



Australian Government
Department of Industry

Innovation Policy Report

December 2014

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Strategic policy initiatives

National

Industry Growth Centres to boost competitiveness

The Australian Government is investing \$188.5 million in the [Industry Growth Centres Initiative \(Initiative\)](#) to boost our productivity and competitiveness in areas of **Australia's** competitive strength.

A key part of the Government's Industry Innovation and Competitiveness Agenda, the Initiative will enable businesses with winning strategies to grow, by encouraging business-research collaboration, reducing excessive regulation, improving workforce skills, strengthening global supply chain linkage, and improving commercialisation outcomes.

The Initiative will undergo a staged roll-out from early 2015. Initially, five Growth Centres will be established in growth sectors in which Australia **already has a competitive advantage**:

1. Food and Agribusiness;
2. Mining Equipment, Technology and Services;
3. Medical Technologies and Pharmaceuticals;
4. Advanced Manufacturing; and
5. Oil, Gas and Energy Resources.

The Growth Centres will also facilitate engagements between enabling services and technologies, such as Information and Communications Technology, where they provide essential and direct support to the growth sectors.

To receive updates on the Initiative, including timing of consultation sessions which are planned to start in late November 2014, interested parties can register their interest through the website: www.industry.gov.au/growthcentres.

Accelerating Commercialisation launch

On 31 October 2014, Minister Macfarlane [launched](#) the *Accelerating Commercialisation* element of the *Entrepreneurs' Infrastructure Programme* in Brisbane, along with two new services - Business Growth Services and Supply Chain Facilitation under the Business Management element of the programme. Coupled with the launch were changes to existing programme elements and services to better define which businesses meet relevant sectoral eligibility requirements.

“Accelerating Commercialisation will help innovative Australian businesses to tackle the challenges they come up against in commercialising new ideas, by providing

access to the expert advice, experience and networks crucial for attracting investment and getting new ideas into the marketplace”, Minister Macfarlane said.

The *Entrepreneurs’ Infrastructure Programme* is part of the Government’s new Industry Policy and works in conjunction with the Industry Innovation and Competitiveness Agenda. An additional \$60 million was also announced to co-fund commercialisation projects through the programme.

More information on the services under the *Entrepreneurs’ Infrastructure Programme* can be found at: www.business.gov.au/entrepreneurs-infrastructure-programme.

Information is also available through the Department of Industry’s *Single Business Service*, which can be contacted via phone on **13 28 46** or on the web at: www.business.gov.au.

Boosting the Commercial Returns from Research discussion paper launched

On 29 October 2014, the Minister for Education The Hon. Christopher Pyne and the Minister for Industry The Hon. Ian Macfarlane released a discussion paper on Boosting the Commercial Returns from Research.

The paper outlines a number of proposals to ensure our research effort is supporting the translation of research into commercial outcomes including:

- improving incentives for collaboration;
- supporting research infrastructure;
- improving access to publicly funded research;
- increasing industry relevant research training ;
- improving assessment of the research system; and
- capitalising on the Medical Research Future Fund.

Consultations have been conducted with the research and business communities and other interested parties to seek their feedback on the proposed approach.

Commonwealth Science Council

The Government recently announced the creation of the Commonwealth Science Council, as part of its Industry Innovation and Competitiveness Agenda. The Science Council is intended to be the pre-eminent source of advice to Government on science and technology issues facing Australia.

The Science Council will assist the Government to focus its investment in science and research so Australia can compete effectively on the global stage. This will include identifying areas of national strength, current and future capability, and ways to improve the connections between government, research organisations, universities and business.

The Prime Minister will chair the Science Council, with the Minister for Industry as Deputy Chair. The Ministers for Education and Health and the Chief Scientist of Australia will be Standing Members, with other Ministers to participate as themes require. Five eminent scientists, researchers and educators, and five business leaders will make up the rest of the Science Council's members.

The Science Council will meet twice yearly. At its first meeting, before the end of 2014, the Science Council will consider proposals made by the Chief Scientist in his STEM report, and advise on national priorities for science and research.

The Science Council's members are:

- The Prime Minister (Chair)
- The Minister for Industry (Deputy Chair)
- The Minister for Education
- The Minister for Health
- Australia's Chief Scientist
- Professor Timothy Davis, Head of Unit, School of Medicine & Pharmacology, UWA
- Professor Ian Frazer AC, CEO & Director of Research, Translational Research Institute, UQ
- Professor Nalini Joshi, Mathematician, School of Mathematics & Statistics, USYD
- Professor Tanya Monro, Deputy Vice-Chancellor (Research), UniSA
- Professor Brian Schmidt AC, Astronomer, ANU
- Mr Ken Boal, Vice President CISCO
- Dr Michael Chaney AO, Chairman NAB
- Dr Jackie Fairley, CEO Starpharma
- Mr David Knox, Managing Director & CEO Santos
- Ms Catherine Livingstone AO, Chairman Telstra

The Office of the Chief Scientist will provide secretariat support for the Council.

A collaborative Australian bio-medical research consortium in Melbourne launched

On 15 October 2014, Minister for Industry Ian Macfarlane [congratulated](#) a collaborative Australian bio-medical research consortium in Melbourne, which will receive \$10 million from the Science and Industry Endowment Fund (SIEF).

CSIRO and Monash University will each match the SIEF's \$10 million contribution towards the establishment of a BioMedical Research Consortium which will be based at Monash's joint Clayton precinct in Melbourne. This is a collaborative project to be jointly run by CSIRO and Monash University in conjunction with the Australian biomedical manufacturing industry.

"The Australian Government has recognised medical technology and pharmaceuticals as one of our areas of competitive strength. It will be the focus of one of the five Industry Growth Centres the Government will establish with a \$188.5 million investment," Mr Macfarlane said.

"An objective of the Growth Centres will be to encourage greater collaboration between business and science in order to capitalise on our strengths and maximise our opportunities in global growth markets.

"With the support of CSIRO and Monash University, the BioMedical Research Consortium is already illustrating the benefits for Australian industry and the Australian community as a result of collaborative research and problem solving."

Minister Macfarlane said a further \$7.9 million from SIEF over five years would be invested in a 'SIEF STEM+ Business' Fellowship Program, to connect STEM professionals with industry.

Premium Investor Visa to promote innovation

On 17 October 2014, Minister for Trade and Investment Andrew Robb announced the government's proposed new [Premium Investor Visa](#) (PIV).

The PIV would offer a more expeditious pathway for international investors to permanent residency, compared to the existing Significant Investor Visa (SIV). Under the PIV a 12 month pathway to permanent residency would be available for investors meeting a \$15 million threshold in an eligible investment.

"Our aim, as part of our broader competitiveness agenda, is to attract more investment into Australia that makes a material difference to supporting sustainable growth, productivity and job creation," Minister Robb said.

"We are keen to attract additional investment which supports innovation and which provide new sources of growth capital."

For both the SIV and PIV eligibility criteria will be aligned with the government's investment priorities. Investment criteria will be determined by the Minister and his agency Austrade in consultation with key economic and industry portfolios as well as the states and territories.

Changes to the SIV and the introduction of the Premium Investor Visa will take effect after July 2015.

ARC: Excellence in Research for Australia

Through Excellence in Research for Australia (ERA), the Australian Research Council (ARC) evaluates research quality within Australia's higher education institutions and gives government, industry, business and the wider community assurance of the excellence of research conducted. It also provides a national stocktake, by research discipline areas, of research strength against international benchmarks. ARC administration of ERA is acknowledged internationally as being best practice.

An ERA evaluation will occur in 2015 and the ARC initiated a broad programme of consultation in preparation. Two major public consultations have now concluded.

As part of the ARC's preparation for ERA 2015, it developed the draft ERA 2015 Submission documentation, which included an outline of key proposed changes for ERA 2015, such as an Open Access requirement, whereby institutions are required to state whether a research output is available in an open access repository, and a New Category of Non-Traditional Research Outputs, entitled Research Report for an External Body which consists of four subcategories of reports: Public Sector; Industry; Not-For-Profit; and Other.

A list of finalised substantive changes for the ERA 2015 round are listed here: [ERA Submission Guidelines](#) (pp.7–9).

The ARC also conducted public consultation for the Draft ERA 2015 Journal List and the Draft ERA 2015 Conference List from 3 February 2014 to 21 March 2014. These lists define outlets that are scholarly, peer reviewed, publish original research and which are eligible for ERA 2015 submissions.

These lists have been finalised and provided to universities to assist in preparation of their ERA 2015 submissions along with with final submission requirements.

In September this year, a request was sent to all Australian universities asking them to nominate staff to be members of the Research Evaluation Committees (RECs) for ERA 2015. REC members play an important role in the ERA process, these cluster-specific committees undertake the evaluation of research outputs from across Australia's universities. Each committee includes internationally-recognised members with expertise in research evaluation and broad discipline expertise. The Chairs of the eight RECs for ERA 2015 were announced on 7 November 2014.

Members of the ERA team have also been visiting universities across Australia to ensure that they are comfortable with the information that has been circulated to date regarding ERA 2015 and that they are on track for the 2015 round.

In addition, the ERA approach has attracted considerable international attention. The ARC is increasingly a source of advice for developments in other national systems.

ARC: \$354 million for 941 new research projects announced

On the 5 November 2014, Minister for Education, the Hon. Christopher Pyne, announced \$354 million for 941 new research projects as part of the 2015 Australian Research Council (ARC) Major Grants Announcements.

The 2015 ARC Major Grants announcements include:

- \$250 million for 665 projects under the Discovery Projects scheme
- \$70.6 million for 200 awards under the Discovery Early Career Researcher Award scheme
- \$4.4 million for 10 projects under the Discovery Indigenous scheme
- \$29 million for 66 projects under the Linkage Infrastructure, Equipment and Facilities scheme.

NSW: Premier's Innovation Initiative

The NSW Government is seeking new opportunities to work with businesses and individuals to find better ways to deliver innovative services to the people of NSW. The Premier's Innovation Initiative, announced on 14 August 2014, focusses on attracting and implementing innovative approaches and technologies to meet customer needs and to encourage greater community influence in government decision making.

The new initiative provides a fourth channel through which the Government can commission service delivery in NSW, alongside direct delivery by the public sector, competitive tendering and unsolicited proposals.

Priority areas being progressed under the initiative are:

- Social housing assets: using innovative financing solutions to assist with replenishment of the public housing portfolio;
- Congestion: reducing congestion in hot spots across Sydney's roads;
- Open ideas: where organisations or individuals identify a policy challenge and provide a solution; and
- Open data: fast-tracking Government's release of de-identified data. This facet focusses on areas where the Government may hold data which could be used for economic or community benefit and seeks ideas on how to make more quality data available more quickly to customers and to use such data to deliver public benefits.

Requests for Expressions of Interest (EOIs) for the Open Data and Open Ideas categories closed on 13 September 2014. For the Congestion stream, the request for EOIs closed 31 October. Social Housing EOIs will be called late in 2014.

NSW Trade & Investment assisted with the implementation of the Open Data and Open Ideas strategies, including holding membership of the assessment panels for these facets of the program.

More information is at: <http://www.nsw.gov.au/innovate>

NSW: Knowledge Hubs

The NSW Government is supporting the development of industry-led Knowledge Hubs in five key industry sectors to facilitate greater collaboration and adoption of innovation, in order to further drive NSW's productivity and competitiveness.

Knowledge Hubs are platforms which enable businesses and researchers to deliver joint initiatives and develop long term competitive advantages for industry. The industry sectors currently developing Knowledge Hubs are Energy Innovation, Financial Services, Transport and Logistics, Medical Technology and Digital Creative. The Energy Innovation Knowledge Hub was launched on 5 September 2014 at the Newcastle Institute for Energy and Resources. The remaining Knowledge Hubs are expected to be launched in late in 2014.

The Financial Services Knowledge Hub, though not yet officially launched, has already established initial membership and commenced scoping on initial activities. Key partners are drawn from Committee for Sydney member organisations and other relevant partners from the Financial services sector. The Committee for Sydney, which coordinates industry participation in this Knowledge Hub, commissioned KPMG to conduct major new research into developing markets for financial services technology. The resulting report *Unlocking the potential: the Fintech opportunity for Sydney* analyses the emerging Fintech sector and what conditions are required to enable Sydney to compete with other global cities and to become an Asia-Pacific Fintech hub.

The Report, released on 7 October 2014, received significant media coverage including items in the *Australian Financial Review*, the *Asia-Pacific Banking & Finance Magazine*, and the *Sydney Morning Herald*.

More information is at: <http://www.business.nsw.gov.au/doing-business-in-nsw/knowledge-hubs>.

NSW: Smart Work Hubs

The NSW Government has announced its commitment to work with industry to pilot Smart Work Hubs, in response to recommendations of the the Digital Economy Industry Action Plan Taskforce.

A 'Smart Work Hub' is a facility or space which offers workers an alternative to working in their normal place of work or working from home –teleworking from a “third space” focused around large commuter populations. Smart Work Hubs have potential to provide a range of benefits to the NSW economy including:

- increasing business productivity;

- decreasing infrastructure costs (both Government and businesses);
- promoting regional economic development; and
- introducing new technology and skills to NSW.

NSW Trade & Investment is exploring how Smart Work Hubs can support flexible work practices. Five Pilot Hubs, announced in June 2014, are expected to be operational in Western Sydney (Penrith, Rouse Hill and Oran Park) and the NSW Central Coast (Gosford and Wyong) by 31 December 2014.

The University of Newcastle will collect data from the pilot Hubs and will report to NSW Trade & Investment on their outcomes, including economic impacts.

NSW: Research Attraction and Acceleration Program, NSW Trade & Investment

The NSW Office of Science and Research is currently undertaking a competitive funding round to provide co-investment support for successful NSW applications under the Commonwealth Government's Australian Research Council (ARC) Industrial Transformation Research Program (ITRP) Round 3 for 2014-15.

The priorities identified for this round are:

- manufacturing;
- food and agriculture;
- oil and gas, including petroleum;
- mining and mining services; and
- medical devices and biotechnology.

Research Attraction and Acceleration Program (RAAP) aims to increase the likelihood of the applicant's success under the ITR program and to enhance the capacity and capability of research hub or training centre operations in NSW.

RAAP co-investment funding will only be provided to NSW Industrial Transformation Research Hubs and Training Centres successful in the Commonwealth process. The total pool of NSW funds for this initiative is \$400,000 and applications closed on 14 November 2014.

NSW government announces its IT Strategy Update

On 23 October 2014, the NSW government announced its [Digital+ NSW Strategy Update](#). The NSW Minister for Finance and Services Dominic Perrottet [said](#) that dealing with government should be as easy and seamless as dealing with companies like Apple that are regarded as world leaders in delivering a good customer experience.

"A huge fan of Apple," Mr Perrottet cited his recent experience of making a purchase in an Apple store as something government should strive to deliver.

"No queues, no paper and no inconvenience. The whole experience was designed around making things easier for me."

He said "digital government" represented "a shift of focus from us in government using technology ... so that our citizens can interact with us in a seamless way. In fact, digital is less about technology and more about an experience - of everything working together, being connected and joined up".

Mr Perrottet said the new version of the government's ICT strategy, dubbed Digital +, was designed to help it reach these goals.

Northern Territory solar project adds to diverse energy mix

On 12 October 2014, Minister Macfarlane joined Northern Territory Chief Minister Adam Giles and Australian Renewable Energy Agency (ARENA) CEO Ivor Frischknecht to launch a \$55 million solar PV programme in Darwin (the Northern Territory).

Solar SETuP is a joint Australian Government and Northern Territory Government project, which is being jointly funded by ARENA (\$27.5 million) and the NT Government (\$27.5 million) and managed by the NT Power and Water Corporation (PWC).

The programme will see solar panels integrated via a control system into existing diesel power stations to create solar/diesel hybrid power stations in remote indigenous communities in the Northern Territory.

"Australia, particularly remote Australia, relies on a diverse energy mix and this joint funding will ensure a total of 10 MW of solar PV will be rolled out to more than 30 Indigenous remote communities," Mr Macfarlane said.

"It will mean a more secure energy supply for these off-grid communities and will create jobs and boost skills during construction and operation. Remote communities are disadvantaged by a reliance on diesel as the generators are costly, the fuel is subject to volatile prices, and the transport distances are long.

"This project - a great example of what can be achieved when governments work together - will further advance cost-effective energy solutions for off-grid locations right across Australia."

Mr Macfarlane said that the Northern Territory's energy resource endowment positions Australia well to meet increasing Asian demand while also meeting domestic needs.

Queensland: Innovation Hub

The Innovation Hub pilot project is providing a new way for the Queensland Government to solve complex Queensland Government public sector problems using the ideas of private and public sectors experts.

The Department of Science, Information Technology, Innovation and the Arts is running the pilot in conjunction with the Open Innovation Team from PricewaterhouseCoopers.

The Innovation Hub brings together people from diverse backgrounds including – farmers, game makers, interaction design researchers, Indigenous organisations, scientists, startups and teams from large multinationals mixing with senior government executives and the Open Innovation Team – all trying to find new ways to look at and solve old problems.

The successful teams for round one were:

- Category: Beefing up engagement (Department of Agriculture, Fisheries and Forestry)
- **Team: USQ Collaborative Research Group: Connecting Learning & Real Serious Games**
- Category: Here today, gone tomorrow - Graffiti (Department of Transport and Main Roads)
- **Team: GIS People**
- Category: Indigenous health (Queensland Health)
- **Team: CSIRO Australian eHealth Research Centre**
- Category: Asset maintenance (Department of Housing and Public Works)
- **Team: Loc8 Asset Maintenance**

Negotiations for round one are being finalised between the solution providers and the Departments.

Round two of the pilot was launched on 28 October 2014 with challenges for round two released to market, namely:

- Better data on the location, purpose and status of Queensland national parks assets for customers and for improved parks management (Department of National Parks, Recreation, Sport and Racing)
- Assist disaster management decision makers to access accurate and timely information and data held by local and state government agencies to enable better decision making (Office of the Inspector-General Emergency Management)
- Improve road safety at road works sites (Department of Transport and Main

Roads)

- Design a Payments by Outcomes demonstrator project on adult recidivism as required for Cabinet review in February 2015 (Department of the Premier and Cabinet)

Further information is at the [Queensland Government website](#).

Startup Queensland Fund

The Queensland Government has launched the Startup Queensland Fund, which will assist capability building within the Queensland startup community. The fund (totalling up to \$300,000) will contribute up to 50 per cent of eligible activity costs up to a maximum of \$25,000.

Eligible activities will focus on building entrepreneurial and startup capability including the delivery of practical information, advice and networking opportunities. These can be conducted in a variety of formats including webinars, networking activities, presentations, mentoring sessions, workshops, and forums.

The fund will be open until 30 June 2015 and all eligible activities must be completed by 15 December 2015.

Further information is at: <http://www.qld.gov.au/dsitia/initiatives/startup-qld/>

Queensland: Accelerate Ideas

Under the Queensland Science and Innovation Action Plan (released in October 2013) \$8.75 million was allocated to the *Accelerate Queensland Science and Innovation Program* focussed on funding people and projects which have direct outcomes to benefit Queensland.

Under this program up to \$1.5 million (over three years) has been allocated to [Accelerate Ideas](#) to assist collaborations between researchers and industry to demonstrate the commercial viability of new ideas.

Recently launched, the Accelerate Ideas program assists Queensland-based organisations to demonstrate the commercial viability of a new or existing idea (ie. a product, service, process or system). To be eligible for a grant, projects must demonstrate a partnering arrangement between a business and a Queensland public research organisation.

Grants of between \$25,000 and \$50,000 (GST inclusive) are available. These are paid as a co-contribution towards project expenditure over a maximum timeframe of 18 months. Businesses must match the Accelerate Ideas grant with a cash contribution.

Applicants can apply at any time throughout the year with applications assessed on a quarterly basis – 31 August and 30 November 2014, and 28 February and 31 May 2015. The program will remain open until the funding pool is fully committed.

Queensland Government Response to the Queensland Plan

The Queensland Plan provides a community developed and owned long-term vision for the state. It presents government with a real opportunity to reflect on how it can deliver better outcomes for the people of Queensland.

On 15 September 2014, Premier Campbell Newman released [*A plan for the future: the Queensland Government Response to The Queensland Plan*](#) to explain how Queenslanders' vision will inform the government's future policies, programs and services.

The Government response sets out strategic direction and provides a clear line of sight between government action and *The Queensland Plan's* goals and targets. It is structured by *The Queensland Plan's* nine foundation areas and is delivered online to demonstrate the interaction of actions and to allow new ones to be added progressively over time.

In the first phase of the response, four areas have been identified where government action can make a difference across the state and where early action will catalyse change across a number of foundation areas. These include **focusing on the early years, improving regional liveability, fostering innovation and tackling obesity**.

The response highlights how existing strategies and programs are already working to achieve results and introduces several new initiatives that will help advance change in these key areas.

The Queensland Plan Act, enacted on 27 October 2014, provides the framework underpinning these key strategies, programs and new initiatives for Queenslanders across the State.

Tasmania: 2013 Tasmanian Innovation Census

[The 2013 Tasmanian Innovation Census report](#) produced by the Australian Innovation Research Centre at the University of Tasmania was officially launched on 13 November 2014.

The Tasmanian Innovation Census (TIC) is a large regional study of the innovation activities and outcomes of Tasmanian businesses with five or more employees. Participants in the Census are from across industry sectors. The Census was also conducted in 2007 and 2010.

The results of the 2013 Census show that the economic performance of Tasmanian businesses increases with innovative capability – a strong argument for greater investment in innovation.

The report provides information on innovation in the Tasmanian economy, and will help to inform Local, State and Commonwealth Government policy and programs to support innovation in Tasmania and other regional economies.

Geelong Region Innovation and Investment Fund to support innovation in manufacturing

On 15 October 2014, Minister Macfarlane made [a joint announcement](#) with the Hon. David Hodggett MP, Victorian Minister for Manufacturing that more than 80 manufacturing jobs will be created in the Geelong region thanks to three [new projects funded](#) under the Geelong Region Innovation and Investment Fund (GRIIF).

“These new projects are good news for Australian manufacturing and great news for Geelong. They will enable Australian companies to produce new and innovative products for local and global markets,” Minister Macfarlane said.

“The investments in these companies expanded facilities are supported by the Geelong Region Innovation and Investment Fund, which assists local businesses as they seek new opportunities and build on the state’s strengths,” Minister Hodggett said.

International

60th anniversary of the establishment of the European Organization for Nuclear Research

On 20 October 2014 the UN [marked](#) the 60th anniversary of the establishment of the European Organization for Nuclear Research (CERN). Eminent scientists and world leaders attending the event said that Science, technology and innovation are central in forging development policy and solving some of the world’s most pressing problems including in education, health care and peace and security.

Organized by the UN Economic and Social Council (ECOSOC) and CERN, the event “60 Years of Science for Peace” held in New York, highlighted the role that science has played in peaceful collaboration, innovation and development.

US: A new Market R&D Pilot Challenge launched

[The Market R&D Pilot Challenge](#), launched on 20 October 2014 by the Department of Health & Human Services’ Office of the National Coordinator (ONC) for Health Information Technology, is a program that focuses on the commercialization and dissemination of innovative health technologies. ONC Market R&D Pilot Challenge seeks to connect a large number of early stage health technology companies with a diverse set of US-based healthcare organizations and stakeholders to support the creation of new pilot projects.

It is difficult for many health products to reach the market due to the high barriers to entry in the health IT area. An innovative new product needs to be tested in real-life care settings, but providers may be hesitant to host such activities. This impedes access to the venture backing for further advances and successful market entry. The Market R&D Pilot Challenge is intended to help bridge this gap by bringing together

health care organizations (“Hosts”) and innovative companies (“Innovators”) through pilot funding awards and facilitated matchmaking.

Hosts and Innovators will submit joint pilot proposals, with the winners, as determined by an expert panel, proceeding to implement their pilots. The competition will have up to six winners, each receiving a \$50,000 award.

The Challenge’s primary goals are to:

- Encourage *early collaboration* between entrepreneurs, medical and public health personnel, patients, and the research community to link innovation in health IT to innovation in care delivery;
- Reduce *risk for early-stage health IT and digital health products* for future clinical tests and funding;
- Encourage *uptake of and ensure the market is aware of ONC standards and functions* for certified electronic health record (EHR) technologies; and
- Explore *evidence collection methods and relevant metrics* for early stage health IT products that may better match agile software development.

Submissions are due March 2 2015, with the winners to be announced 30 April 2015. The pilots will begin in in August 2015 and be completed in January 2016.

US Department of Agriculture awards \$18 million in Small Business Innovation Research grants

On 20 October 2014 the US Department of Agriculture’s [National Institute of Food and Agriculture](#) (NIFA) [awarded](#) more than \$18 million in grants to small businesses for high quality, advanced research and development that will lead to technological innovations and solutions for American agriculture. NIFA awarded 100 grants through the Small Business Innovation Research (SBIR) program.

US Government Printing Office moves its email to the cloud

On 7 October 2014, The US Government Printing Office (GPO) announced that it is moving the agency’s email to the cloud using Microsoft Office 365.

This transition will simplify the agency’s IT infrastructure, gain greater functionality, and enable faster upgrades for future enhancements. In addition, GPO will benefit from a larger mailbox size, increased email archiving, anti-spam and malware services, collaboration tools and online meeting capabilities. Although several other Government agencies have already made the transition to the cloud, GPO is the first legislative branch agency to move its email to the cloud and expects to complete the migration by January 2015. This strategy supports GPO’s transformation to a digital information platform.

"GPO is an innovative, progressive agency that is always exploring ways to use technology to enhance our obligations to our customers," said Chief Information

Officer Chuck Riddle. "Moving the agency's email services to the cloud will simplify our IT infrastructure enabling us to use those resources more effectively."

Further information is available on the US Government Printing Office [website](#).

US: Small Business Administration Announces New Regional Innovation Cluster Awards

On 30 September 2014 the US Small Business Administration (SBA) announced support of four new Regional Innovation Clusters, adding to its portfolio of high-performing regional innovation networks across the country.

Regional Innovation Clusters are public-private partnerships that are driving innovation and job creation in key regions to help new companies launch and small companies grow, particularly in underserved communities across the country.

The four Regional Innovation Cluster awardees, ranging from \$500,000 to \$550,000, were selected from more than 40 applicants and represent a wide range of diverse geographic areas and industries. From urban to rural, and clean technology to autonomous systems, these cluster initiatives focus on the most effective approaches to linking small businesses to regional networks of leading research, commercialization tools and financing.

SBA's funding will be provided to each clusters organizing entity to strengthen opportunities for small businesses within the cluster. The funds will be used to provide mentoring and counseling services, mentor-protégé and teaming programming, and to showcase and pitch events to prospective investors and public-private sector adopters of new technology.

US: National Science Foundation announces \$12.5 million funding for cyber-innovation projects

On 15 October 2014, the US National Science Foundation awarded \$12.5 million to 16 different projects through its [Cyber-Innovation for Sustainability Science and Engineering \(CyberSEES\) program](#), which leverages computing advances to promote the science of sustainability. Researchers will each receive between \$100,000 and \$1.2 million for two-to-four-year projects developing tools, technologies and models that advance sustainability science.

US Patent and Trademark Office and State Intellectual Property Office of China streamline patent application process

On 10 October 2014, the US Department of Commerce's United States Patent and Trademark Office (USPTO) and the State Intellectual Property Office of China (SIPO) [launched](#) a new free service that will allow the two offices to electronically exchange patent application priority documents directly. This new service will help streamline the patent application process and reduce costs for businesses which are increasingly pursuing patent rights globally.

The new service will allow the USPTO and the SIPO, with appropriate permissions, to obtain electronic copies of priority documents filed with the other office from its electronic records management system at no cost to the applicant. With this new service, applicants will no longer need to obtain and file paper copies of the priority documents; however, they are still responsible for ensuring that priority documents are provided in a timely manner.

Details are at: www.uspto.gov/patents/process/file/pdx/pdx_index.jsp

Events and Conferences

Inaugural Australia-Switzerland Joint Science, Research and Innovation Committee Meeting

The Australia-Switzerland Joint Science, Research and Innovation Committee (JSRIC) meeting will be held in Canberra on 27 November 2014. This will be the first JSRIC held under the auspices of the MOU for cooperation in science, research and innovation, which was signed in October 2013. The meeting is an opportunity to for the two governments to review existing activities and identify areas for new or enhanced cooperation in science and technology.

The Swiss delegation will be led by Mrs Marie-Gabrielle Ineichen-Fleisch, State Secretary and Director of the State Secretariat for Economic Affairs, and include delegates from government, industry and academia.

13th European Union – Australia Joint Science and Technology Cooperation Committee Meeting

The 13th Australia-European Union (EU) Joint Science and Technology Cooperation Committee (JSTCC) meeting will be held in Canberra on 2 December 2014. The EU has signalled interest in working with Australia on strategic research projects targeted at addressing societal challenges. There are strong common interests in health and ICT.

2014 also marks the 20th anniversary of the *Agreement relating to scientific and technical co-operation between Australia and the European Community*. Australia was the first industrialised country to sign a treaty-level science and technology agreement with the EU. The anniversary will be recognised through a reception in Canberra in December.

Australia-Germany Joint Science and Technology Meeting

The next Joint Science and Technology Meeting (JSTM) between Australian and Germany will be held in Canberra on 10 December 2014. The focus of the meeting will be on industry research linkages. The JSTM is the primary mechanism for dialogue on key bilateral science and technology issues between the two countries.

Bilateral Science and Technology Meetings Planned for 2015

Planning is underway for bilateral science and technology cooperation meetings and strategic dialogues with several partners in 2015. Timings remain to be confirmed, with a current schedule of:

- India (February)
- United States of America (March)
- Vietnam (April)

- South Korea (mid-year)
- South Africa (September)
- Japan (October)
- Singapore (TBC)
- New Zealand (in margins of all CSTACI meetings)

Starfest at Siding Spring Observatory

Each year, over the October long weekend, Siding Spring Observatory near Coonabarabran, NSW, hosts [StarFest](#), a collection of public astronomy events held as part of the month-long [Warrumbungle Festival of the Stars](#). The Festival celebrates the community's passion for astronomy and the arts.

The StarFest celebrations held over 3-5 October 2014 included the [Open Day](#) up at Siding Spring Observatory, the [Bok Lecture](#) in Coonabarabran featuring Australian-born former NASA astronaut Dr Andy Thomas, and the popular [Science in the Pub](#), also in Coonabarabran, hosted by science broadcaster and journalist Robyn Williams and featuring internationally acclaimed astronomers Dr Amanda Bauer, Dr Charley Lineweaver, Professor Joss Bland-Hawthorn and Professor Fred Watson.

[Siding Spring Observatory](#) on the edge of the Warrumbungle National Park near Coonabarabran, NSW, is Australia's premier optical and infrared observatory. The Observatory hosts many [telescopes](#) of the Australian National University (ANU) [Research School of Astronomy and Astrophysics](#), the [Australian Astronomical Observatory](#) (AAO) and other Australian and overseas institutions.

The year 2014 marks a set of special milestones for the Observatory:

It is the 50th anniversary of the establishment of Siding Spring Observatory, with the opening in 1964 of the Australian National University's [40-inch Telescope](#). The newly-refurbished 40-inch telescope is now operated by the privately-owned [Milroy Observatory](#) near Coonabarabran and was officially opened by Nobel Laureate, Professor Brian Schmidt on 4 October 2014.

It is the 40th anniversary of the 3.9-metre [Anglo-Australian Telescope](#) (AAT) collecting star light for the first time. Australia's largest optical-infrared telescope, the AAT was inaugurated by His Royal Highness, Prince Charles, and Prime Minister Gough Whitlam on 16 October 1974. The AAT, operated by the AAO, a division of the Department of Industry, has made many important astronomical discoveries and remains one of the world's most productive optical / infrared telescopes.

It is also the 30th anniversary of the [ANU 2.3-metre Advanced Technology Telescope](#) that has answered questions about Dark Matter and the evolution of the Universe. This telescope was opened in 1984 by Prime Minister Bob Hawke and continues to play a significant role in astrophysical research.

And it is the [10th anniversary](#) of the [Faulkes 2-metre Telescope](#) of the non-profit private foundation [Las Cumbres Observatory](#) Global Telescope Network directed by Wayne Rosing. The Faulkes Telescope is operated remotely and aims to encourage [an interest in science by young people](#).

Silo-busting at the Department of Industry Expo

The Science Policy and Governance Division at the Department of Industry held a Silo-busting competition at the Departmental Expo on Monday 13 October. People were challenged to name a wicked problem they faced in their work that could be tackled by working with the Science Policy and Governance Division.

The 47 entries were judged by the Chief Scientist and Head of Division.

The winning entry was ‘a study to determine the impact on academic career pathways if academic performance measures were changed to include work with industry.’ The winner won a lunch with the Chief Scientist and Head of Division to discuss her entry.

The runner-up asked ‘How can we address the decline in young people studying science and maths to ensure Australia stays competitive?’ and for this won a book voucher.

Due to the many great entries, Science Policy and Governance Division is following up by making contact with everyone who entered the competition. Staff from the Division are ringing competition entrants to find out more about their challenges. Science Policy and Governance Division aims to run a series of cross-divisional workshops open to the whole department to flesh out the many great ideas. These workshops have great potential for busting silos.

2014 Prime Minister's Prizes for Science

On 29 October 2014, Minister Macfarlane joined with Prime Minister Tony Abbott in [announcing](#) the 2014 Prime Minister’s Prizes for Science at Parliament House, Canberra. These awards recognise Australia’s proud history in science and wealth of scientific talent. The recipients of the 2014 Prizes were announced and presented by the Prime Minister and our Minister, recognising and rewarding the inspirational achievements of Australians who have made outstanding contributions to science and to science teaching.

The Government plans to establish a new award to recognise the important role innovation plays in partnership with science. From next year, the Prime Minister’s Prizes for Science will feature the Prime Minister’s Prize for the Commercial Application of Science, alongside the existing Prime Minister’s Prize for Science.

The Commonwealth Government is investing \$12 million to improve the focus on science, technology, engineering and mathematics (STEM) subjects in schools across the country.

The Government has also established the Commonwealth Science Council as the pre-eminent body for advice on science and technology in Australia.

Further information about the 2014 award recipients is available at:

www.industry.gov.au/scienceprizes.

Streamlined ‘digital ID wallet’ from Imagine Team wins top Canberra SME Innovation Award

On 15 October 2014, ACT Deputy Chief Minister Andrew Barr presented [awards](#) for the second round of the Digital Canberra Challenge at NICTA’s Canberra Laboratory. The Digital Canberra Challenge, funded by the ACT Government, picked the two winning start-up groups based on their solutions for some of Canberra’s most used government services.

Two innovative app development groups [have been recognised](#) for finding ways to make ACT Government-run services more efficient.

A prototype app giving Canberra residents the ability to seamlessly access a wide range of local services has secured first place – and a \$12,500 cash prize for Canberra’s Imagine Team – at the Canberra Digital Challenge awards this week. Imagine Team’s “digital ID” wallet gives users one app instead of a myriad of cards to access buses, libraries and other government services. The app, called ‘Cardly’ is the brainchild of co-creators Zakaria Bouguettaya and Andrew Clapham. The prototype app incorporates MyWay cards and ACT drivers’ licences but can be extended to include other services. Bouguettaya said he will use the cash prize to further develop the prototype.

The runner-up app came from local start-up company Basement Labs. It aims to streamline information about the Canberra Hospital for patients, visitors and staff. Tim Ainge from Basement Labs has trialled the app in the hospital’s new paediatrics ward. “The value of the app is in providing information in smaller and more relevant ‘chunks’, making it easier for people to consume,” said Mr Ainge.

Minister Barr said, “Through the Challenge, we have seen SMEs challenging the status quo and thinking deeply about the issues facing our government. These businesses have been focussed on developing the right solutions for these challenges. The Digital Canberra Challenge encourages ACT public servants, and the local community, to get involved in thinking differently about our government and developing new and better ways for us to do business.”

NSW Business Leadership Forum

The second NSW Business Leadership Forum was held in Sydney on 9 October 2014, and was attended by the Premier, the then Deputy Premier and Minister for Trade and Investment, the Minister for Finance and Services; and the Minister for Planning, plus over 130 industry leaders.

The Forum provided:

- an opportunity for Government-industry dialogue on restoring business confidence, creating jobs and positioning NSW for greater global competitiveness;
- an opportunity to update participants on the progress to date in delivering the NSW Government's Economic Development Framework and priority actions for 2014; and
- a platform for the NSW Government and industry to discuss current issues and build stronger partnerships.

Through the Forum's open dialogues between industry guests and Government leaders, and interactive audience question and answer sessions, the NSW Government gained valuable insight on the key challenges industry is facing in NSW. The ideas and solutions discussed will inform the Government's future priorities and help ensure initiatives are relevant, effective, and developed in collaboration with industry.

Tech23 innovation awards lauched

On 23 October 2014, Australian technology innovators were awarded prizes at the [Tech23 Awards Ceremony](#) in Sydney. Tech23 features Australia's most innovative young tech companies, presenting their business models to a panel of industry leaders and an audience of potential investors, partners and customers.

NICTA start-up company Intelligent Fleet Logistics (IFL) won the top award for their vehicle routing and scheduling optimisation technology.

Tzukuri's 20-year-old founder Allen Liao won the People's Choice Award with his presentation on unloseable sunglasses. The Tech23 Greatest Potential Award was won by Clipp for their bar tab app. They also won a \$5K cash prize from PayPal.

Doarama, another NICTA start-up, won a trip to Silicon Valley with its unique 3D GPS track visualisation program. The full release is at:

<http://www.tech23.com.au/PDF/2014/Tech23-2014-24.OCT.14-PressRelease.pdf>

BiiG Conference hosted by Queensland Treasury and Trade

The Business Innovation and Improvement in Government (BiiG) network is a well-established interagency network hosted by Queensland Treasury and Trade.

BiiG makes a valuable contribution to all Queensland government agencies by delivering a number of events to practically assist Queensland public sector leaders devleop an innovative and flexibale public service.

Almost 500 public sector leaders representing all Queensland government departments came together on September 2 and 3 at the Brisbane Convention Centre for the 11th annual BiiG Conference 'Ideas Into Action: Shaping a 21st Century Public Service'.

Three key themes provided the framework for the conference, namely:

- Services, departments and technology should be designed with the end user in mind
- Rethinking socially to enable creative and implementable innovations
- The craft of public administration is evolving, and needs a balance agency performance with public result.

BiiG engaged speakers, from the public and private sectors, from across Australia and internationally, to ensure that the energy for public sector innovation and renewal is not only maintained, but accelerates.

Further information on the BiiG Conference and the keynote speakers can be obtained from the BiiG Network.

Tasmania: Regional Innovation, State Growth

The Breath of Fresh Air Film Festival is an annual festival held in Launceston, Tasmania. This year, as part of the festival, the Department of State Growth, the Australian Innovation Research Centre and Big Picture Tasmania supported a regional innovation action session.

The Regional Innovation, State Growth action session was held in Launceston on 7 November 2014 to promote and support innovation across Tasmania and demonstrate linkages between innovation and growth of the economy.

Dr Anton Kriz, of Innov8 Central, led the action session and applied his Regional Innovation Management model, which is being used to transform the innovation capacity of the Central Coast of NSW.

Short films on Tasmanian innovators and the NSW HunterNet experience set the scene for the day. Group discussions produced a number of innovation action plans to be implemented for the following sectors:

- Manufacturing /processing
- Food/Wine/Whiskey/Cider/Beer Tourism
- Agriculture
- ICT
- Forestry
- Creative Industries

The day closed with the launch of the 2015 Innovative Island Awards, which celebrate Tasmanian innovators and innovation.

Program information is available at: <https://bofa.com.au/festival-programme/regional-innovation-state-growth/>

Tasmania: Disruptive Technology Forum

The Disruptive Technology Forum was held on 1 and 2 October 2014 at Queechy High School. The forum involved F1 in Schools Science, Technology, Engineering and Maths (STEM) challenge, Australian Maritime College (AMC) rapid prototyping and CSIRO.

Creative Innovation 2015

[Creative Innovation 2015 \(Ci2015\) conference](#) will be held on 23-25 March 2015 in Melbourne (Victoria). The main theme of Ci2015 is 'From Disruption to Sustainable Growth: Vision. Strategy. Innovation. Growth.'

The challenge of this century is to transform organisations to adapt flexibly and rapidly to the ever-changing and volatile environments we face.

Nearly every industry today faces the risk of technology disrupting their existing business models by taking away their customers or changing the economics of their supply chains. In a world of change, standing still is no longer an option, but participating in disruption also has risks. The participants will explore the issue of how leaders and organisations can navigate this.

Further information is available at the Ci2015 conference website:

<http://www.creativeinnovationglobal.com.au/Ci2015/>

African Economic Conference 2014

The [African Economic Conference 2014](#), held on 1-3 November in Addis Ababa, Ethiopia, focused on the critical role which knowledge and innovation should play in Africa's development.

Organized each year by the African Development Bank, United Nations Development Programme and UN Economic Commission for Africa, the conference provided a unique opportunity to explore how to harness Africa's knowledge industry for the continent's transformation and inclusive growth.

The conference participants - policy-makers, researchers, and development practitioners from Africa and elsewhere - explored extant knowledge generation approaches and frameworks, as well as the efficacy of Africa's knowledge and innovation institutions in developing needed skills, technology and innovation capacities. They also discussed policies required in knowledge generation and innovation to achieve Africa's transformation agenda.

UK: Nesta Launches Innovation Growth Lab

On 23 October 2014 Nesta [launched](#) the Innovation Growth Lab (IGL), a new global lab that tests novel approaches to support innovation and economic growth.

IGL launched in London (UK) brings together an international network of researchers and public and private organisations supporting innovation and growth, with an aim to

build the evidence base on the most effective approaches to accelerate innovation, high-growth entrepreneurship and business growth, using randomised controlled trials (RCTs) to find out what works and what doesn't.

During the launch the participants had the opportunity to:

- Find out about the RCTs, tackling questions such as: What effect incubator spaces have on startup survival rates and economic performances? How proximity impacts collaboration and knowledge creation? Are there cheaper, more time-efficient alternatives to the traditional startup accelerator model? How can SMEs be connected with university research?
- Interact with an expert panel on the value and challenges of experimental approaches in innovation and growth policy, and the use of experimental approaches in organisations to build more effective programmes.
- Learn about funding opportunities for innovation, entrepreneurship and growth RCTs, and connect on the spot with potential research and programme partners.

Nesta's partners are the Australian Department of Industry, the Danish Business Authority, the Ministry of Economic Affairs of the Netherlands, the Swedish Agency for Growth Analysis, and in the UK, Innovate UK and the UK Department for Business, Innovation and Skills.

Publications

A study of patents in the Australian medical devices sector commissioned

The Department commissioned IP Australia to undertake a study of patents in the Australian medical devices sector.

The study will help to quantify innovative activity in this growth sector; inform industry; and inform current and future industry policy development.

The *Australian Medical Devices: A Patent Analytics Report* illustrates Australia's relative international importance in innovative activity in medical devices. Over 2706 patents originated in Australia between 2001 and 2012 from individuals, companies, academic institutions and public research organisations. This number of patents indicates that Australia ranks 13th in medical device patents globally, comparable to China and the Netherlands, and eighth in positive technological specialisation in medical devices, comparable to Switzerland and New Zealand. The technology sub-fields with the most inventions are Surgical and Electromedical/Diagnostics; and Implants and Vision also show growth in activity between 2001 and 2012.

The study also reveals the high innovative activity of successful and high-performing companies such as Cochlear, ResMed and Cook Medical and the strong contribution of medical research institutes to innovation in this sector.

IP Australia launches the third paper in its Economic Research Series

On 5 November 2014, IP Australia released the third paper in its economic research series, [The market for design: insights from interviews with Australian firms](#). The study was conducted by the Melbourne Business School, in close collaboration with IP Australia's Office of the Chief Economist.

IP Australia: Over 100 years of IP data released

In October 2014, IP Australia [published](#) its first release of the Intellectual Property Government Open Data project. For the first time, over 100 years of records held by IP Australia has become publicly and freely available.

The datasets contains information on each aspect of the application process from application through the granting of IP rights. It can also be interrogated to identify where innovation has occurred by geographic location, business size and technology.

Why Australia: Benchmark Report June 2014 Update released

[Why Australia: Benchmark Report](#) (June 2014 Update) has been released by the Australian Trade Commission.

The Report provides rich data demonstrating what makes Australia an attractive destination to do business. The report examines five key reasons for investing in Australia – growth, innovation, talent, location and business – and compares Australia's credentials with other countries.

Progressing the NSW Economic Development Framework 2014

The NSW Economic Development Framework was released in 2013 to focus the Government's efforts to drive growth and productivity in priority sectors of the economy and to provide a platform for the Government's engagement and partnership with industry to support dynamic economic growth.

The Framework is built around five key principles designed to focus government efforts to make it easier to do business in NSW and position the economy for long-term global competitiveness through innovation and productivity. These are:

- demonstrate leadership
- make it easier to do business
- collaborate to drive innovation and competitiveness
- invest in critical infrastructure, and
- raise the global profile of Sydney and NSW.

At the 2014 Business Leadership Forum, held on 9 October, the then NSW Deputy Premier and Minister for Trade & Investment, Mr Andrew Stoner MP, released the report, *Progressing the Economic Development Framework 2014*, which provides an overview of progress to date in delivering priority actions under the Economic development Framework.

The summary of the report - [Delivering Growth through Partnership](#) – provides an overview of key highlights from 2014 and an update on the recent performance of the NSW economy.

Digital +, the 2014-15 update to the NSW Government ICT Strategy

On 22 October 2014, NSW Minister for Finance and Services, the Hon. Dominic Perrottet MP, launched [Digital +, the 2014-15 update to the NSW Government ICT Strategy](#). This report outlines a range of actions to build on the Government's program of ICT-led business transformation, including the development of a roadmap to accelerate the move to digital government, initiatives for small and medium enterprises, and standards for cloud computing and telecommunications. The NSW Government is using digital technology to transform the the way it works with customers, industry and within Government.

Sense-T Foundation Report

The [Sense-T Foundation report](#) on the program's first two years was released in August 2014. Sense-T was conceived more than two years ago as an ambitious public/private sector research and commercialisation model with a number of novel practical and conceptual dimensions. The report shows that Sense-T has met or exceeded all milestones and it is already delivering tangible benefits for Tasmania.

Innovation and change in new ventures

[Davidsson, Per](#) & [Gordon, Scott R.](#) (2013) [Innovation and change in new ventures. Business Creation in Australia, 03.](#) Queensland University of Technology Business School, Brisbane, QLD.

Abstract

This paper examines the innovativeness of nascent and young entrepreneurial firms in Australia. Findings of interest in this paper include:

- The vast majority of new ventures offer some degree of innovation in some aspect of their business, be it the product, the process, their market selection or their marketing approach.
- With close to 75 per cent claiming they do more than taking mere imitations to the market, novelty in the product/service is the type of innovation most commonly offered by start-up firms.
- The innovativeness of start-ups varies by industry. Construction start-ups stand out as particularly low in innovation across all indicators, while Manufacturing stands out the most in the positive direction.
- Team start-ups other than spouse teams have higher novelty, as do ventures started by founders with prior start-up experience.
- There is no association between the founders' level of education and the novelty of the ventures they (try to) create.

Population and Climate: Research Innovations and Bridges to Policy Population and Environment

Hayes, Adrian, Adamo, Susana (2014) '[Special Issue: Population and Climate: Research Innovations and Bridges to Policy Population and Environment](#)' (ISSN: 0199-0039), 35

[The International Union for the Scientific Study of Population](#) has released its Seminar Publication: Special Issue on Population and Climate Change in Population and Environment.

Enablers of top management team support for integrated management control systems innovations

Lee, Jessica, Elbashir, Mohamed Z, Mahama, Habib, Sutton, Steve G 2014 '[Enablers of top management team support for integrated management control systems innovations](#)'. International Journal of Accounting Information Systems (ISSN: 1467-0895), 15(1), 1-25 p.

Abstract

Top management team (TMT) support has been identified as one of the most important critical factors to the success of management control systems (MCS) innovations. However, prior studies have taken TMT support for MCS innovations as a given rather than considering the factors that determine whether that support will actually exist and the extent thereof. Prior studies also follow a monolithic approach and treat TMT support for MCS innovations as a black box rather than a combination of processes and stages that develop sequentially over time.

We conceptualise TMT support for MCS innovations as consisting of two stages (TMT belief and participation in MCS innovations). We draw on Upper Echelon and knowledge creation theories to motivate and test four enablers of TMT support for an integrated MCS innovation. We theorize the four enablers as TMT's strategic IT knowledge, TMT knowledge creation processes, CIO's strategic business and IT knowledge, and the interaction between TMT and the CIO. We test the research model using survey data that was collected from 347 Australian organisations.

The results from the data analyses confirm the hypothesised relationships, supporting the theorized synergies among the four antecedents to TMT support. There are several implications for theory and practice that should be considered in future studies examining the role of TMT in supporting new MCS innovations.

Innovation in Ireland: Special Report issued by Xconomy

On 29 October 2014 [Xconomy](#) announced [a special report on Innovation in Ireland](#). The report aims to facilitate a better understanding of the recent technological transformation in Ireland, and the challenges Ireland still faces in its high-tech evolution.

US Small Business Administration releases study on accelerators

On 16 October 2014, the Office of Advocacy, an independent office within the US [Small Business Administration](#), [released](#) a report entitled [Innovation Accelerators: Defining Characteristics Among Startup Assistance Organizations](#), which helps to define the term “accelerator” and explain how the short-term program provides business development for entrepreneurs.

The study being reported on creates a taxonomy of startup assistance organizations and provides a working definition of an innovation accelerator. The study also

discusses the metrics that should and could be measured according to the taxonomy and the definition proposed, and concludes that metrics designed to look for long-term outcomes provide the most appropriate assessment of accelerator performance.

Delivering Public Service for the Future essay collection launched

In November 2014, the European Centre for Government Transformation [launched](#) *Delivering Public Service for the Future: How Europe Can Lead Public-Sector Transformation*, a collection of 12 thoughtful essays on the future of public-sector reform and state modernisation. Written by 12 of Europe's leading thinkers and policymakers, the essays explore a wide range of best practice in the field of state transformation, setting out the cutting-edge vision, motivation and experience of top academics and practitioners in the field.

Further information is available at:

<http://www.lisboncouncil.net/publication/publication/117-delivering-public-service-for-the-future.html#sthash.iXA9qLOc.dpuf>