

# Business Growth Program

## Service Provider Terms and Conditions

# Contents

<b>1. Purpose</b>	<b>3</b>
<b>2. Objectives</b>	<b>3</b>
<b>3. Program overview</b>	<b>3</b>
<b>4. Service providers</b>	<b>3</b>
<b>5. Eligibility criteria for service providers</b>	<b>4</b>
5.1. Service provider eligibility	4
5.2. Ineligible service providers	4
5.3. Service review	4
<b>6. Approval process</b>	<b>5</b>
<b>7. Eligible expenditure</b>	<b>6</b>
<b>8. Excluded expenditure</b>	<b>6</b>
<b>9. Responsibilities of approved service providers</b>	<b>6</b>
<b>10. Additional responsibilities of listed service providers</b>	<b>7</b>
10.1. Additional terms	7
10.2. Suspension from program	8
10.3. Deregistration from program	8
<b>11. Funding</b>	<b>8</b>
<b>12. Financial rebates, discounts, financial benefits, and incentives</b>	<b>9</b>
<b>13. Release and indemnity</b>	<b>9</b>
<b>14. General terms and conditions</b>	<b>9</b>
14.1. Privacy	9
14.2. Due diligence, audit and compliance with law	10
14.3. Release of indemnity	11
14.4. Feedback	11
<b>15. Duration of the program</b>	<b>11</b>
15.1. Changes to the program	11
15.2. Termination of the program	11
<b>16. Disputes and complaints</b>	<b>11</b>
<b>Appendix A – Key Definitions</b>	<b>12</b>
<b>Appendix B – Business Growth Program Service Area Categories</b>	<b>15</b>

## 1. Purpose

These terms and conditions detail the responsibilities and requirements for Business Growth Program (the program) service providers and are supplementary to the program Guidelines.

## 2. Objectives

The Business Growth Program is a Northern Territory Government initiative to help Northern Territory small and medium businesses develop, grow, and expand their business.

## 3. Program overview

The Program provides support for businesses to access professional services that improve business performance, sustainability, and profitability.

Funding of \$2000 to \$10,000 is available to reimburse 50% of the costs of eligible services provided by an approved service provider. Businesses can access funding across a single or multiple applications within each financial year to a total of \$10,000.

Once funding allocation is exhausted the program will close until the next funding period.

See the Business Growth Program's [webpage](#) and guidelines for more information on the program.

## 4. Service providers

Grant applicants participating in the program can only receive funding for eligible services provided by an approved service provider.

Service providers must submit a 'Business Growth Service Provider' application form via Grants NT and be assessed and approved as a supplier.

Grant applicants can choose from a list of 'approved service providers'. Approved service providers who have elected to be listed, can be found through the program [webpage](#).

Grant applicants can also nominate any business that meets the 'service provider eligibility' criteria to deliver eligible services. If the nominated service provider is not an approved provider, the service provider will need to apply for approval and be assessed as successful before the grant application can be assessed. This will result in longer grant application processing times. Listing on the program webpage is optional.

All approved service providers must:

- a) Meet the eligibility criteria
- b) Pass the service review
- c) Agree to and uphold service provider responsibilities
- d) Provide 'eligible services' that they have been approved for
- e) Adhere to any other relevant terms and conditions as listed in this document and the Business Growth Program guidelines.

## 5. Eligibility criteria for service providers

### 5.1. Service provider eligibility

A business is eligible to apply as a service provider if they:

- a) Are a Territory Enterprise\* ([Appendix A – Key definitions](#))
- b) Are a legal entity (a natural person or an incorporated entity)
- c) Hold a valid Australian Business Number (ABN)
- d) Hold and maintain all relevant business, occupation and related permits, licenses and insurance coverage required to undertake work in connection with the program (copies must be provided as evidence on request)
- e) Hold a current Public Liability Insurance and/or Professional Indemnity Insurance policy
- f) Have an active organisation profile on GrantsNT.

\*Exemptions to the Territory Enterprise criteria are available for one off service provisions, when nominated by an eligible applicant and there is evidence that the provision of the service is not available from a Territory Enterprise. Evidence must be provided in the form of a written justification and an 'Industry Capability Network' report. You can submit an enquiry and request here:

<https://icn.org.au/regions/northern-territory/northern-territory-submit-enquiry/>

**Note:** The Department will approve or deny the use of a non-Territory Enterprise at its discretion.

### 5.2. Ineligible service providers

If any of the following apply to a service provider, they are not eligible to provide services through this program:

- a) Private or public educational institutions, government agencies and government owned bodies, statutory corporations, and local government bodies
- b) Owners/directors are insolvent or have an undischarged bankruptcy.

### 5.3. Service review

A review of each business will be conducted to confirm a service provider's ability to provide their elected services (maximum 6).

Service providers will need to demonstrate experience or expertise providing services in their nominated areas to small businesses in the last 4 years.

All service provider applicants will need to provide:

- a) A CV, Capability Statement or Website that includes equivalent business information
- b) Qualifications (where relevant)
- c) Two written professional references from previous small business clients.

In addition to the above, service providers must also provide evidence of outcomes from providing services specific to each elected service area to a total of 20 points. This evidence will be used by the assessment panel to confirm your experience and expertise providing a specific service. This can be achieved using one or a combination of the following documents:

Points	Description
20	Previous Business Growth Program report including evidence of works
10	Evidence of works conducted outside of the Business Growth Program
	Portfolio of work (Online and digital portfolios accepted, including websites) or a Capability Statement that includes evidence of work to support claims.
5	Additional written reference from clients or employers, specific to service area works (maximum of 2)

*For example, 20 points = 1 portfolio of work (10pts) + 2 additional written references (5+5 pts).*

An assessment panel of Department Officials will review this evidence and provide approval to deliver the elected services.

**Note:** The Department reserves the right to decide in its discretion if a service provider applicant meets the assessment criteria.

## 6. Approval process

### Step 1: Submit a 'Business Growth Service Provider' application via GrantsNT.

This will require both an 'Individual' and 'organisation' GrantsNT profile to be setup first if you do not already have one.

In your Business Growth Service Provider application, you will be required to submit all requested information and agree to the program's terms and conditions.

You will have the option when submitting your application to be listed and promoted as an approved service provider for 24-months. This will require agreement to the additional terms and conditions for listed providers.

### Step 2: Eligibility Assessment

A Department Officer will receive your application and assess your business for eligibility. Eligible businesses will undergo a service review by a panel of Department Officials.

### Step 3: Service review

The Assessment Panel will review your evidence of expertise in each of your elected service areas. They may request additional proof or information or contact referees if required.

The Panel will provide final approval or rejection of applications.

### Step 4: Notification of outcome

Once a decision has been determined, notification as to the outcome will be provided via email.

## 7. Eligible expenditure

Program funding is available for business to access professional advice, services or systems to help a business grow, develop, and expand. Services must be directly related to the commercial operation of the business or the implementation of projects funded through this program. Refer to [Appendix B - Business Growth Program Service Area Categories](#) for a list of funding service areas and examples.

## 8. Excluded expenditure

Ineligible expenditure includes any costs related to:

- a) Operational, business as usual or recurring costs, including any expenses related to buildings, land, utilities, workforce, wages, education, training courses and workshops (excluding workshops related to implementation of a funded service under this program)
- b) Purchase or replacement of assets, stock, property, plant, software, hardware and equipment
- c) Memberships, accreditation, certification, subscriptions, registration or joining fees
- d) Legal, regulatory compliance, real estate and rental fees
- e) Management, recruitment, insurance, franchise, bookkeeping or accounting fees
- f) Legal, taxation or investment advice
- g) Maintenance of existing digital technologies, ongoing software or IT management and hosting fees and charges
- h) Advertising fees, materials, photography, video and signage
- i) Contract design, development, negotiation and disputes
- j) Performing grant or tender writing
- k) Development and updates to websites that are not part of a Business Growth Program re-branding or re-positioning strategy's implementation
- l) Business travel, transport and accommodation costs in relation to the delivery of services
- m) Services from related parties or already being provided through another program or that commenced before funding is approved.

## 9. Responsibilities of approved service providers

- a) Whilst participating in the program, all approved service providers agree to:
  - i. Provide a quote including a breakdown of costs, expected disbursements and scope of works.
    - a. Scope of works should be developed in consultation with the applicant and include agreed milestones and timeline for delivery, reports, deliverables and breakdown of costs including hours. Eligible service's expenditure should be separately listed including full details of the proposed service and times within which they will be delivered.
    - b. Ineligible services should be clearly identified and separate to eligible services
  - ii. Act in a professional manner

- iii. Provide full disclosure to the grant applicant as to outsourcing or subcontracting to third party providers, elements of work or in entirety, and be contained within the proposal or quotation prior to acceptance of a proposal
  - iv. Respond in a timely manner to requests from the grant applicant
  - v. Be available to complete the work
  - vi. Deliver services within six calendar months of the date of the approved application
  - vii. Liaise promptly in writing with the grant applicant and the Department if no longer able to deliver agreed services within the agreed period
  - viii. Quote fairly and ensure your quotation represents value for money
  - ix. Provide a report and/or evidence of the works completed to the applicant that incorporates the agreed metrics to measure success. ([Appendix A – Key Definitions](#))
  - x. Provide the evidence of completed works promptly to the grant recipient after completion of works.
- b) In undertaking the above, service providers must not:
- i. Write or lodge an application for the Business Growth Program on behalf of a grant applicant
  - ii. Under this program, deliver services that you have not been approved to provide
  - iii. Make any assumptions about the needs or requirements of the Eligible Recipient
  - iv. Advertise or promote the Business Growth Program in a way that can be interpreted as you are the only service provider able to provide the service
    - a. Or declare or insinuate in any way that they are a preferred service provider of the Northern Territory Government whether under this program or otherwise.
- The following statement is permitted:
- “Pre-approved Service Provider under the NT Business Growth Program.*
- For more information about Business Growth, visit <https://nt.gov.au/business-growth>”
- v. Provide services to a Business Growth Program grant applicant or recipient who is a relative or related party of the service provider
  - vi. Not provide the same services under this program and under another program for the same eligible recipient.

## 10. Additional responsibilities of listed service providers

### 10.1. Additional terms

Approved service providers are required to agree to the following additional terms when they opt-in to being listed. Listed service providers agree to:

- a) Renew their registration online within six weeks of their 24-month anniversary if they wish to continue as a listed service provider
- b) Provide the Department with written notification if they no longer meet one or more of the eligibility criteria

- c) Declare that to the best of the service provider's knowledge, no conflicts of interest currently exist or are likely to arise in their role as an approved service provider
- d) Provide written notification to the Department and fully disclose all relevant information if a conflict does arise. The service provider must propose and take corrective actions to resolve or otherwise deal with the conflict to the satisfaction of the Department
- e) Provide written notification of changes to contact details or other published information relating to the service provider
- f) Provide written notification of bankruptcy and insolvency.

## 10.2. Suspension from program

On reasonable grounds the Department will suspend a service provider's listing if the Department:

- a) Receives notice, or otherwise reasonably believes that the service provider no longer meets the eligibility criteria
- b) Receives notice, or otherwise reasonably believes that the service provider has an undeclared conflict of interest
- c) Is unsatisfied with a service provider's resolution of a declared conflict of interest.

A suspension will remain in effect until the service provider satisfies the Department that the service provider again meets the requirements of a listed service provider under these terms and conditions.

## 10.3. Deregistration from program

A listed service provider will be delisted and have approval status revoked immediately if:

- a) The service provider submits a request to the Department
- b) The service provider does not meet the terms and conditions of this program
- c) It is the result of a dispute or complaint resolution process
- d) The service provider contravenes directions agreed to under the program's terms and conditions.

If a service provider is delisted, they will need to re-apply for approval to participate in the program.

Applications from deregistered service providers will be subjected to additional due diligence enquiries.

## 11. Funding

Funding agreements are between the Department and grant applicants. Grant applicants are the business applying for funding through the Business Growth Program. It is the responsibility of a service provider to invoice and receive payment for services from the grant applicants.

The entirety of funding will be released to grant applicant once the Department has received and accepted a copy of an evidence of payment for funded works under this program and acquittal of funds. To acquit the grant, recipients are also required to submit evidence of works provided by their service provider.

Funding will be provided directly to the grant recipients as a reimbursement, not to the service provider. The Department will not remit any invoices on behalf of an applicant participating in the program.



For further details on funding agreements under this program, see the [Business Growth Program Guidelines](#).

## 12. Financial rebates, discounts, financial benefits, and incentives

Should any proposed eligible services include services and/or goods/materials that already entitle the eligible recipient to a rebate, discount, or other financial benefit whether from the Northern Territory Government or not ('benefit'), the grant funding amount or amounts will be reduced by the amount of such benefit to avoid grant duplication.

A eligible service provider must not offer to a grant recipient, and a grant recipient must not ask for or accept from the service provider (or anyone acting on behalf of the service provider), any offer of a benefit (whether monetary or otherwise) to the grant applicant or any third party, as inducement to the grant applicant to accept a quotation, other than the completion of the eligible services set out and described in the quotation. It is okay to reference eligible works and potential Business Growth reimbursable costs.

## 13. Release and indemnity

By applying to participate and as a continuing obligation throughout any period of participation in the program, all participants declare and warrant to the Department that they have read, understood and fully accept these terms and conditions and fully release and indemnify the Department against any loss or damage he/she/it/they may suffer of any nature whatsoever (including without limitation personal injury or death) caused or to the extent contributed to by participation in the program, the conduct or provision of any services or otherwise.

## 14. General terms and conditions

In this section, a reference to "you" is a reference to you as a service provider.

### 14.1. Privacy

The Department is bound by the Information Act 2002 (NT) and will only ever use information in accordance with the Northern Territory Government's Information Privacy Principles. These principles are available at [www.infocomm.nt.gov.au/privacy/information-privacy-principles](http://www.infocomm.nt.gov.au/privacy/information-privacy-principles) or by contacting the Information Commissioner Northern Territory on 1800 005 610. You should read the [Department's Privacy Policy](#) and by providing information to the Department under the Program, you agree to the following Privacy Statement:

Information collected as part of the Program application process is collected in accordance with the Program's terms and conditions and for the purposes of assessing eligibility, audit; monitoring; evaluation; and reporting.

By applying to participate in the Program, you consent to the Northern Territory Government:

- a) Storing information, including personal information (such as names and personal contact details);
- b) Using the information, including personal information for the purposes mentioned under the paragraph above;
- c) transferring some of this information, including personal information, outside of the Northern Territory (but not outside Australia) for the purpose storing it; and

- d) Releasing non-sensitive information, de-identified data in accordance with the Northern Territory Government's open data policy. If you have provided personal information of another individual to the Northern Territory Government, you warrant that you have informed the person to whom the personal information relates that the personal information will be provided to the Northern Territory Government, and of the Northern Territory Government's intended use of this personal information, and that you have obtained consent from all such persons to allow the Northern Territory Government to use and disclose their personal information in this manner.

## 14.2. Due diligence, audit and compliance with law

All participants in the Program acknowledge:

- a) That the Department will conduct such due diligence enquiries as it sees fit in order to ensure the integrity of the Program and that the allocated funding is used strictly in accordance with the intent of the relevant government policy. Such enquiries may include (but are not necessarily limited to) company, association and business name searches on a business, title and other searches for the Premises, searches of the courts and / or the trustee in bankruptcy and enquiries of private businesses or institutions as the Department sees fit; and
- b) That it is a condition of participation in the Program that providers and Recipients comply with all relevant laws, including the Payroll Tax Act 2009 and Taxation Administration Act 2007 and, without limitation, that participants ensure they are aware of their obligations under the Independent Commissioner Against Corruption Act 2017 (the Act) and that none of their officers, employees, and/or members engage in improper conduct as that term is defined in the Act; and
- c) Participants must exercise utmost integrity and honesty in all their dealings with the Department. Misleading and/or deceptive conduct in relation to any aspect of a participant's activity under the Program may result in cancellation of the right to participate (including an obligation to repay any monies not already committed).
- d) All participants in the Program acknowledge and expressly agree to the Department seeking from and sharing information with other NT Government agencies, as well as such external professional advisers as it may need to do in order to assess eligibility, such as conveyancers / solicitors.
- e) Participants must present, upon request by the Department within 10 working days of the request, any documentation required by the Department that is related to its eligibility to participate in the Program and expenditure of any grant made.
- f) The Department reserves the right to conduct an Audit at any time before or after the completion of the Eligible Services within 12 months after the Program's End Date.
- g) By applying to participate in the Program, Providers and Recipients declare that they expressly agree to the Department having access to any private register of information in relation to the Provider or Recipient, and to the Department using, storing, and releasing for lawful purposes, their information, including personal information.
- h) Eligible Recipients must provide a statutory declaration in the form and as to the matters as required by the Department from time to time and published on the Website. Persons who cannot make the declaration truthfully of their own personal knowledge will not have their business admitted participating in the Program.
- i) You confirm that all required permits, certificates and licences required to carry out the eligible services have been obtained, including through the engagement of a building certifier and other relevant professionals.

### 14.3. Release of indemnity

By applying to participate and as a continuing obligation throughout any period of participation in the Program, you declare and warrant to the Department that you have read, understood and fully accept these terms and conditions and fully release and indemnify the Department against any loss or damage he/she/it/they may suffer of any nature whatsoever (including without limitation personal injury or death) caused or contributed to by participation in the Program.

### 14.4. Feedback

Disputes and complaints relating to applications for this Program, or other complaints involving the Department during the currency of the Program can be made at [Feedback | Department of Trade, Business and Asian Relations](#)

## 15. Duration of the program

### 15.1. Changes to the program

The Department reserves the right to:

- a) Vary the program guidelines and terms and conditions, the eligibility criteria or any other documented rule or procedure relating to the program at any time; and
- b) Accept or reject any application for participation in the program in its absolute discretion; and
- c) Cease the program at any time should Northern Territory Government's policy change.

### 15.2. Termination of the program

This program is ongoing and will end at such time as is determined by the Northern Territory Government.

## 16. Disputes and complaints

The Department is not responsible for resolving any disputes between Recipients and Providers. Recipients and Providers must conduct their own due diligence regarding their contract to carry out Eligible Services.

Consumer Affairs can be contacted on 1800 019 319 or go to <https://consumeraffairs.nt.gov.au/> to find information on [dispute resolution](#).

The Department gives no warranty that these Recipients will be able to resolve disputes. If a dispute cannot be resolved in these forums the parties to the dispute will need to take independent legal advice.

For disputes and complaints relating to applications for registration, applications for Grant Funding and/or funding agreement, the Eligible Service Provider or the Eligible Recipient can [contact the Department](#).

## Appendix A – Key Definitions

### Approved service provider

Approved service providers are service providers who have successfully submitted an application to be an approved service provider and been successful.

### Acquittal

Acquitting a grant involves a grant recipient providing information which accurately details the outcome of your funded activity, including a financial report detailing how the monies were spent.

It is a formal condition of NT Government funding and ensures the obligations of both parties (grant recipient and NT Government) have been met in accordance with the terms of a grant agreement.

### Conflict of Interest

A conflict of interest is where you have a conflict between your personal and professional duties or associations in relation to this grant.

### Deregistration from program

Deregistration from the program means formally withdrawing a service provider's approval and/or listing in the program.

Deregistered service provider details will be removed from the list service providers.

Eligible recipients will not be able to receive eligible services through deregistered service providers.

### Eligible recipient

An eligible recipient is a business that meets the eligibility criteria as listed in the Business Growth Program Guidelines.

### Eligible services

Eligible services are services defined as eligible in the 'Business Growth Program Guidelines.' A copy of this can be found in **Appendix B – Business Growth Program Service Area Categories**

### Evidence of works completed

Evidence of works completed are used to confirm that the service provider has met the grant applicant's business needs as per the quotation and determine value for money. Depending on the work undertaken, the evidence of works completed should be a short report supported by any relevant documentation. The Department may request more information if the supplied evidence is not sufficient.

### GST

Goods and Services Tax

### NT

Northern Territory

## **NTG**

Northern Territory Government

### **Professional Reference**

A professional reference is a written statement from a small business client who you have previously worked with, highlighting the quality of your services, professionalism, and overall satisfaction. Written references must be verifiable by your referee.

### **Professional services**

Professional services include advice or consultancy services to improve business performance, sustainability, and profitability. For these terms and conditions Professional Services means 'Eligible Services'

### **Registration**

Registration is a process of application and assessment. Registration is completed with a successful outcome from an assessment.

### **Related entity**

- a. In the case of a company, a related entity within the meaning of section 50AAA of the Corporations Act 2001 (Cth), and directors, officers and shareholders of the company and/or a Related Entity;
- b. In the case of other incorporated bodies, a member of the board of management of that body or other person that is in a position of influence in respect of decision making of that body; and
- c. In the case of unincorporated bodies, includes sole traders, members of a partnership, joint venturers, and members of the management committee.

### **Related Party**

A person, associated or connected (actual, potential or perceived) because of any of the following:

- a. they are a related entity;
- b. of a family relationship;
- c. of a business partnership;
- d. one is a company and the other is a director or manager of the company;
- e. one is a private company and the other is a shareholder in the company; or
- f. a chain of relationships can be traced between them or their family members under one or more of the above sub-paragraphs.

### **Relationship (family)**

A person connected to you by family (e.g., parents, siblings, aunts, uncles, cousins).

### **Service provider**

A service provider is a company or individual that provides services to this program to others.

### **Suspension from program**

Suspension from the program means temporarily withdrawing your participation or in the program as a service provider.

Suspended service provider details will be hidden from the list of service providers.

Eligible recipients will not be able to receive eligible services from a suspended Service provider.

Suspensions will include a list of terms required to be met before the suspension is removed.

### **Territory Enterprise**

Territory enterprises must satisfy all three elements of the definition:

- a) Operating in the NT – the enterprise is currently engaged in productive activities (for example, production of goods or delivery of services) within the NT,
- b) Significant permanent presence – the enterprise maintains an office, manufacturing facilities or other permanent base within the NT,
- c) Employing NT residents – the enterprise employs Territorians. An enterprise which relies exclusively on transient, interstate/international labour or a fly-in fly-out workforce will not satisfy this element. (For the purposes of this program, employ includes subcontracting to NT residents).

### **The Department**

The Northern Territory Governments 'Department of Trade, Business and Asian Relations'

### **The Program**

The Business Growth Program

## Appendix B – Business Growth Program Service Area Categories

**Note:**

- Mentoring and coaching services that help business managers maximise the effectiveness of the implementation in any of the below service areas is also supported.
- The below list of eligible activity examples is not exhaustive, similar project activities may be considered.
- The Department retains absolute discretion as to what services will be approved under the Program.

Category	Service Area	Description	Activities examples
<b>Organisation</b>	Strategic business planning	Professional advice and services to help identify and articulate business goals and strategically plan for an organisation’s future development.	Strategic business planning; SWOT analysis; business continuity; risk management; expansion or diversification strategies; change management strategies and implementation advice.
<b>Workforce</b>	Workforce development and planning	Strategies to recruit, train, and manage employees to ensure the business has the right staff capability and skills.	Staff retention strategies; staff attraction strategies; strategic planning for recruitment (excluding recruitment costs); performance planning and management; skill gap analysis; workforce analysis; succession planning and assessment.
	People management	Strategies to improve hiring processes, developing training programs, enhancing employee relations, and creating policies for better workforce management.	Employee skill assessment and development plans; human resources policies, and procedures; Aboriginal employment planning; job evaluation and design; human resources audit and compliance review; position profiling for workforce efficiency.
	Cultural awareness	Strategies to navigate cultural differences within the workplace and with key stakeholders and help business understand,	Cross cultural competency assessments; diversity and inclusion strategy development; product and services cultural adaptation strategies; cross cultural engagement planning; business reconciliation planning

		communicate, and collaborate across diverse cultural backgrounds.	
<b>Marketing</b>	Marketing and communication planning	Strategies to promote a business's products or services and effectively conveying messages to its target audience.	Marketing strategic planning; market assessment; marketing implementation planning; branding and repositioning strategies; communication plans and strategy; media planning; customer segmentation strategy; marketing campaign planning; industry insight.
	Digital marketing	Strategies to use online channels and technologies to promote products, services or brands to reach and engage with customers.	Digital marketing analysis and planning; website development that is an element of a re-branding or re-positioning strategy, search engine optimisation (as part of a digital marketing strategy)
	Market research	Methods of gathering and analysing information about consumers, competitors, and market to make informed decisions.	Market research analysis and report; customer research analysis (including survey); new market entry strategic planning; competitive analysis; market and customer segmentation.
<b>Finance</b>	Financial planning	Skilled guidance on how a business can strategically manage its finances for sustainable future growth.	Financial planning and forecasting; financial management strategies; asset management strategies; cash flow modelling; sales optimisation.
	Financial performance	Advice and planning to optimise financial operations and to strengthen the financial health and profitability of business.	Forecasting and budgeting, cost management optimisation; financial performance monitoring and advice; debt management and financing strategies; financial management review; working capital strategy.
<b>Operations</b>	Procurement	Advice and support that enhances and optimises how businesses acquire and manage the goods and services they need.	Procurement strategies and advice; review and management of tender response documentation (e.g.



		Including streamlining procurement processes, negotiating better deals with suppliers, and implementing efficient purchasing strategies to help businesses save costs and operate more effectively.	document library); procurement polices and guidelines; sourcing and supplier selection strategies.
	Organisational governance	Expert guidance and frameworks to ensure businesses operate ethically and efficiently through strong governance practice.	Governance frameworks and internal controls; operational policies and procedures.
	Work Health and Safety	Services that help business to develop systems and practices to promote and maintain a safe and healthy workplace for employees.	Risk management and hazard control strategies; management system development; development and review of policies and procedures; emergency response planning, policy and procedures.
	Business improvement and innovation	Activities aimed at enhancing how businesses operate and innovate to stay competitive and achieve growth.	Analysis of business efficiency; productivity; processes or workflows; process improvement and automation planning; human centered design and customer experience analysis and modelling; customer support frameworks; quality assurance reviews.
	Supply chain management and planning	Activities and strategies aimed at enhancing the efficiency, reliability, cost-effectiveness of a company's supply chain operations, overall profitability and competitiveness of the business.	Distribution channel optimisation; logistics and supply chain analysis, assessment and strategic planning; logistics and transport optimisation strategies; supply chain development; supply chain sustainability assessments.
	Records and document management	Advice and planning to achieve efficient organisation and secure handling of business records and information.	System review and implementation advice; policies and procedures; information retention. <i>Note: refer to Cyber Security for data security IT services</i>
	Environment, Social and Governance (ESG)	Advice and services designed to assist companies operate responsibly and	ESG analysis and assessments; social and ethical organizational transformation strategic planning;

		sustainably by integrating sustainable and responsible practices into their operations.	identifying ESG-related risks and developing mitigation strategies; strategic planning to support community engagement, diversity and inclusion programs, and fair labour practices; de-carbonisation planning; ESG data collection and reporting frameworks; sustainability audits and strategies.
<b>Information and Communication Technology (ICT)</b>	Information and communication technology management	Assessment and identification of inefficiencies, vulnerabilities and solutions to optimise technology resources and support.	ICT governance and risk management strategic planning; ICT systems review; information technology strategy development; ICT management policy and procedures; data management system review and strategies.

