Executive of Small Business Agencies (NESBA)

In 2006/07, the SBDC as a participant of NESBA investigated new approaches to improving the financial literacy of small business, options for natural disaster mitigation relief and methods of supporting innovation in the sector, amongst other issues.

Small Business Institute - Small Business Advisory Committee

During 2006/07, the SBDC was a member of the Small Business Advisory Committee which was formed to progress the development of a small business Institute in Western Australia. At the time of reporting, negotiations are still ongoing.

Human Influenza Pandemic

The SBDC participated in the Human Influenza Pandemic Taskforce to examine the effect of a Human Influenza Pandemic on the Western Australian economy in general and on small business in particular. As a result, the SBDC is developing training resources to educate and train small business on continuity planning.

Increasing Media Focus on Small Business

A key strategy of the SBDC is to promote understanding and recognition of the contribution of small business to the WA economy, and the relative importance of the sector to continuing this economic prosperity. During 2006/07, the SBDC succeeded in increasing media focus on small business.

CREATING A STRONG ECONOMY

The SBDC strives to create conditions that foster a strong economy, drive small business growth, stimulate enterprise and deliver more jobs and greater wealth for all Western Australians.

State Migration Centre (SMC)

Demand for business and skilled migration assistance was strong in 2006-07 with the SMC responding to more than 19,217 enquiries by telephone, email or letter. In addition, a further 2,456 appointments were conducted at overseas events and at the SBDC.

Business Migration

In 2006/07 the SMC approved 408 new business migrants for State sponsorship and registered 28 new business migrants for an unsponsored visa, from UK, China, South Africa and 37 other countries. Capital inflow from these migrants moving to metropolitan Western Australia is expected to be \$590 million with 970 new jobs created.

Export Development Initiatives – Tradestart

During 2006/07, general export information and guidance was provided to a total of 674 clients or intermediaries. Since commencing delivery of the service in 2002, the SBDC has signed 122 small businesses onto the TradeStart program, with 37 of those businesses achieving export sales under the program.

ADDRESSING SKILLS SHORTAGES

Skilled Migration

In 2006/07 the SMC approved State sponsorship for 860 new skilled migrants to move to Perth from India, the UK, China and 69 other countries under the State/Territory Nominated Independent visa (Class BN subclass 137) (STNI) against a target for the year of 850. Capital inflow from these skilled migrants is estimated to be \$98 million.

Interstate Skills Attraction Campaign – Go West Now

In response to acute shortages of skilled labour in the resources and construction sectors, the SBDC launched the Go West Now Interstate skills attraction campaign in Melbourne in September 2006. At 30 June 2007, over 86,800 visits to the Go West Now website had been recorded, with over 5,200 skilled workers registering their interest in moving to Western Australia.

GradDirect

This small business matching program was launched by SBDC in November 2006 in response to the skills shortages impacting on the small business sector. During 2006/2007 1,136 registrations were received from students and graduates, resulting in 79 matches occurring between employers and graduates.

STIMULATING ENTERPRISE

Sponsorships

During 2006/07 the SBDC sponsored and participated in 32 small business events, ranging from seminars and conferences to large exhibitions. These sponsorships included 14 local small business awards programs.

Executive Summary

GOAL 3: Lifestyle and the Environment

The Green Guide

With more than 186,000 small businesses operating throughout Western Australia, the SBDC recognised the impact small business activity can have on the environment.

On behalf of the Western Australian Government, the SBDC has commenced production of a guide for small business, providing information about green energy, recycling, and carbon credit schemes for release in July 2007.

Green Stamp Program

The SBDC advocated the importance of this program to government and encouraged the continuation of funding to support the Green Stamp Program.

As a result, ongoing operational funding was approved for two Green Stamp program coordinators to June 2009, totalling up to \$350,000.

Sustainability

The SBDC developed and submitted its *Sustainability Action Plan* in 2004 and has since continued to progress the targets and priority areas of the plan.

GOAL 4: The Regions

Small Business Centre Network

In 2006/07 the State Government allocated \$2.83m in core operational grants to the small business centres throughout the State, along with an additional \$174,000 to support the five SBC Network zones in Western Australia.

Small Business Initiatives Fund (SBIF)

For the year to 30 June 2007, a total of \$297,238.36 in SBIF support funding was provided to 19 small business centre initiatives throughout the State.

Business Today Workshop Program

The SBDC developed a suite of business workshops for delivery by the Small Business Centre Network to improve the management skills of small business operators, particularly in regional areas.

REGIONAL SMALL BUSINESS PROGRAMS

Dry Seasons Assistance

The SBDC continued to provide guidance and assistance to non-farm businesses affected by Western Australia's dry season conditions. During October 2006, 76 site visits were made to businesses in the dry-season affected areas of the north eastern Wheatbelt by small business advisers from the Small Business Centre at Geraldton (MidWest) and Lancelin (Central Coastal).

Indian Ocean Territories

The SBDC and Indian Ocean Group Training Association (IOGTA) recognised that the downward trend in service delivery experienced during 2006/07, was incongruous with the goals of the Service Delivery Agreement and a change in Agents was proposed. The outcome was the termination of the IOGTA agreement and a new agreement negotiated with the Christmas Island Chamber of Commerce for the delivery of business services for a period of 12 months, to 30 June 2008.

Australia Post Western Australian Regional Small Business Awards (WARSBAs)

The SBDC conducts the annual presentation of the WARSBAs each November. The fourth awards were held on 3 November, 2006 with a record attendance.

Executive Summary

MIGRATION TO THE REGIONS

State Migration Centre

During 2006/07, the SBDC migration advisory team handled a total of 19,217 inquiries on migration issues and services.

Business Migration

In this financial year, 80 sponsored business migrants have indicated they will be moving to Western Australia to live and operate their business in a regional area. These migrants will bring an estimated \$108 million of capital including \$55 million investment in business and create some 121 new jobs in regional Western Australia over the next 24 to 36 months.

Skilled Migration

In addition, the SMC approved State sponsorships for 267 skilled migrants under the Skilled Independent Regional (Provisional) visa (Class UX subclass 495)(SIR) against a target of 250. As a result, these migrants will live and work in a regional area of Western Australia and provide capital inflow of approximately \$25 million.

GOAL 5: Governance and Public Sector Improvement

Training and Employee Development

In keeping with the Government's strategic goal to develop a skilled and capable public sector workforce, SBDC staff attended training and development programs during the year in review, including supervisory training, career enhancing for young professionals and an in-house training session on writing ministerial briefings and letters.

Management Development

During the year in review, Level 6 officers and above had the opportunity to participate in the Leadership Development Profile (LDP) 360 Degree Feedback Program.

Development Needs Analysis (DNA) program

During 2006/07, staff of the Policy, Planning and External Relations team undertook individual DNAs, the results of which were developed into a training plan which focused on the expansion of skills that will improve the effectiveness and delivery of services from the team.

Cultural Awareness

During 2006/07, 20 staff members of the SBDC participated in a two-day cultural awareness program designed to provide a better understanding of the cultural differences of Aboriginal and Torres Strait Islander cultures was presented to SBDC staff.

Graduate Program

During the year in review the SBDC provided a graduate with a development opportunity to participate in a structured job program for 12 months.

Report on Operations

Our vision is to be the driving force for small businesses to be major contributors to Western Australia's economy.

The Small Business Development Corporation (SBDC) contributes to the Government's strategic objective 'to foster a strong economy delivering more jobs, more opportunities and greater wealth for all Western Australians' by creating the conditions required for small businesses to grow and prosper.

The SBDC is a Western Australian statutory authority established under the *Small Business Development Corporation Act 1983*, and under this Act is required to; *take such steps and do such acts and things as are necessary for the promotion and development of small business and to provide assistance for the establishment, development and carrying on of small business throughout the State.*

In keeping with the Act, the SBDC is charged with investigating the effects of government policies on small business and to advise government of the direct and indirect consequences of those policies.

This report on Operations sets out in detail the SBDC's programs and services which address the five goals as established by the Government to achieve *Better Planning; Better Futures*:

- Better Services
- Jobs and Economic Development
- Lifestyle and the Environment
- Regional Development
- Governance and Public Sector Improvement

In accordance with the Government's requirement for outcome-based reporting, results and achievements have been ordered under the goals listed above.

GOAL 1: Better Services

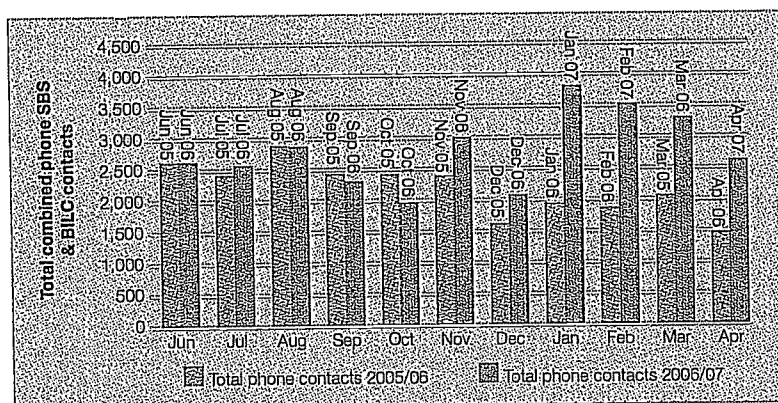
Supporting the establishment and growth of small business in Western Australia through the provision of information and advisory services, research, advocacy, and communications activities.

INFORMATION, PRODUCTS AND SERVICES

Advisory Service

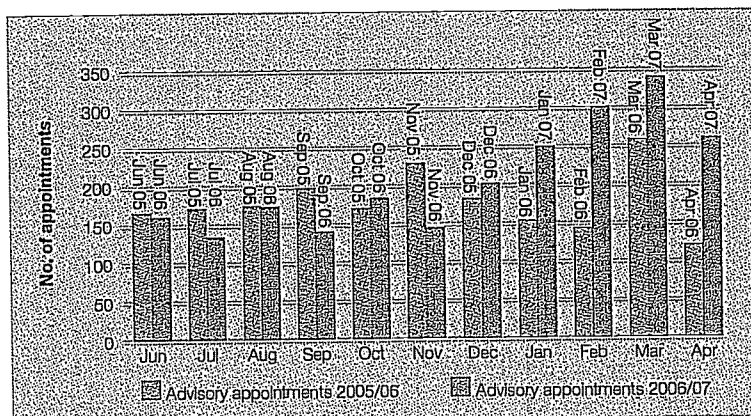
The Small Business Development Corporation (SBDC) supports the establishment and growth of small business in Western Australia through the provision of business information and guidance, business licence information and educational workshops. During 2006/07 free, confidential independent business advice was provided by SBDC's experienced team of advisers by telephone, via the Internet, by personal appointment at the SBDC, and through on-site visits to clients' premises. This combination of services, together with a range of specialist networks and programs, covers all facets of business start-up and growth and was accessible to all members of the community. During 2006/07, the SBDC advisory team handled 17,588 inquiries on a broad range of small business issues.

The introduction of the 131 BIZ (131 249) hotline in November 2006 vastly improved client access to all SBDC services. The hotline connects callers to all assistance available to small business throughout the State, via one telephone number. During the year in review, the 131 BIZ recorded 11,376 calls.



Comparison of the total number of phone contacts received by the SBDC in 2005/06 and 2006/07.

Report on Operations



Comparison of 05/06 and 06/07 total combined long and short small business advisory appointments per month.

State Migration Centre (SMC)

(Also see Goal 2: Jobs and Economic Development and Goal 4: Regions)

The State Migration Centre within SBDC was officially launched in July 2006, bringing all of the State's business and skills related migration services under the auspices of the SBDC.

This move also ensured greater efficiency and easier access to services for potential skilled and business migrants coming to Western Australia.

Business and Licensing Information

SBDC's shopfront, the Business Information and Licence Centre (BILC), offers free business taxation information; research information via IBISWorld Industry Market Research Reports and information on licensing requirements to operate a small business, together with access to the SBDC's information workshop program.

During 2006/07, this specialist business bookshop carried over 100 publications on business-related topics, predominantly by Australian and Western Australian authors. Publications were also available for purchase online. During the year in review, the SBDC bookshop sold over 3,828 publications with sales totalling \$98,582.78.

The Business Licence Information Service (BLIS), also available through the BILC, contains information on more than 6,000 local, state and commonwealth government licences and permits required to operate a business.

Small Business Advocacy Service

The Small Business Advocacy Service provides a free confidential service to assist small business operators in their dealings with government agencies.

It supports small businesses by investigating their issues and concerns, providing useful contacts and links to other services and facilitating solutions, whenever possible. This unique service aims to save time for small business operators by simplifying their dealings with government departments and agencies.

The service also provides an avenue for the SBDC to identify red tape and government regulation affecting the operations of small businesses. Areas identified are separately pursued as part of the State Government's regulatory reform agenda to lessen the administrative pressure on small businesses.

During 2006/07, the service investigated and resolved a wide range of issues on behalf of small business operators which resulted in the SBDC facilitating negotiations and working with other government agencies to:

- Improve the quality of services and/or products provided by government agencies to meet the specific needs of the small business sector;
- Develop communication strategies to inform the small business sector about regulatory and policy changes;
- Examine legislation to identify options to allow the small business sector to develop and market new and emerging products;
- Influence the review and development of local government policies which support home based businesses;
- Critically consider the criteria within town planning frameworks so that they positively met the needs of the small business sector while complementing the needs of the existing business and community structure;
- Promote the delivery of essential services, such as electricity and water, in a manner sensitive to the needs of small business;
- Encourage the review of legislation to assess the direct and indirect impact on small business.

During the year in review, the SBDC developed and implemented a campaign to increase the promotion of the Small Business Advocacy Service to raise the profile of the service, and access by the small business sector.

Report on Operations

Workshops

The SBDC conducts a range of unique low cost workshop program, providing small business clients with practical information on key aspects of successfully establishing and operating a small business.

During the year in review the workshop program content was reviewed and updated to ensure clients received relevant and timely information. The workshops were delivered by professional trainers with a business background and were provided at times convenient for clients.

During the 2006/07 year, workshops were delivered on the following topics:

- Applying for Finance
- Contracting Today
- Costing and Pricing of Goods and Services
- Employment Today
- Feasibility of your Business Idea
- Getting your Business on the Web
- Home Based Business
- How to Buy a Business
- How to Start a Business
- Introduction to Business Planning
- Introduction to Market Research
- Marketing and Promoting your Business

Overall, a total of 2,923 participants attended 226 small business information workshops this year.

Commercial Tenancy Advisory Service

Leasing of business premises continued to be an area of importance and concern to small business operators during 2006/07, particularly in shopping centres. Throughout the year, SBDC offered tenants and landlords information and guidance on all aspects of lease negotiations and operation. In 2006/07, the SBDC received and responded to over 2,600 commercial tenancy inquiries.

The SBDC also assisted 74 clients making applications to the State Administrative Tribunal, which provides dispute resolution through low-cost mediation.

The high demand for the Commercial Tenancy service is expected to continue following the Government's *Retail Shops and Fair Trading Legislation Amendment Act 2006* enacted on 11 May 2007. The amendments to the Act include provisions prohibiting unconscionable conduct. During 2006/07, the SBDC launched a new edition of the *Common questions about the Commercial Tenancy Act for leases entered into on or after 1 July 1999* containing a plain English explanation of changes to the Act.

A major initiative of the SBDC during the year in review was to pursue further amendments to the Act recommended by the Act Review Committee in its report to the Government. To this end, the SBDC will continue to liaise with the Department of Consumer and Employment Protection, which is responsible for administration of the Act.

Indigenous Small Business Development Program

During 2006/07, the SBDC commenced the early stages of consultation associated with a pilot program to provide small business advisory and support services for Indigenous small businesses.

The program will identify and provide access to a range of culturally appropriate and individually tailored business skills development services.

A major objective of the program is to work with local service providers and Indigenous communities to develop a thorough understanding of the needs of Indigenous small business proponents. The SBDC will facilitate the development of partnerships and an integrated approach to identifying local resources to assist these businesses.

Small Business Mentor Service

The Small Business Mentor Service has been a core service of the SBDC since 1996 to support and encourage fledgling small business owner operators. The service has a pool of voluntary mentors who provide strategic guidance and information to new and established businesses. During 2006/07 a total of 46 mentor-mentee matches were made by seven Small Business Centres.

Business Incubator Support Package

In 2005 the SBDC revised its incubator support service from financial support to incubator management for the delivery of advisory services, to directly funding management skill development courses for the tenant. The new agreement included an initial administration fee and exit fee for incubator management as an incentive to facilitate the growth and graduation of the tenant.

Report on Operations

The outcome of the new arrangement has been the decline in access to the financial support with only two of the possible 13 incubators active in the program. In 2006/07 tenant support was claimed for five new tenants, but no tenant graduation fees were claimed. There have been two graduations claimed since 2005. As the Program was not meeting the objective of increased tenant graduation and is under-utilised by incubator tenants, the SBDC decided to close the program as at 30 June 2007.

Australian Taxation Office - Advisory Service

By arrangement with the Australian Taxation Office (ATO), the SBDC provided the services of a dedicated taxation officer for small business tax inquiries. This free, confidential advice to new and existing businesses, simplified the process for small business operators to be better informed of tax obligations, procedures and practices, from the commencement of their business. This year over 300 clients used the specialist ATO service in the Business Information and Licence Centre.

Servicing Small Business State-Wide (See Goal 4: Regions)

To ensure that small businesses throughout the State have access to information and support regardless of where they are located, the SBDC coordinated several activities through the Small Business Centre Network, the Small Business Initiatives Fund (SBIF) and the Service Delivery Arrangement for the Indian Ocean Territories. In particular, the strong relationship between the SBDC and the Small Business Centres played a vital role in ensuring small businesses throughout the State were aware of and made good use of, the support services provided by the State Government.

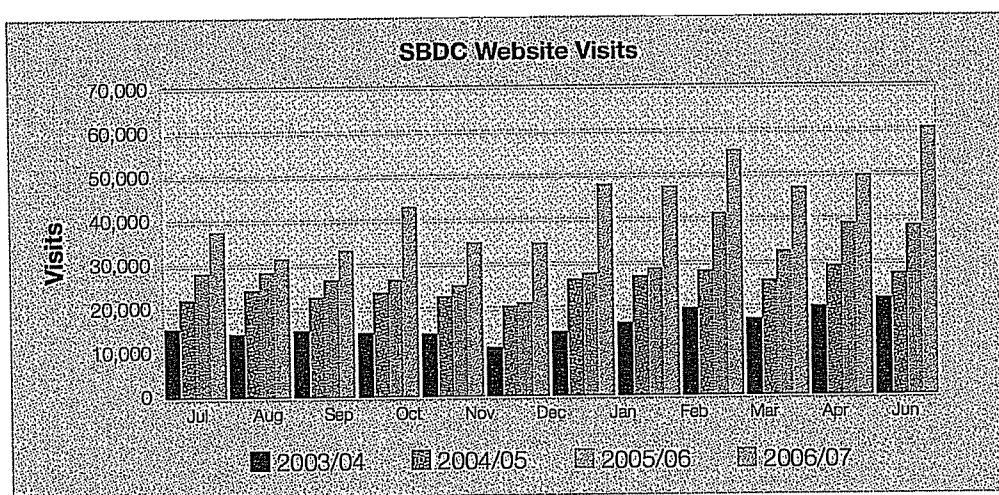
E-COM Entry Point for Small Business

The SBDC's E-Com Entry Point website provides information and educational tools to encourage small business operators to improve their knowledge and skills to run their business more efficiently and effectively. The SBDC has designed a suite of self learning e-commerce online products titled: *e-start*, *e-marketing* and *e-trade*. During 2006/07, over 55,500 visits were made to the E-COM websites.

Website	No. of visits
E-Com Entry Point	9,607
e-Start	11,182
E-Marketing, e-Trade	34,725
TOTAL	55,514

SBDC website developments and upgrades

The SBDC experienced continued strong growth in the number of small business clients accessing information from its main website. The graph below illustrates the ongoing trend of clients using the internet as the preferred way of accessing small business information, with an overall increase of almost 43 per cent visits to the main website (www.sbdc.com.au).



This growth has also been reflected across most of SBDC's websites with an overall increase of more than 56 per cent in visitors over the past 12 months. The most significant growth occurred in the online networks – Home Based Business Network, Young Business Network and the skills attraction websites Go West Now (www.gowestnow.com) and Skills migration website (www.migration.wa.gov.au).

During the year, the development of the following websites and online initiatives occurred:

- Go West Now - Launched on 28 September 2006, the Go West Now website was aimed at raising awareness of work and lifestyle opportunities in WA, to attract skilled workers from the eastern states to relocate to Western Australia;
- Skills Migration website - The transfer of the skills migration website to SBDC involved a major redevelopment prior to implementation into the SBDC environment; and
- Business Migrant Network - Launched in March 2007, to allow Western Australian business migrants to link with other business migrants and the SBDC.

The SBDC made ongoing improvements to its computer network throughout the year including the replacement of a number of desktop PCs, monitors and network printers. Replacement photocopiers provide scanning and printing capabilities reducing the overall number of printers onsite which will support improved energy efficiency targets.

Report on Operations

Specialist Advisory Services

- **LotteryWest Retailers**

During the year in review, the SBDC worked with LotteryWest to develop services and support for LotteryWest's retail network under the BizConnect program.

- **Small Business Retailers**

In partnership with the Australian Retailers Association and Centro Properties Group, the SBDC sponsored a training workshop for small business retailers at the Morley Galleria Shopping Centre. The workshop covered essential topics of retail marketing, managing the marketing process, investing effectively in marketing, developing marketing tools and managing your promotional calendar. Overall, more than 150 retailers took part in the SBDC workshop which in turn resulted in 22 individual site visits to premises.

SPECIALIST ONLINE NETWORKS

In recognition of the high-frequency use of technology by small business operators, the SBDC has four specialist networks dedicated to individual small business groups. They are the Home Based Business Network (HBBN), Young Business Network (YBN), Business Migration Network (BMN) and Small Business Exporters Network (SBEN).

Clients register online to access special membership benefits, including interactive online forums, online guidance, up-to-date news and events, promotion of their business through the members' directory, networking opportunities, events and useful links to relevant contacts.

During 2006/07, regular events were held for network members, including a very successful *Marketing Makeover* event in March 2007. This function attended by 125 network members, provided an opportunity to learn how to build, brand and boost a business. A seminar on *Mastering the Art of Networking*, held in June 2007, was attended by over 100 network members and demonstrated ways to implement networking skills to develop new customers, business relationships and friendships.

Young Business Network: The SBDC supports youth enterprise and recognises that business skills development, support, inspiration and encouragement for young entrepreneurs is vital to the future economic growth of Western Australia.

As part of its commitment to youth enterprise, the SBDC delivered support through free membership of the Young Business Network (YBN).

Through the website, the YBN provided a range of benefits including a 50% discount for all SBDC workshops, access to online guidance, an interactive forum for network members, details of up-to-date information and events, success stories, opportunities to promote member businesses through various forms of media and invitations to inspirational and educational events.

During 2006/07, the YBN has grown in strength with 24,806 user sessions made to the website and 2,915 registered members. This year there have been 1,051 messages posted on the interactive forum on 321 topics.

In addition to the YBN website, the SBDC formed alliances with relevant organisations to facilitate opportunities for members, including:

- Sponsoring 15 YBN members to attend the *Entrepreneurial Base Camp* held at Fairbridge Farm as well as providing advice and mentoring services to the 60 attendees.
- Facilitating a group of five YBN members who had an innovative new product or an innovative way of running their business, to assist a Curtin University research project on entrepreneurial small businesses.
- Providing \$5,000 for 14 YBN members to participate in the City of Joondalup's *Rethink* program which focused on learning the lateral thinking skills of Dr Edward de Bono and applying these skills to their businesses to generate ideas for developing new business opportunities. The program also provided training on topics such as export markets, intellectual property and marketing.
- Providing opportunities to members to raise the profile of their business through radio interviews, newspaper and magazine articles, speaking engagements, stories published in educational publications and invitations to attend special events.
- Financial sponsorship and support was also provided for the *Young Achievement Australia Program*, including facilitation of mentors for the program, speakers for their Skills Management Day and provision of a judge and presenter for the best Business Plan award.

In addition to official YBN events, various workshops have been presented for education institutions, youth related organisations, and industry groups. The SBDC also liaised with various youth committees providing guidance and support for youth programs such as *Lifeskills* for Clarkson Senior High School and *LifeWork* for Princess Margaret Hospital.

Report on Operations

Home based Business Network: The Home Based Business Network (HBBN) recognises the contribution made by home based business operators to the economy and the provision of employment in Western Australia.

The HBBN caters for all stages of home based businesses from planning to starting, operating and growing a home based business. A core feature of the website is an interactive forum where home based business operators can exchange information and ideas with others and the advisory staff of SBDC.

During 2006/07, the Network has grown by over 1,000 new members to a total of 4,109 members. During that time, members made 2,388 postings on the interactive forum.

The Business Migrant Network: The Business Migrant Network (BMN) was launched by the Minister for Small Business on 22 March 2007. The BMN provides an online forum to facilitate discussion among members to help make the settling in process easier. Through the network, members share their ideas and experiences about starting and developing a business in Western Australia. The Business Migrant Network has attracted 97 members since its launch.

Small Business Exporters Network: The Small Business Exporters Network (SBEN) delivers a broad range of services to assist first time and emerging exporters to develop and maintain successful export markets. The SBEN website at [www.sben.wa.gov.au](#) is a portal for small businesses to access a range of services. The website also features a free, online forum which allows network members to interact with each other by sharing information and knowledge and forming alliances.

There are now 338 members on the network who have collectively made 5,861 posts on the forum over the past twelve months.

International Business Network: During the year in review, the SBDC worked collaboratively with other government agencies in presenting seminars to visiting delegations from China on State sponsorship requirements and visa criteria for business and skilled migration, and SBDC business development services.

Throughout 2006/07, the SBDC maintained close links with ethnic business associations to encourage access to the enterprise development services for multicultural small business operators. The SBDC was represented at events with the following associations:

Australia Africa Business Council;

Australia British Chamber of Commerce;

Australia China Business Council;

Australia Indonesia Business Council;

Croatian Chamber of Commerce;

International Business Council;

Hong Kong Economic Trade Office; and

Western Australian Chinese Chamber of Commerce.

Major events held during the year included a migration and education visit to South Africa with the Australia Africa Business Council, Chinese New Year celebrations with the Hong Kong Economic Trade Office and business workshops with the Western Australian Chinese Chamber of Commerce.

Report on Operations

GOAL 2: Jobs and Economic Development

Creating conditions that foster a strong economy, drive small business growth, stimulate enterprise and deliver more jobs and greater wealth for all Western Australians.

INFLUENCING GOVERNMENT POLICY AND CUTTING RED TAPE

Inter-departmental Mapping Project

During 2006/07, the SBDC commenced a project to map State Government policies, programs and services for small business to gain a better understanding of the extent of Government support for the sector, identify gaps, and enable new program and policy development. Through consultations with Government agencies, the SBDC will promote greater awareness of small business needs and issues and seek opportunities to enhance services for the sector.

The planning of the project commenced in 2006/07 and the first stage of the initiative will be completed in 2007/08 with the publication of a document highlighting the Government's commitment to small business and identifying future directions. This initiative is consistent with the State Government's *Better Planning: Better Futures* framework, the *Building Future Prosperity: Creating Jobs and Wealth through Industry Development* policy statement and the SBDC's statutory responsibility to review and report on the type and effectiveness of State Government programs for small business.

Small Business Impact Statement and the Business Cost Calculator

Small Business Impact Statements (SBIS) are used as part of the decision-making process when Cabinet considers regulatory, legislative or policy initiatives proposed by government agencies that may significantly affect small business.

During the year in review the SBDC worked with Cabinet Services to strengthen the SBIS process by:

- Developing a consultative service to be provided by the SBDC for government agencies that need assistance to assess the direct and indirect impact of their proposals on small business;
- Improving the guidelines for completing the SBIS so that government agencies clearly understand their responsibilities; and
- Re-drafting the SBIS template to assist agencies to increase the quality of information forwarded to Cabinet.

These changes are expected to be implemented by the end of the 2007 calendar year.

To complement the SBIS process the SBDC has been actively working with regulatory agencies to trial the use of the Business Cost Calculator (BCC). The BCC is a tool developed by the Australian Government that assists agencies to calculate the cost of compliance for small businesses associated with the implementation of government proposals.

Trials have been negotiated and initiated with agencies across different regulatory environments.

Ready Response Network

The network is made up of more than 1,200 small business operators and their representatives who provide regular responses to questionnaires. Through the network, members are provided with an avenue to voice their opinions and influence the direction of small business policy across all levels of government.

The Ready Response Network allows the SBDC to conduct a quick 'litmus test', gauging the opinions of small business operators on a variety of current and emerging issues affecting the small business sector in WA.

In 2006/07, responses to Ready Response Network surveys allowed the SBDC to inform the Minister for Small Business and government agencies of views held by members of the network on topics including:

- the expectations of small business operators on the performance of their individual businesses and wider economic conditions for 2007;
- the potential impact of deregulating retail trading hours in WA on small businesses;
- the key issues currently impacting on the small business sector; and
- the impact of cross border licensing requirements on small businesses to assist the SBDC provide input into an Australia-wide project examining how a licence in one state/territory might be recognised nationally.

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Submissions and Reviews

The SBDC continually scans the environment to identify initiatives proposed by all levels of government that affect Western Australian small businesses. During the year, initiatives were analysed to assess the impact of proposals on the sector and submissions championing the cause of small business were prepared on a range of issues including:

- Stage 2 of the Department of Treasury and Finance's State Tax Review, which was undertaken to enhance the competitiveness, equity and efficiency of the State tax system, including minimising compliance costs for taxpayers. The SBDC advocated for broader business tax relief measures in the areas of payroll tax, stamp duty and associated transfer duties, and land tax, in order to reduce the cost and compliance burden for small businesses in Western Australia.
- The Council of Australian Governments (COAG) review of the operation of the Subclass 457 Temporary Business (Long Stay) Visa program. The SBDC coordinated the Western Australian Government's input into the review, seeking enhanced cooperative measures with the Commonwealth to ensure the effectiveness, fairness and integrity of the temporary skilled migration arrangements, including appropriate and consistent minimum standards. This included advocating for better protections for 457 visa holders and smooth access to the program by employers.

Report on Operations

- The Australian Government's review of the disclosures section of the Franchising Code of Conduct. The SBDC's submission called for strengthened disclosure provisions to provide greater clarity and certainty on the respective rights and responsibilities of franchisees and franchisors, in particular in relation to important operational details of the franchise system such as financial and audit information.
- The Regulation of the Hairdressing Industry in Western Australia Inquiry. The SBDC advocated for the hairdressing industry to be deregulated in order to stimulate competition and remove unnecessary red tape, thereby improving industry efficiency.
- The Review of the *Builders' Registration Act* 1939. In this submission the voice of smaller builders was put forward to promote the need for regulatory requirements and costs for this group to be kept to a minimum, allowing businesses to focus on business, not compliance.
- The Government's green bill, the *Co-operatives Bill 2006*. The SBDC advocated for robust corporate governance processes that promoted fairness, transparency and accountability, along with a cost effective regulatory framework for the co-operative enterprise on behalf of small business members of co-operatives.
- The Review of the *Painters' Registration Act* 1961. Contrary to fostering a strong economy, the continued regulation of the painting industry places a burden on enterprise development and unnecessary costs on the whole industry. Consequently, in its submission to this review, the SBDC was strongly in favour of deregulating the industry.
- The State Government's submission to the Australian Parliament's Joint Standing Committee on Migration inquiry into eligibility requirements and monitoring, enforcement and reporting arrangements for temporary business visas (the Randall inquiry). While supportive of skilled migration programs, including the 457 visa scheme, the SBDC advocated for stronger protections and procedures for both employers and employees. The SBDC also raised concerns about definitions of regional Australia under skilled migration arrangements.
- The Western Australian Legislative Assembly's Economics and Industry Standing Committee's inquiry into the State Government's role in developing and promoting the information and communications technology (ICT) industry in Western Australia. The Committee's report cited SBDC services supporting small business growth, including its Innovation to Market, TradeStart, and Small Business Exporter Network Initiatives, and noted the need for effective broadband infrastructure throughout the State, as advocated by the SBDC and other submissions to the inquiry.
- The Senate Economics Committee's inquiry into the provisions of the *Tax Laws Amendment (Small Business) Bill 2007*. The SBDC supported the introduction of the proposed amendments as they benefit many small businesses, reduce the cost of compliance and are a logical and common sense approach to tax administration in Australia.

In June 2007, the SBDC began discussions with the Australian Securities and Investment Commission regarding its review of the Electronic Funds Transfer Code of Conduct, which regulates electronic transactions between financial institutions and consumers. The SBDC is providing ASIC with a small business perspective on electronic banking issues and campaigning for greater protection for small business consumers from online fraud and other threats.

Small Business Ministerial Link Forums and RoundTables

The SBDC coordinates regular Small Business Ministerial Link Forums to provide small business operators and industry representatives the opportunity to meet face-to-face with the Minister for Small Business and discuss issues affecting the sector. The Forums facilitate communication between the Minister and the small business sector on key issues. Through discussions held at the meetings, the SBDC identifies red tape, current and emerging issues and works with government agencies to develop improvements in the delivery and communication of government services.

Each Forum brings together small business operators and representatives from selected industry groups. Discussions at meetings held in 2006/07 focused on issues such as labour shortages, small business and the environment, how to reduce red tape and how to reduce taxes and charges.

The Small Business Roundtables complement the Ministerial Link Forums and are designed specifically for small business operators in selected geographical areas to meet the Minister for Small Business and raise issues affecting their businesses. Roundtables provide a relaxed and informative environment for discussions between small business operators and the Minister.

In 2006/07, issues raised by small business operators at the Roundtables included government assistance for small business manufacturers, attracting and retaining skilled workers, and availability of light industrial land.

Home Based Business Survey

In 2006/07, the SBDC conducted a study, the first of its kind, to identify the nature and type of home based businesses and, in particular, precursors and barriers to their growth. The study involved surveying and interviewing home based business operators in Western Australia and is part of a larger project involving home based businesses nationally. It was undertaken in conjunction with Edith Cowan University and involved the participation of almost 630 home based business operators.

The final report on the study, which is expected to identify options for government to institute programs and strategies to address barriers and drive growth, will be available early in the 2007/08 financial year.

Report on Operations

SMALL BUSINESS REPRESENTATION

A major role of the SBDC is to anticipate, monitor and respond to issues affecting small business, and to support the Minister for Small Business with the development of small business policy. Through written submissions and personal representations on forums and advisory groups, and by working with individual small businesses and sector representatives, the SBDC is able to advocate on behalf of small business to all levels of government.

Small Business Ministerial Council (SBMC)

During the year in review, Western Australia's Minister for Small Business, Margaret Quirk, chaired the SBMC which comprises Ministers with responsibility for small business from the Federal, State, and Territory Governments, and New Zealand. The SBMC meets annually to discuss a wide range of national issues affecting the sector and to promote a coordinated approach to small business policy and development. Responsibility for chairing the SBMC rotates amongst jurisdictions:

As part of the chairing agreement, the SBDC acted as secretariat to the SBMC which involved taking a leading role in developing the SBMC's agenda, chairing all senior officials' meetings and organising the 2007 SBMC meeting in Perth scheduled for 27 July, 2007.

Two major projects being undertaken by the SBMC during 2007 were progressed on behalf of the Council of Australian Governments (COAG):

- The Australian Business Number (ABN) / Business Names Registration project will see the development of a seamless, single online registration system for both ABNs and business names, including trademark searching; and
- The Mutual Recognition of Business Licensing project will see options developed for the full mutual recognition of business licensing requirements for all states and territories (i.e. if a person or entity is licensed in one jurisdiction to operate a business or perform a business activity, they are entitled to be licensed in a second jurisdiction for the equivalent business or activity without the need for further assessment).

Australian Taxation Office (ATO) Small Business Liaison Group (SBLG)

The SBLG is a forum for small business and industry representatives to discuss small business taxation issues with the ATO and raise concerns about administrative and compliance difficulties. During the year in review, the SBDC provided feedback on the ATO's small business compliance activities and tax legislation, including the *Tax Laws Amendment (Small Business) Bill 2007*.

National Executive of Small Business Agencies (NESBA)

NESBA consists of senior officers from State, Territory and Australian Government agencies responsible for small business policies and programs. The aim of NESBA is to share information and provide a coordinated and cooperative approach in the development of programs and service delivery for small business. In 2006/07, NESBA's agenda included investigating new approaches to improve the financial literacy of small business, options for natural disaster mitigation relief and methods of supporting innovation in the sector.

Small Business Institute - Small Business Advisory Committee

During 2006/07, the SBDC was a member of the Small Business Advisory Committee along with other small business stakeholders, including the Department of Education and Training. The Committee provided recommendations on the establishment of a Small Business Institute to improve small business access to vocational education and training.

Human Influenza Pandemic Taskforce – Maintenance of the Economy Sub-Committee

In 2006/07, the SBDC participated on this sub-committee to examine the possible effect of a Human Influenza Pandemic on the Western Australian economy in general and on small business in particular. The sub-committee also considered what measures could be implemented, both by the private sector and government, to alleviate the very significant negative effects of a potential pandemic.

Recommendations to the Human Influenza Pandemic Taskforce included support for more broadly focused business continuity planning resources and training for small business.

As a result, the SBDC is planning to develop resources to educate and train small businesses about business continuity planning, in order to better prepare the sector for a range of natural disasters, not only a Human Influenza Pandemic event. Continuity planning can assist small business prepare for a range of events including natural disasters, technology breakdowns and staff shortages.

Economic Statistics Consultative Group

Regular participation in the Australian Bureau of Statistics (ABS) Western Australian Economic Statistics Consultative Group (ESCG) assists the SBDC to influence the business research program conducted by the ABS.

This results in improved and better information about the performance and characteristics of the small business sector in Western Australia which assists the government and stakeholders to develop informed and focussed policy and services.

The SBDC remains up to date with the most recent economic and small business statistics available and can provide its key stakeholders with a comprehensive range of information.

Report on Operations

Collaborative partnerships

To advocate on behalf of small business, collaborative partnerships have been developed by the SBDC across all levels of government.

Memorandums of Understanding (MoU)

The SBDC commenced the development and negotiation of Memorandums of Understanding (MoU) to formalise and strengthen the relationship it has with industry associations.

The MoU will identify areas where collaborative arrangements can be developed and will provide for a high level of cooperation by:

- cross promoting small business services and initiatives;
- sharing information;
- liaising on policy development and review and research;
- developing joint initiatives; and
- cross referencing respective websites.

The first MoU has been negotiated with the Combined Small Business Alliance of WA for final signature in July 2007.

Increasing Media Focus on Small Business

A key strategy of the SBDC is to promote understanding and recognition of the contribution of small business to the WA economy, and the relative importance of the sector to continuing this economic prosperity. During 2006/07, the SBDC succeeded in increasing media focus on small business.

The SBDC accomplished this through liaison with *The West Australian* and *Countryman* newspapers. As a result of these negotiations, both newspapers have undertaken to carry regular sections dedicated to small business news and issues.

The *Countryman* newspaper has a weekly section titled *The Business* for small business issues, and *The West Australian* will be producing a bi-monthly supplement titled **Small Medium Enterprise Pathways**, commencing in the second half of 2007.

The SBDC is also a regular contributor to the *Enterprise* section of *The Australian Financial Review*, dedicated to small business issues, and discussions are underway for similar input with *Entrepreneur*, the bi-monthly supplement of the national newspaper, *The Australian*.

During 2006/07, the SBDC continued to be proactive in its approach to gaining media coverage for small business with 70 media releases on issues of importance to the small business sector prepared. A further 43 editorials and success stories were featured in community and regional newspapers and a range of business and lifestyle magazines throughout the year.

CREATING A STRONG ECONOMY

State Migration Centre

The Western Australian State Migration Centre (SMC) was officially launched in July 2006 bringing all of the State's business and skills related migration services under the Small Business Development Corporation (SBDC).

One of the first initiatives of the SMC was the production of a comprehensive migration publication titled *Smart move: a kit for migrants settling in Western Australia* which is designed to assist migrants arriving in Western Australia. The kit covers all aspects of relocating, including assistance with financial matters, finding a home, school enrolments, healthcare, setting up a business, and networking.

Demand for business and skilled migration assistance was strong in 2006/07 with the SMC responding to more than 19,217 inquiries by telephone, email or letter. In addition, a further 2,456 appointments were conducted at overseas events and at the SBDC.

Western Australia's prime market for business and skilled migrants include the United Kingdom (UK) and Ireland (business and skilled), China (business) and India (skilled). Currently new markets are being developed for both business and skilled migrants in the Netherlands, South Africa and Korea.

To promote Western Australia as a destination for business and skilled migrants, the SMC participated in a range of international activities including:

- seminar programs in the UK, Netherlands, China, India and South Africa;
- expos in the UK, Ireland, Netherlands, India, Taiwan and China; and
- migration agent functions in the UK, India, China and South Africa.

The SMC also participated in the Department of Immigration and Citizenship (DIAC) series of *Australia Needs Skills Expos* in London, Manchester, Dublin and Perth, with other Australian State and Territory governments and employers.

Around 70,000 participants attended the combined international seminar/ expo function and migration activities in 2006/07.

Other marketing activities included advertising in the *Living in Perth* publication and UK, Indian and South African newspapers. Editorials on business and skilled migration to Western Australia were also featured in UK, Indian, Chinese and South African newspapers and journals.

Report on Operations

During the year the SMC worked closely with other WA government agencies, Regional Development Commissions (RDCs) and migration agents in key markets as well as the Western Australian Trade Offices in Europe, China, Taiwan, South Korea and India.

Promotional material, brochures and CD's were distributed to assist agents and Western Australian overseas offices with potential business and skilled migrants wanting to relocate to Western Australia. For the China market, promotional material and brochures have been produced in simplified Chinese.

Throughout the year, the SMC worked closely with Western Australian employers, the Migration Institute of Australia (MIA) and DIAC to develop and enhance Australia's business and skilled visas, and to plan marketing activities to attract business and skilled migrants to the State.

Other major activities for 2006/07 include:

- SBDC actively represented the Western Australian Government on the Commonwealth/State Working Party on Skilled Migration (CSWP). The CSWP was established to identify and implement cooperative measures to strengthen the effectiveness, fairness and integrity of the Subclass 457 Temporary Business (Long Stay) Visa program. This followed a request by the Council of Australian Governments (COAG) in response to allegations that 457 visa holders were being exploited and concerns that some employers were abusing the temporary skilled program. A number of reforms to strengthen the integrity of the program have now been agreed to by the Commonwealth and States/Territories. The SBDC is presently working with relevant State Government agencies to implement the reforms in line with COAG's directive.
- Conducted a skills survey of the Perth metropolitan area with the Department of Employment and Workplace Relations (DEWR). The survey was used to update the State's Priority Skills List (PSL). An amended list has been submitted to DIAC for approval. This survey and information from industry and the Western Australia's Regional Development Commissions was also used to update the State's Skills in Demand List.
- In October 2006, SBDC organised a review of the State's Skilled Migration Program. The review found that the program met its objectives and targets in attracting skilled migrants and as a result, the Government of Western Australia will continue funding into the future.

Business Migration

Business migrants represent a key investment attraction avenue for the State and are a prime source of new capital, business establishment, export income and employment generation. This in turn, has a major impact on the State's economic wellbeing.

In 2006/07 the SMC approved a total of 488 new business migrants for State sponsorship and registered 28 new business migrants for an unsponsored visa, thereby achieving the annual target of 516 from UK, China, South Africa and 37 other countries. Should these migrants take up their visas, it is estimated that the benefit to the State's economy over the next 24 to 36 months will be:

- capital inflow of around \$628 million including \$249 million invested in business and \$32 million in State Treasury Bonds;
- creation of some 970 new jobs across a wide range of industries; and
- an estimated 103 new businesses exporting Western Australian goods and services.

Report on Operations

Innovation to Market

The SBDC Innovation to Market (ITM) program provides information, guidance and direct assistance to individuals and small business operators to provide them with a better understanding of the commercialisation process and to overcome the barriers involved in taking an innovation to market.

The program is structured in three stages to ensure the best possible outcome for the client. These are:

Stage 1 - An initial evaluation of the innovation by two specialist SBDC advisers who provide free, confidential and objective feedback to applicants.

Stage 2 - A commercial viability assessment by an expert consultant at no financial cost to the client and if the assessment is positive, a report is provided that identifies the critical success factors for commercialisation; and

Stage 3 - For those innovations demonstrating strong commercial potential, financial assistance is provided to the client by way of reimbursement of the cost to engage their own private sector professional commercialisation assistance up to a maximum of \$3,000.

The ITM program can be delivered through the SBDC website for the first stage and applicants can also receive personal guidance from Small Business Services (SBS) advisers.

This financial year, assistance was provided to:

8 clients under Stage 1;

6 clients under Stage 2; and

1 client under Stage 3 totalling \$11,000

During the year, the SBDC worked with the WA Innovation Centre at Technology Park on the delivery of innovation-focused seminars. The Corporation was also represented on the organising committee for the WA Inventor of the Year Awards, coordinated by the Innovation Centre.

Export Development Initiatives

The SBDC is committed to stimulating economic growth in Western Australia by increasing the number of small business exporters. The following specialised services and programs, designed to achieve successful export outcomes, are delivered by the SBDC to assist in achieving this goal:

- **TradeStart**

TradeStart is a joint SBDC and AusTrade program providing free personalised assistance for new and occasional exporters to achieve export sales. The program includes export coaching, identifying and prioritising target markets, and assistance on the ground in selected overseas markets.

During 2006/07, general export information and guidance was provided to a total of 674 clients or intermediaries. Since commencing delivery of the service in 2002, the SBDC has signed 122 small businesses onto the TradeStart program, with 37 of those businesses achieving export sales under the program.

In October 2006, the SBDC was awarded a new TradeStart contract, to continue delivering the Austrade funded program in Perth, through to 30 June 2010.

- **Export Accelerator Program**

The Export Accelerator Program provides specialised additional assistance to the SBDC's TradeStart clients. The program aims to accelerate the exporting process, by providing professional assistance (up to a maximum value of \$2,500 plus GST per client) for export training, export marketing services, registration of intellectual property and language translation.

During 2006/07, the Export Accelerator program assisted four SBDC TradeStart clients with funding totalling \$10,328 (including GST).

- **Export Allies**

The Western Australia Export Allies group comprises representatives from the State Government agencies of the SBDC, the Department of Industry and Resources, Tourism Western Australia, the Department of Agriculture and the Department of Culture and the Arts and the Federal Government agencies of Austrade, AusIndustry and the Department of Foreign Affairs and Trade.

The key objective of the group is to better coordinate the provision of information, guidance and access to export assistance programs for Western Australian businesses.

During the 2006/07 year, the group met regularly to exchange information from each government agency representative to ensure maximum coverage to the State's potential and existing exporting businesses. Information distributed included:

ADDRESSING SKILLS SHORTAGES

Skilled Migration

In 2006/07 the State Migration Centre (SMC) approved State sponsorship for a total of 860 new skilled migrants from India, UK, China, and 69 other countries under the State and Territory Nominated Independent visa (Class BN Subclass 137) (STNI) against a target for the year of 850.

Should these migrants take up their visas, they will help ease the skill shortages in the Perth metropolitan area and regional Western Australia in a range of occupations from accountants to engineers, health personnel to teachers and bricklayers to plumbers over the next 18 to 24 months.

Report on Operations

In addition, these skilled migrants will bring over \$98 million of new capital into Western Australia and contribute to the economy through the purchase of homes, property, motor vehicles and other domestic products and services.

Interstate Skills Attraction Campaign - Go West Now campaign

In response to acute shortages of skilled labour in the resources and construction sectors, the SBDC launched the Go West Now interstate skills attraction campaign in Melbourne in September 2006. The first stage of the campaign commenced with a high profile advertising strategy including press, radio and billboard advertisements in New South Wales and Victoria.

The advertising campaign was supported by a website, call centre and help desk service where callers could obtain more detailed assistance or answers to specific queries about living and working in Western Australia. Stage one was successful in attracting more than 86,800 visits to the Go West Now website, and more than 5,200 registrations from people interested in relocating to Western Australia.

Stage two of the campaign commenced in May 2007 and involved a high profile presence at two employment expos in Melbourne and Sydney. A strategic decision to broaden the campaign beyond the resources and construction sectors resulted in a coordinated promotion to the 30,000 expo visitors at each event.

Several key private and public sector organisations including the Departments of Education, Health, Tourism and Police, regional development commissions and the WA Chamber of Commerce and Industry joined SBDC in participating in the expos and provided information and consultation to more than 4,000 expo visitors.

An online survey of registrants has indicated that 29% of people interested in relocating have made the move to Western Australia.

GradDirect

GradDirect was launched by SBDC in November 2006 in response to the skills shortages impacting on the small business sector. This innovative online program allowed small business operators to source graduates or students with the skills and talents they required for full-time, part-time, short term or work experience placements in their businesses.

During the 2006/07 period 1,136 registrations were received from students and graduates, resulting in 79 matches occurring between employers and graduates.

STIMULATING ENTERPRISE

The SBDC hosts and participates in a diverse range of sponsored events, to strengthen stakeholder relationships and raise awareness of the services and programs available for the sector. This year, these events resulted in approximately 18,400 indirect client contacts.

Sponsorship

During 2006/07 the SBDC sponsored and participated in 32 small business events, ranging from seminars and conferences to large exhibitions. These sponsorships included 14 local small business awards programmes.

Details of SBDC's 2006/07 sponsorship include:

LPO Conference	31 Jul 2006
Young Achievement Australia	01 Aug 2006
Goldfields Small Business Awards	25 Aug 2006
Esperance Small Business Awards	08 Sep 2006
Midwest Small Business Awards	09 Sep 2006
Karratha Small Business Awards	16 Sep 2006
Gosnells Armadale (Business/Tourism Assoc)	
Small Business Awards	01 Oct 2006
Belmont Small Business Awards	10 Oct 2006
EU Ambassador Lunch - IBC	22 Nov 2006
Local Chambers - Armadale	01 Dec 2006
South West Futures Conference	14 Feb 2007
Albany Small Business Awards	16 Feb 2007
CCI Master Class	20 Feb 2007
West Coast TAFE Awards	04 Apr 2007
North West Expo	01 May 2007
Kimberley Small Business Awards	03 May 2007
Broome CCI Small Business Awards	03 May 2007
Derby CCI Small Business Awards	03 May 2007
Halls Creek CCI Small Business Awards	03 May 2007
Kununurra CCI Small Business Awards	03 May 2007
Family Business Australia Awards	07 May 2007
Kimberley Economic Forum	22 May 2007
South West Small Business Awards	25 May 2007
Family Business Australia Conference	25 May 2007
Business Opportunities Expo	25 May 2007
Local Chambers Small Business Awards	22 Jun 2007
North West Metro Small Business Awards	22 Jun 2007
Peel Small Business Awards	30 Jun 2007

Report on Operations

GOAL 3: Lifestyle and the Environment

Meeting the needs of current and future generations through an integration of environmental protection and economic prosperity.

The Green Guide

With more than 186,000 small businesses operating throughout Western Australia, small business can make a big difference to the impact of business activity on the environment.

The SBDC recognised the value for small business to be environmentally responsible. On behalf of the Western Australian Government, the SBDC undertook to produce a guide for small business, providing information about green energy, recycling and carbon credit schemes. This project is in keeping with the Government's goal to address the impacts on the environment, by managing resources in a responsible and sustainable way, and is due for completion in July 2007.

Green Stamp Program

The Green Stamp Program was originally developed by the Motor Trade Association of WA in conjunction with the Department of the Environment. It aims to identify and overcome barriers confronting small to medium businesses in managing their environmental impacts.

Following representation from small business who expressed concern that funding for the Green Stamp Program may be discontinued, the SBDC advocated the importance of this program to government and encouraged the continuation of funding to support the Green Stamp Program.

As a result, ongoing operational funding was approved for two Green Stamp program coordinators to June 2009, totalling up to \$350,000 and funding for a program manager to address sustainability strategies within a small to medium enterprise support framework, totalling up to \$100,000 to December 2007.

Sustainability support for small and medium enterprises SMEs

Sustainability, as defined by the State Government, is defined as *meeting the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity.*

In line with the sustainability code of practice for Government agencies, the SBDC has continued to progress its sustainability commitments as a major consideration in the development and delivery of SBDC programs and services.

The SBDC developed and submitted its Sustainability Action Plan in 2004. In addition to the achievements highlighted in this report, the Corporation has continued to progress the targets and priority areas of the plan through:

- Compliance with State Supply Commission and Department of Treasury and Finance policies and guidelines for the procurement of goods and services including the use of Common Use Contracts;
- Ensuring building works comply with the relevant Department of Housing and Works Office Accommodation Policy 14 - Sustainability and Government Accommodation;
- Encouraging the use of four-cylinder and LPG fuel vehicles where practical. Of our current fleet of six vehicles, three are four cylinder and one is dedicated LPG;
- Actively encouraging the use of paper recycling bins, the recycling of toner cartridges and double-sided printing, resulting in a reduction in waste;
- Achieving significant reductions in non-transport related energy use in accordance with the Energy Smart Government policy.

Report on Operations

GOAL 4: Regional Development

Facilitate regional small business development to benefit Western Australia's regional communities

SMALL BUSINESS SERVICES TO THE REGIONS

- **Small Business Centre Network (SBC)**

SBCs are independent, community based organisations providing locally delivered small business services. They are operated as incorporated associations, managed by volunteer management committees employing a facilitator to provide guidance, advice, and information to small businesses.

The State Government, through the SBDC provides funding for the 26 Small Business Centres (SBCs) throughout WA as well as ongoing operational support and specific project funding.

The SBDC continued this support of the Small Business Centre Network throughout the year in review.

In 2006/07 the State Government allocated \$2.83m in core operational grants to the centres, along with an additional \$174,000 to support the five SBC network zones in Western Australia.

Management committees of all SBCs comprise broad representation from across their service area. This ensures the services delivered are both relevant and accessible to small businesses within their region. The committee representation results in increased community understanding about the role of the SBCs and the services provided.

The SBDC works closely with local governments, chambers of commerce, business associations and Regional Development Commissions to encourage support for the Small Business Centres.

For the 2006/07 financial year, the Small Business Centre network undertook 29,296 client sessions resulting in 1,759 new business start-ups. The network facilitated 3,347 people into jobs and hosted 6,389 workshop participants.

- **Small Business Centres WA Inc (SBCWA)**

Small Business Centres WA (Inc) is the peak representative body for the 26 independent Small Business Centres.

In recognition of its important role in providing a formal link between the State Government and the Small Business Centre network, the SBDC provides secretariat services to the SBCWA. In addition, representatives of SBCWA meet quarterly with the SBDC Board to exchange information and views on the operation of the Network.

- **State Conference for Small Business Centres**

The SBDC coordinated the 2007 Small Business Centre (SBC) Conference for Managers and Chairpersons, held in Pemberton from 25 to 27 March 2007. In attendance were all 26 SBC Managers; 15 Chairpersons and 9 Proxies.

The Conference program provided opportunities for Chairs and Managers to learn from their peer network while professional development sessions covered business benchmarking skills, communication skills, role of committee and chairperson, as well as meeting and minute taking skills.

The Conference also included presentations from Tourism WA and LotteryWest (including \$1,000 sponsorship from the latter) on partnership opportunities, and from the Business Facilitation Services team on topics including corporate governance, take-up of Small Business Initiatives Fund (SBIF) funding, SBC agreements, SBC reporting and auditing.

- **Small Business Initiatives Fund (SBIF)**

The Small Business Initiatives Fund, funded by the State Government and administered by the SBDC, provides a project funding source for the exclusive use of the Small Business Centre Network for their small business clients. The fund enables Centres to identify local business needs, develop project proposals aimed at addressing those needs, and deliver business development initiatives throughout their region.

For the year to 30 June 2007, a total of \$297,238.36 in SBIF support funding was provided to 19 SBC Initiatives throughout the State. The approved projects include:

- Directors Essentials Program, which was delivered to 12 local Small Business Centre Board members and key stakeholders through regional Western Australia, as a contribution to enhancing and improving corporate governance.
- Business Mastermind Program, a six-month project specifically designed to meet small business training requirements, aimed at achieving a range of outcomes including improved business skills, problem solving, strategic planning and increased turnover and growth. This was a joint project between Stirling and South East Metro (Gosnells) Small Business Centres.
- Two workshops, aimed at giving retailers current marketing ideas and strategies for their businesses, were delivered by Barry Urquhart and John Stanley for the Small Business Centre Great Southern (Albany).
- Market research by the Small Business Centre Eastern Wheatbelt (Corrigin), Small Business Centre Belmont, and Small Business Centre Bunbury Wellington, to determine the current training needs of their local clients as a basis for developing a service delivery strategy.
- Introductory workshops delivered by The Small Business Centre Goldfields (Kalgoorlie) on Business Planning and Home Based Business workshop.

The following graph indicates the distribution of SBIF funding in 2006/07.

The above graph covers Jun 06 to Mar 07.

Report on Operations

• Business Today Workshop Program

The SBDC has developed a suite of business workshops to improve the management skills of small business operators, particularly in regional centres.

The Business Today program consists of four distinct workshop packages; Cashflow Today, Marketing Today, Retailing Today, and Tourism Today. These workshops are delivered exclusively by the Small Business Centre Network with the support of SBIF funding. The workshops vary in duration and cost to the client at a subsidised rate and provide added value to the service capacity of Centres throughout the State.

- The Small Business Centre West Kimberley (Broome) delivered the Tourism Today workshop to 94 participants in March 2007.
- The Retailing Today Program was delivered by the Small Business Centre Mid West (Geraldton) to 70 participants in May 2007 and the Small Business Centre East Kimberley (Kununurra) to 37 participants in April 2007.
- The Small Business Centre Stirling continues with a regular monthly schedule of Marketing Today and Cashflow Today workshops and delivered a total of 10 workshops to 96 participants.

Delivery of Business Today Workshops 2006/07

	Workshops	Participants
Cashflow Today	13	131
Marketing Today	8	71
Retailing Today	4	122
Tourism Today	1	94
	26	418

• Online workshops

In response to the strong growth in computer and Internet usage by small business, and the need to provide regional small business operators with tailored training opportunities, the SBDC launched the first of a series of small business information workshops available online and in CD-ROM formats.

The workshops are designed to increase the knowledge and improve the skills of small business starters and operators with participants able to work at their own pace, either at home or outside business hours. These workshops are available in CD-ROM formats, at low cost, particularly for clients living in areas where Internet speeds are not efficient.

So far, the following three workshops have been developed and can be accessed via the SBDC website:

- **How to Start a Business;**
- **How to Buy a Business; and**
- **Introduction to Business Planning;**

It is anticipated that more workshops will be added to the online program in the near future.

REGIONAL SMALL BUSINESS PROGRAMS

• Dry seasons assistance

The SBDC continued to provide guidance and assistance to non-farm businesses affected by Western Australia's dry season conditions.

During October 2006, 76 site visits were made to businesses in the dry-season affected areas of the north eastern Wheatbelt by small business advisers from the Small Business Centre at Geraldton (MidWest) and Lancelin (Central Coastal). These areas had been identified by the Federal Government as qualifying for Exceptional Circumstances assistance.

Small business owners and operators in these areas who experience problems with cashflow, supplies and other operational issues were also encouraged to contact the SBDC 131 BIZ (131 249) hotline for assistance.

• Indian Ocean Territories

The SBDC has a Service Delivery Arrangement (SDA) with the Commonwealth Department of Transport and Regional Services (DOTARS) to provide services to small businesses located in the Indian Ocean Territories of Christmas Island and Cocos (Keeling) Islands.

The SDA requires programs and services to be delivered through local representatives, with support from specialist small business advisors from the SBDC.

During 2006/07 the SBDC registered 265 contacts in the delivery of a range of services, 81 of these were direct on-site contacts during the SBDC visits to the islands. In the same period the on-island service provider, the Indian Ocean Group Training Association (IOGTA), made 70 client contacts.

SBDC staff visited the islands in November 2006 and in May 2007. The SBDC and IOGTA recognised that the downward trend in service delivery was incongruous to achieving the goals of the SDA and a change in Agent was proposed.

The outcome was the termination of the IOGTA agreement and a new agreement being negotiated with the Christmas Island Chamber of Commerce for the delivery of business services for a period of twelve months, to 30 June 2008.

Report on Operations

• **Australia Post Western Australian Regional Small Business Awards**

The Australia Post Western Regional Small Business Awards were held on Friday 3 November 2006 at the Perth Convention Exhibition Centre. With 251 guests, the 4th Annual Awards had a record attendance by small business operators, representatives from local chambers, Small Business Centres and business associations.

Finalists were chosen from category winners of local awards programs throughout the state including the South West, Peel, Goldfields, Esperance, Port Hedland, and Karratha. Regional support for the Awards continues to grow and was reflected in the breadth of representation on the night, with over 50 guests from the Karratha and Port Hedland regions.

In addition, Ms Alison Lannin, Manager of the Small Business Centre Bunbury Wellington, was inducted into the WA Regional Small Business Hall of Fame in recognition of her outstanding contribution towards the development of regional small business in Western Australia.

MIGRATION TO THE REGIONS

• **State Migration Centre (See Goal 2)**

During the year, the State Migration Centre (SMC) has worked closely with the Western Australian Regional Development Commissions (RDCs) in attracting skilled migrants into regional areas by providing skill waivers for 457 visa holders. The SMC processed 101 regional skill waivers from the State's RDCs for approval by the Minister for Small Business.

In addition, the SMC facilitated the Government of Western Australia to sign a temporary skilled Labour Agreement for International Exporters. The agreement was an emergency response to a request by the company for assistance with skills shortages at their Gingin abattoir and provided immediate access to overseas skilled meat workers to fill positions where there were no Australian workers readily available.

SBDC, in conjunction with the Department of Employment and Workplace Relations also conducted a skills survey of the Perth metropolitan area. The survey was used to update the State's Priority Skills List. An amended list has been submitted to Department of Immigration and Citizenship for approval. This survey and information from industry and the RDCs was also used to update the State's Skills in Demand List.

• **Business Migration**

Business migrants represent a key source of new capital, job creation and business investment for regional Western Australia.

The Business Migrant Incentive Program (BMIP) is an initiative specifically aimed at attracting business migrants to regional areas in Western Australia. The program contributes up to \$1,500 in funding towards the cost of engaging a Western Australian consultant to prepare a business proposal for State sponsorship where the business migrant intends to live and operate a business in a regional area of Western Australia. In 2006/07 \$19,091 in funding was approved under this program.

In this financial year, 80 sponsored business migrants have indicated they will be moving to Western Australia to live and operate their business in a regional area. These migrants will bring an estimated \$108 million of capital including \$55 million investment in business and create some 121 new jobs in regional Western Australia over the next 24 to 36 months.

- **Skilled Migration**

Skilled migration assist employers in regional areas meet their skill needs, particularly during the current period of high labour shortages.

In 2006/07 the SMC approved State sponsorship for 267 skilled migrants, against a target of 250, under the Skilled Independent Regional (Provisional) visa (Class UX subclass 495)(SIR) visa. These migrants will as a result, live and work in a regional area of Western Australia and provide capital inflow of \$25 million.

When these migrants take up their visas, they will be helping to ease the skill shortages in regional Western Australia in occupations including accountants and engineers, health professionals, teachers, bricklayers and plumbers, over the next 18 to 24 months.

In addition, these skilled migrants will bring over \$125 million in new capital into regional Western Australia and contribute to the economy through the purchase of homes, property, motor vehicles and other domestic products and services.

Report on Operations

GOAL 5: Governance and Public Sector Improvement

Developing and maintaining a skilled, diverse and ethical public sector serving the Government, with consideration of the small business sector.

Corporate Resources

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.

Internal Audit

The SBDC's Internal Audit program is contracted out and for 2006/07 was undertaken by the firm of Deloitte Touche Tohmatsu. The Internal Audit program comprised two compliance audits of the SBDC's financial, accounting and administrative systems.

The objective of the Internal Audit function is to ensure that the SBDC satisfies the compliance requirements of the *Financial Management Act* 2006 and applicable Treasurer's Instructions. The audit program seeks to provide assurances to the SBDC Board regarding the quality, reliability, adequacy and integrity of the processes of internal control, compliance and reporting within the following key areas:

- revenue and accounts receivable;
- expenditure and accounts payable;
- payroll;
- fixed assets; and
- purchasing and contracting.

Training and Employee Development

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. Secondments and acting opportunities are encouraged where appropriate to enhance skills and career development.

In keeping with the Government's strategic goal to develop a skilled and capable public sector workforce, SBDC staff attended various training and development programs during the year in review, including, supervisory training, career enhancing for young professionals and an in-house training session on writing ministerial briefings and letters. In addition, the SBDC Management Development Program includes the following:

- **Management Development**

During the year in review, Level 6 officers and above had the opportunity to participate in the Leadership Development Profile (LDP) 360 Degree Feedback Program. This provided participants with the opportunity to receive performance feedback from their manager and colleagues. As part of the process, one-on-one individual coaching sessions were held to help individuals interpret the feedback and work on a development plan.

Also as part of the SBDC's Management Development Program, the Executive team attended a planning and development workshop. Items covered included:

- critical/Priority issues for the next 12 months;
- building an effective management team;
- organisational structure and review;
- building a high performance culture; and
- change management.

As a result of the workshop, strategies are being developed in seven key areas:

- culture;
- communication;
- market/client needs;
- shared vision and common goals;
- realignment of organisational structure and services;
- internal communication and integration; and
- staff commitment and engagement.

- **Development Needs Analysis (DNA) program**

During 2006/07, staff of the Policy, Planning and External Relations team undertook individual DNAs, the results of which were developed into a training plan which focused on the expansion of skills that will improve the effectiveness and delivery of services from the team. Training will be provided in the following areas:

- project management;
- strategic/critical thinking and planning;
- networking, influencing and negotiation;
- facilitation skills;
- advanced use of IT packages and web use,
- staff Training and Development,
- leadership Program, and
- teambuilding

Report on Operations

• **Cultural Awareness**

A two day Cross Cultural Awareness training session was attended by 20 SBDC staff. The program was designed to provide a better understanding of the cultural differences of Aboriginal and Torres Strait Islander cultures and was presented in three main areas:

- traditional - in the beginning;
- historic - the coming together; and
- contemporary - moving forward.

• **Staff Development Day**

A successful staff development day involving all staff of the SBDC was held with an emphasis on organisational culture, teamwork and communication. The morning workshop session was facilitated by keynote speakers to identify workplace culture and how that culture can build creative teams and enhance communication. During the afternoon, each team provided a brief presentation relating to the themes of the day. This was followed by an outdoor activity which focused on communication and teamwork.

• **Graduate program**

During the year in review the SBDC provided a graduate with a development opportunity to participate in a structured job program for 12 months. The program provided a balance of on-the-job training opportunities with formal training to assist the development of skills, abilities and experience.

Complaints management

The SBDC's complaints management process has been developed in accordance with the principles of the Australian Standard *Complaints handling* (AS 4269-1995). The process seeks to ensure that where a customer raises a complaint, they have a right to have that complaint received and addressed in strict confidence, in a spirit of helpful cooperation and that the complaint is resolved promptly.

The SBDC engages clients through telephone surveys and regular web-based survey instruments. The surveys are designed to elicit feedback on the clients' contact with the SBDC, and to enable them to have input into, and raise any concerns regarding SBDC programs, service levels and staff attitudes.

Occupational Health and Safety

The SBDC maintains a safe and secure working environment for its employees and during the year in review, two staff members undertook St Johns Ambulance Workplace First Aid training. During 2006/07, there were no new workers' compensation claims and no claims outstanding.

Risk Management

Effective risk management is integral to good management practices and is an important element of internal control. The SBDC has in place, effective measures to safeguard its assets from loss and misuse due to theft or damage and insurable risks are covered through regularly reviewed policies with RiskCover.

The Corporation uses a risk management matrix to identify the nature and extent of exposure, to analyse the impacts and likelihood of each risk event and, based on this assessment, to implement appropriate control mechanisms. The SBDC is working closely with Riskcover to further progress its risk management and business continuity plans.

Disability Access and Inclusion Plan Outcomes

The SBDC has in place a plan that includes strategies to address barriers and impediments to access to the SBDC's services and products.

Achievements against the Disability Services Plan Outcomes during the past year include:

Outcome 1. *People with disabilities have the same opportunities as other people to access the services of, and any events organised by the SBDC.*

Achievement: The SBDC continues to make greater use of the internet and its websites for the provision of information and services. This includes business licences, booklists and procedures for ordering books including online purchasing, and an email facility for requesting specialist small business information and guidance. In addition, the SBDC is an affiliate of the Companion Card Program which promotes the existing right of people with a disability to fair ticketing. Under the program, the SBDC will issue a second ticket to a cardholder who requires the assistance of a companion to attend an SBDC event or activity, when booking or purchasing a ticket.

Outcome 2. *People with disabilities have the same opportunities as other people to access the buildings and other facilities of the SBDC.*

Achievement: The accessibility needs of people with disabilities are a major consideration as part of any redesign and refurbishment programs for office premises.

Outcome 3. *People with disabilities receive information from the SBDC in formats that enable them to access the information as readily as other people are able to access it.*

Achievement: The SBDC continues to ensure that information about services and programs use clear and concise language and are available in accessible formats. All of our websites have been developed to meet W3C (Web Content Accessibility Guidelines) compliance.

Report on Operations

The SBDC has four online specialised networks - Home Based Business Network, Young Business Network, Business Migrant Network and the Small Business Exporters Network, designed to provide members with the opportunity to communicate with, and learn from other members of the networks via the online forums. During the year, the SBDC developed and produced a small business information workshop as an online learning tool and in CD-Rom format. The workshop allows users convenient access from their home or office computer.

Outcome 4. *People with disabilities receive the same level and quality of service from SBDC staff as other people.*

Achievement: All SBDC staff are informed of their obligations and responsibilities regarding equal opportunity and the disability services plan, and they are encouraged to be proactive in addressing improvements that can be made to access for all individuals.

Outcome 5. *People with disabilities have the same opportunities as other people to make complaints to the SBDC.*

Achievement: The SBDC website includes a forum for users to provide feedback on services and facilities and to have grievances and complaints managed in accordance with the Complaints Management Policy. In addition, regular surveys of clients are conducted to elicit information and feedback regarding the provision of our services.

Outcome 6. *People with disabilities have the same opportunities as other people to participate in any public consultation by the SBDC.*

Achievement: As part of the community consultation process in developing the SBDC's Disability Access and Inclusion Plan 2007 – 2011, draft strategies to meet the six Standards of Access and Inclusion were added to the SBDC website and on the Department of Premier and Cabinet ConsultWA website which invites any person with a disability, or their families, carers, representative groups or organisations to provide their views on how the Corporation can improve access and inclusion. This invitation is also provided to all staff. The SBDC continues to promote consultation opportunities through a variety of small business forums, networks and through the Small Business Advocacy Service.

Advertising expenditure

In accordance with Section 175ZE of the *Electoral Act* 1907, set out below are details of expenditure incurred during the 2006/07 financial year in relation to:

Market research organisations:	\$20,651.03
Patterson Market Research	
Direct mail organisations:	\$13,833.11
Australia Post (Post Easy Mail)	
Advertising agencies:	\$1,014,456.37
Marketforce Productions	(\$11,307.08)
Media Decisions	(\$844,964.68)
Rare Creative	(\$158,184.61)
Media advertising organisations:	\$5,843.20
93.7 NOVA	
Total Expenditure for 2006/07:	\$1,054,783.71

Equal Employment Outcomes (EEO)

The SBDC has progressed the initiatives of the SBDC's EEO Management Plan 2004–2007. The plan sets out to eliminate any discriminatory practices and to ensure equality of employment opportunity.

Recruitment advertisements are worded in such a way as to encourage a broad selection of diverse applicants and together with improved access to job application kits, has ensured equity for all potential applicants. In addition, the induction process for new employees includes awareness of EEO principles, their legal obligations and relevance to the workplace.

Access to part-time, job share, phased retirement and other flexible work options has provided increased opportunities for all employees to achieve work life balance. The provision of equitable career development opportunities for employees includes acting positions, secondments and career-enhancing projects across divisions.

Report on Operations

There were no EEO grievances during 2006/07. Staff are represented in the various EEO groups as follows:

	Women	Men	People from Culturally Diverse Backgrounds	People with Disabilities
Permanent/full-time	26	17	5	1
Permanent/part-time	7	1	0	0
Fixed Term/full-time	8	2	2	0
Fixed Term/part-time	2	0	1	0
Casual	1	2	1	0
Temporary	0	0	0	0
Total	44	22	9	1

Compliance with Public Sector Standards and Ethical Codes

The SBDC has complied with section 31 of the *Public Sector Management Act 1994* in the administration of the Corporation's human resource management practices relating to the public sector standards and codes of ethics and conduct.

Compliance issues	Significant action taken to monitor and ensure compliance
Public Sector Standards <ul style="list-style-type: none"> One breach claim lodged (RSA) Breach claim dismissed 	<ul style="list-style-type: none"> Information about Public Sector Standards is included on the SBDC Extranet and within induction material. Suitable training is provided to persons participating on recruitment panels to ensure compliance with relevant Standards. Transactions are reviewed internally as a quality assurance process.
WA Code of Ethics <ul style="list-style-type: none"> Nil reports of non compliance with WA Code of Ethics 	<ul style="list-style-type: none"> WA Code of Ethics is included on SBDC Extranet and within induction material. Staff awareness of the revised Code and the inclusion of political impartiality.
SBDC Code of Conduct <ul style="list-style-type: none"> Nil reports of non compliance with SBDC Code of Conduct 	<ul style="list-style-type: none"> SBDC Code was revised in June 2007 to include political impartiality in line with the revised WA Code of Ethics. Staff awareness of the revised Code and the inclusion of political impartiality. Revised SBDC Code included on the extranet and within induction material.

Recordkeeping Plans

The SBDC's *Recordkeeping Plan* (RKP) was approved by the State Records Office in November 2003. The RKP details the processes and procedures to be undertaken in the control and maintenance of complete, accurate and reliable evidence of business transactions in the form of recorded information.

SBDC maintains an effective recordkeeping training program. During 2006/07 employees and contractors underwent induction and other targeted training designed to inform staff of their recordkeeping responsibilities and to equip them with the skills and knowledge necessary to meet their legal obligations under the *State Records Act 2000*. In addition, records management staff continued their professional development through attendance at both informal networking opportunities and external information management training.

The effectiveness and efficiency of recordkeeping training and systems is measured and evaluated through the collection and analysis of key performance indicators of activity.

Upgrades to the RecFind Records Management System (RMS) help to ensure that management of the Corporation's records is maintained to a high standard.

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Corruption Prevention

In keeping with the Government's goal to ensure an accountable public sector, the SBDC has an effective management strategy that addresses its risks including those associated with corruption and misconduct. The Corporation's Code of Conduct, Complaints Policy and Public Interest Disclosure policy details what is expected of staff in the conduct of their duties. These policies support and promote ethical behaviour by staff in carrying out their duties.

Staff of the SBDC and members of the Board are briefed on a range of statutory and administrative requirements relating to ethical conduct including the requirement to declare conflicts of interest. A comprehensive induction program, the inclusion of relevant policies on the SBDC extranet and regular internal communications also seek to ensure that all staff are aware of, and understand their responsibilities.

Sustainability

Sustainability, as defined by the State Government, is defined as *meeting the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity*.

In line with the sustainability code of practice for Government agencies, the SBDC has continued to progress its sustainability commitments as a major consideration in the development and delivery of SBDC programs and services.

Report on Operations

The SBDC developed and submitted its Sustainability Action Plan in 2004. In addition to the achievements highlighted in this report, the SBDC has continued to progress the targets and priority areas of the plan through:

- Compliance with State Supply Commission and Department of Treasury and Finance policies and guidelines for the procurement of goods and services including the use of Common Use Contracts;
- Ensuring building works comply with the relevant Department of Housing and Works Office Accommodation Policy 14 - Sustainability and Government Accommodation;
- Encouraging the use of four-cylinder and LPG fuel vehicles where practical. Of our current fleet of six vehicles, three are four cylinder and one is dedicated LPG;
- Actively encouraging the use of paper recycling bins, the recycling of toner cartridges and double-sided printing, resulting in a reduction in waste;
- Achieving significant reductions in non-transport related energy use in accordance with the Energy Smart Government policy.

Corporate Governance

Enabling Legislation

The *Small Business Development Corporation Act 1983* makes provision for the establishment of the Small Business Development Corporation to encourage, promote, facilitate and assist the establishment, development and carrying on of small business in the State and for incidental and other purposes.

SBDC Board

The SBDC is governed by a Board, drawn from the private sector under the auspices of the *Small Business Development Corporation Act 1983*. The eight-member SBDC Board meets on a monthly basis to consider issues relevant to the direction and operation of the Corporation. Membership as at 30 June 2007 comprised:

Patria Jafferles

Patria Jafferles was appointed Chair of SBDC Board on 30 April 2007 and is best known as co-founder and director of Dome Coffees Australia, and for her involvement in the very successful Matilda Bay Brewing Company. Ms Jafferles was named Australian National Telstra Businesswoman of the Year in 2000, and in 1995 won the Austrade New Exporter of the Year Award and the AIM Excellence in Management Award for Women.

Stuart Thompson

Stuart Thompson was appointed to the SBDC Board in July 2003 and as Acting Chairman in August 2006. Mr Thompson is a Director of Thompson McRobert Edgeloe, a town planning management and engineering firm based in Bunbury. He is the Chairman of the Leschenault Business Enterprise Centre and a member of the City of Bunbury Built Environment Advisory Committee.

Larissa Beeson

Larissa Beeson has been a member of the SBDC Board since December 2004 and is an associate director with Global Transactional Banking at Westpac Bank – Ms Beeson is currently on leave from this position. She has worked with many business groups ranging from Women In Business to mentoring Young Achievement Australia students. Ms Beeson also operates a furniture upholstery business with her husband.

Geoff Brayshaw

Geoff Brayshaw was appointed to the SBDC Board in January 2005. Mr Brayshaw is a Non Executive Director, Audit Committee Chairman of Fortescue Metals Group Limited and Non Executive Director, Audit Committee Chairman, Fortron Insurance Group Limited. He is also a Fellow of the Institute of Chartered Accountants; Associate of the Institute of Company Directors, and Past National President of the Institute of Chartered Accountants.

Report on Operations

Chris Jones

Chris Jones was appointed to the SBDC Board in December 2004 and is a director of Chris Jones Plumbing based in Port Hedland. Mr Jones' business services the Pilbara and Gascoyne regions. He is the Past President of the Port Hedland Chamber of Commerce and former Councillor of the Town of Port Hedland. Mr Jones represents regional plumbers throughout Western Australia on the WA Plumbing Licensing Board.

Linda Liu Bearne

Linda Liu Bearne is executive director of Kingston International College, Vice President of the Australian China Business Council, Fellow of the Institute of Chartered Accountants and Member of the Australian Institute of Company Directors. Ms Liu Bearne has worked for major accounting firms in Australia and Asia and has also operated as a licensed migration agent.

Paul Niardone

Paul Niardone is currently Executive Director of Professional Public Relations, Board Member of Murdoch Business School, Member of the Institute of Management Consultants, and the Institute of Company Directors. He has extensive experience in business banking and was Business and Centre Manager of the Peel Region Business Enterprise Centre.

Stephen Moir

Stephen Moir was appointed Managing Director of the SBDC in June 2007, having acted in the position since July 2006. Mr Moir was previously the Director, Business Facilitation Services. He has a background in retail, tourism, business management, and human resource development.

Functions of the Board

As the SBDC's governing body, the Board has responsibility for performing the functions set out in the *Small Business Development Corporation Act 1983*.

The SBDC Board has four strategic roles:

- direction of the organisation;
- determination of standards;
- coordination of planning, policies, and decision-making frameworks; and
- acting in an advisory capacity to the Minister, the Government and other agencies.

Operational roles of the Board include:

- setting strategies;
- focusing on client service and customer needs;
- striving for organisational best practice and compliance with standards; and
- delegation of operational decision-making to officers within the SBDC.

Attendance at Meetings

Board Member	No of Meetings 2006/07	Actual Meetings Attended
Mr Timothy Atterton	6	0*
Ms Larissa Beeson	11	10
Mr Geoff Brayshaw	11	11
Ms Patria Jafferles	2	2
Mr Chris Jones	11	11
Mr Eddy Lee	7	3
Ms Linda Liu Bearne	11	9
Mr Paul Niardone	2	1
Mr Stuart Thompson	11	10
Mr Stephen Moir	10	10
Mr George Etrelezis	1	1

* Leave of absence July 2006 to January 2007

Terms of Appointment

Members Current as at 30 June 2007

Name	Initially Appointed	Term Expires
Mr Patria Jafferles (Chairman)	30/04/2007	30/04/2010
Ms Larissa Beeson	31/12/2004	31/12/2007
Mr Geoff Brayshaw	31/12/2004	31/12/2007
Mr Chris Jones	31/12/2004	31/12/2007
Ms Linda Liu Bearne	07/06/2005	30/06/2008
Mr Paul Niardone	30/04/2007	30/04/2010
Mr Stuart Thompson	21/07/2003	30/06/2008

Members who resigned or whose appointment was terminated during the reporting period:

Name	Initially Appointed	Term Expires
Mr Timothy Atterton (Resigned February 2007)	23/07/2001	30/06/2007
Mr Eddy Lee (Appointment terminated February 2007)	01/07/2006	30/06/2009

Report on Operations

STAFFING - POSITIONS AS AT 30 JUNE 2007

MANAGING DIRECTOR		Stephen Moir
Executive Assistant		Vivienne Sullivan
POLICY PLANNING AND EXTERNAL RELATIONS		
Director Policy, Planning and External Relations		Juliet Gisbourne
Principal Policy Planning Officer		Gianna Cammarano
Principal Policy Planning Officers (Job Share)		Maryann Howley/ Allison Clements (Contract)
Senior Policy and Business Liaison Officer		Martin Hasselbacher
Senior Policy and Business Liaison Officer		Jennifer Collins
Senior Policy and Business Liaison Officer		Kris Brankovic (Contract)
Media and Communications Adviser		Diane Graham
Policy and Business Liaison Officer		Kiran Ranbir
Policy and Business Liaison Officer		Lauren Stone
Policy and Business Liaison Officer		Caragh Waller (Contract)
Graduate Officer		Brooke Ambler
Administrative Support Officer		Diane Rix
BUSINESS FACILITATION SERVICES		
Director Business Facilitation Services		Vacant
Coordinator Business Facilitation Services		Mark South
Small Business Centre Program Management		
Small Business Centre Liaison		Terry Orr
Small Business Centre Liaison		Lesley Dan
Small Business Centre Liaison		Janene Troy
Admin Support Officer		Dianne Calhoun
Program Facilitator		
Program Facilitation Officer		Ann Kennish
Marketing and Events Management		
Marketing and Events Officer		Pia Duxbury
Administrative Support Officer		Marina Dragovic

SMALL BUSINESS SERVICES

Director Small Business Services	Bruce Macfarlane
Coordinator Small Business Services	Bruno Delfante
Small Business Services	
Small Business Services Officer	Richelle Moran
Small Business Services Officer	Brian Robertson
Small Business Services Officer	Jim Mouzaidis
Small Business Services Officer (Tradestart)	Mike O'Donnell
Small Business Services Officer	Russ Davis (Part-Time)
Small Business Services Officer	Bob Galloway
Project Officer	Tamara Cochrane
Small Business Services Officer	Robyn Binks
Small Business Services Officer	Mary Prosser
Administrative Support Officer	Nicola Oldham
Administrative Support Officer (Job Share)	Rebecca Hill/ Sarah McCoy
Administrative Support Officer (Job Share)	Tina Morton/ Marie Routledge

State Migration Centre

Senior Migration Officer (Skills)	Claire English (Secondment)
Senior Migration Officer (Business)	Tricia McAulay (Contract)
Senior Migration Officer (Business)	Elizabeth Rossi
Interstate Skills Attraction	Jacqueline Finlayson (Contract)
Migration Officer (Business)	Lucy Hamilton (Acting)
Migration Officer (Skills)	Sue Marcus
Migration Officer (Skills)	Randall King
Migration Officer (Skills)	Radmila Poznovia (Contract)
Migration Marketing Officer	Vacant
Migration Information Officer	Carol Ghandour (Contract)

Business Information and Licence Centre

Business Information and Licence Centre Coordinator	Susan Crockford
Customer Service Officer Workshops	Donna Van Niekerk
Customer Service Officer	Barbara Michalski (Contract)
Customer Service Officer	Brad Hearne
Customer Service Officer	Joe Hernandez

Report on Operations

STAFFING - POSITIONS AS AT 30 JUNE 2007 (Continued)

CORPORATE RESOURCES

Director Corporate Resources	Ray Buttsworth
Online Resources Coordinator	Stephen Edwards
Finance and Administration Coordinator	Pauline Ng
Knowledge Coordinator	Diane Cooper
Online Resources Project Officer	Cameron Watts (Contract)
Information Technology Coordinator	Ehab Haddad
Human Resources Coordinator	Hilary Bell
Human Resources Officer	Siang Yeap (Contract)
Administrative Support Officer - Finance	Leanne Merrick
Administrative Support Officer - Records	Allan Nicholls
Administrative Support	Naomi Fernandez

Secondment to the Office of the Minister for Small Business

	John Lamb
Leave without pay	Genelle Surace
Maternity Leave	Joanne Smith

Legislation Impacting on Activity

In the performance of its functions, the SBDC complies with the following legislation:

- *Business Names Act 1962*
- *Child Support (Registration and Collection) Act 1988 (Cth)*
- *Copyright Act 1968 (Cth)*
- *Corporations (Western Australia) Act 1990*
- *Corruption and Crime Commission Act 2003*
- *Criminal Code Act Compilation Act 1913*
- *Disability Services Act 1993*
- *Electoral Act 1907*
- *Equal Opportunity Act 1984*
- *Evidence Act 1906*
- *Evidence Act 1995 (Cth)*
- *Electronic Transactions Act 2003*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Fringe Benefits Tax Act 1986 (Cth)*
- *Income Tax Assessment Act 1936 (Cth)*
- *Income Tax Assessment Act 1997 (Cth)*
- *Industrial Relations Act 1979*
- *Minimum Conditions of Employment Act 1993*
- *A New Tax System (Goods and Services) Act 1999 (Cth)*
- *Occupational Safety and Health Act 1984*
- *Pay-roll Tax Act 2002*
- *Pay-roll Tax Assessment Act 2002*
- *Privacy Act 1988 (Cth)*
- *Public and Bank Holidays Act 1972*
- *Public Interest Disclosure Act 2003*
- *Public Sector Management Act 1994*
- *Small Business Development Corporation Act 1983*
- *Spam Act 2003 (Cth)*
- *State Records Act 2000*
- *State Superannuation Act 2000*
- *State Supply Commission Act 1991*
- *State Trading Concerns Act 1916*
- *Superannuation Guarantee (Administration) Act 1992 (Cth)*
- *Taxation Administration Act 2003*
- *Treasurer's Instructions 804 and 805*
- *Workers' Compensation and Rehabilitation Act 1981*

Cth = Commonwealth Acts

Report on Operations

Publications

The Small Business Development Corporation (SBDC) publishes a wide range of books and periodicals, in both hard copy and electronic format.

These publications are listed below:

Annual Reports – information about the SBDC and its activities.

Books – published by the SBDC on subjects to assist small businesses.

Media Releases – statements distributed to the print and electronic media to highlight SBDC and small business sector news items and achievements.

Small Business Briefs – short one page information sheets on specific topics.

Small Business Facts Sheets – summary of key WA small Business statistics.

Small Business Stats – replaces the **Small business fact sheet** and continues to provide a summary of key WA small Business statistics.

Small Business InSight – a newsletter that highlights the latest products, services and legislation of interest to small business in Western Australia.

Western Australian government business migration update – provides sponsorship criteria changes, forthcoming migration events and latest statistics.

Western Australian government migration update – provides sponsorship criteria changes, forthcoming migration events and latest statistics

Annual Reports

Each financial year the SBDC produces an *Annual Report* to highlight its business and financial activities. Electronic (PDF) copies of the reports from 1999 onwards can be downloaded from the SBDC website.

Books

Hard copies of the SBDC books can be purchased via the SBDC online Bookshop or directly from the Business Information and Licence Centre (BILC).

The books designated with an * can also be purchased in electronic (PDF) format from the SBDC Website and downloaded to either view or print:

1. *A Guide for operating a small business – 3rd ed – 264 pages - \$25.00 (PLU: 407)
2. *A Guide to buying a small business – 2nd ed – 41 pages - \$10.95 (PLU: 303)
3. *Business planning – 34 pages - \$5.50 (PLU: 432)
4. *Business structures – Reprinted 2002 – 31 pages - \$5.50 (PLU: 442)
5. *Common questions about Commercial Tenancy Act for leases entered into before 1 July 1999: advice for landlords and tenant – 16 pages - \$5.50 (PLU: 418)
6. *Common questions about Commercial Tenancy Act for leases entered into on or after 1 July 1999: advice for landlords and tenants – 20 pages - \$5.50 (PLU: 420)
7. *Evaluating your business idea: is it worth the effort? – 16 pages - \$5.50 (PLU: 436)
8. Home based business kit: a practical kit for operating a home based business – \$25.00 (PLU: 500)

9. **How to negotiate your way to a better retail lease* – 20 pages - \$5.00 (PLU: 419)
10. *Introduction to business planning: online workshop* – CD-ROM version - \$20.00 (PLU: 421)
11. *Jobs lifestyle future : gowestnow.com WA's working* -19 pages - Free
12. **Leasing business premises: a commercial and practical guide – 2nd* – 24 pages - \$9.90 (PLU: 417)
13. *Leasing pack: for leases entered into after July 1999* – 62 pages - \$12.50 (PLU: 521)
14. *Leasing pack: for leases entered into before July 1999* – 60 pages - \$12.50 (PLU: 520)
15. **Market research for small business* – 84 pages - \$16.50 (PLU: 406)
16. *Smart move: a kit for migrants settling in Western Australia* – 63 pages – Free of charge
17. *Step-by-step business plan – 3rd ed* - 223 pages - \$25.00 (PLU: 443)
18. **Step-by-step business plan – 3rd ed* – CD-ROM version - \$20.00 (PLU: 441)
19. *Wise moves: a practical kit for mature aged small business entrants* – \$19.95 (PLU: 502)

Media Releases

The SBDC regularly produces media releases to inform the small business sector on topical issues. Media releases from 2001 are available to view on the SBDC website under "Publications".

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Small Business Briefs

Small business briefs are a series of information sheets available in hard copy format at no charge from the Business Information and Licence Centre (BILC).

Small business briefs are also available in electronic (PDF) format from the SBDC Website and can be downloaded to either view or print:

1. *Applying for finance*
2. *Business planning*
3. *Business security*
4. *Business structures*
5. *Buying a business*
6. *Charging customers credit card fees*
7. *Credit management*
8. *Dispute resolution: mediation a better way*
9. *Employment*
10. *Exporting : the Ten Commandments*
11. *Government assistance for small business*
12. *Importing: the 10 basic steps*
13. *Insurance for small business*
14. *Intellectual property*
15. *Leasing commercial property: a short practical guide*
16. *Market research*
17. *Partners in business*
18. *Recovery of a debt*
19. *The Name of the game*

Report on Operations

Small Business Fact Sheets – ISSN 1447-400X

The SBDC published the *Small business fact sheet* on an annual basis which gave a summary of key WA small business statistics. Issues from 2001 to 2004 are available to view on the SBDC website under "Publications". For current statistics, see replacement publication *Small business stats*.

Small Business Stats – ISSN 1833-3869

The *Small business stats* replaces the *Small business fact sheets* and is published on an annual basis to give a summary of key WA small Business statistics. Issues from 2006 are available to view on the SBDC website under "Publications" or can be collected in hard copy from the Business Information and Licence Centre (BILC).

Small Business InSight – ISSN 1447-7955

The SBDC regularly publishes a newsletter entitled *Small business inSight* to highlight the latest products, services, government policies, and legislation of interest to small businesses in Western Australia. Hard copy issues can be obtained from the Knowledge Coordinator.

Western Australian government business migration update – ISSN 1832-9020

The SBDC regularly publishes the *Western Australian government business migration update* to provide sponsorship criteria changes, forthcoming migration events and latest statistics. Issues from 2005 are available to view on the SBDC website under "Publications", on the business migration website, or can be collected in hard copy from the Knowledge Coordinator.

Western Australian government migration update – ISSN 1833-9301

The SBDC publishes the *Western Australian government migration update* regularly to provide sponsorship criteria changes, forthcoming migration events and latest statistics. Issues from 2007 are available to view on the SBDC website under "Publications", on the business migration website or can be collected in hard copy from the Knowledge Coordinator.