Tweed Shire Council Scoping Report and Submission 19 July 2006

To assist you in completing this document, a range of accompanying guidelines and worksheets have been developed to provide additional explanation, context and examples. The document comprises 3 parts – the following table is a 'ready reckoner' to the relevant guidelines and worksheets.

PART 1: Project modules	PART 2: Project comms	PART 3: Project delivery
Identifying key project modules to be implemented and the outputs that will be generated	*Identifying key project communications and engagement activities*	*Documenting project management, evaluation and deliverables*
Section A: Project module selection	**Section D:** Project team	**Section F:** Project management and maintenance
☑ A1: Project module selection guidelines	**Section E:** Communication: Consultation, collaboration and promotion	**Section G:** Project evaluation
☑ A2: Smart enquiry tool and small business groupings	☑ E1: Communication guidelines	**Section H:** Project plan
☑ A3: DA tracking guidelines		☑ H1: Project plan guidelines
☑ A4: Online instruments guidelines		**Section I:** Project budget and subsidy
Section B: Supplementary project activities		☑ I1: Project budget and subsidy guidelines
Section C: Benefits realisation capture		☑ I2: Eligible expenditure guidelines
☑ C1: Benefits realisation capture guidelines		**Section J:** Other comments
☑ C2: Regulation assessment worksheet		
☑ Scenario builder (xls tool)		

Please ensure you complete each Section fully and comprehensively.

A   Project module selection

Please select your project modules from the list below. Prior to making your selections, please see the relevant Guidelines (A1 – A4).

INFORM	BASELINE ➔	HIGH PERFORMANCE ➔	LEADING PRACTICE
	☐ Small business DA and planning-related information on Council website: • Pre-DA • Development application • Section 82A review • Section 96 application • Complaint resolution • Complying development application	☐ Information (policies, guidelines and other documents) reviewed and simplified into plain English.	☐ Dynamic, searchable instruments, plans and property information online
	☐ Small business building and construction related information on Council website: • Construction certificate application • Notice of commencement • Principal certifying authority agreement • Hording applications • Activity application – skip bins • Activity application – swing or hoist over public place • Temporary structures • Occupation certificate • Work zone application • Vehicular crossing application • Permit to stand plant • Road opening permit	☐ Information (policies, guidelines and other documents) reviewed and simplified into plain English.	☐ Dynamic, searchable instruments, plans and property information online

INFORM	BASELINE ➔	HIGH PERFORMANCE ➔	LEADING PRACTICE
	☐ Small business non-planning licensing and permit information on Council website to cover common business activity areas • Accounting, finance and investment • Agriculture, mining and fishing • Building and construction • Real estate and related occupations • Health registration and operation • Industrial occupations • Instruction and training • Insurance • Professional and personal services • Sport and recreation • Tourism • Transport	V Application, licensing and permit information and forms analysed, segmented and searchable by key customer groups: • Type of business (see Appendix B for sample list) • Type of query (eg Relocating/Altering Premises) to be implemented into the shared Local e-Gov 'smart enquiry' tool	

APPLY	BASELINE ➔	HIGH PERFORMANCE ➔	LEADING PRACTICE
	☐ Small business DA and planning-related forms available online to download	☐ Customer can submit an online application form for selected planning activities (including online payment of relevant fees).	☐ Implement electronic lodgement of DAs
	☐ Small business building and construction related forms available for download from Council website: • Construction certificate application • Notice of commencement • Principal certifying authority agreement • Hording applications • Activity application – skip bins • Activity application – swing or hoist over public place • Temporary structures • Occupation certificate • Work zone application • Vehicular crossing application • Permit to stand plant • Road opening permit	☐ Customer can submit an online application form for selected building and construction activities (including online payment of relevant fees).	☐ Implement electronic lodgement of the building and construction related applications.

APPLY	BASELINE ➜	HIGH PERFORMANCE ➜	LEADING PRACTICE
	V Small business non-planning licensing and permit forms available online to download	☐ Customer can submit an online application form for selected non-planning licensing and permit activities (including online payment of relevant fees)	

PROCESS	BASELINE ➜	HIGH PERFORMANCE ➜	LEADING PRACTICE
Tracking DAs	☐ Develop internal tracking of each stage of Development application	☐ Implement DA tracking online with access to key milestones	☐ Implement DA tracking online including online access to relevant documents about application
Assessment Of DAs	☐ Standardise DA assessment process by Implementing a range of standard assessment templates	☐ Implement standardised knowledge base of assessment tools and case law to assist planners in assessing DAs	☐ Implement electronic assessment of DAs by Council staff
Assessment	☐ Standardise assessment of building and construction related applications by implementing a range of standard assessment templates	☐ Implement standardised knowledge base of assessment tools and case law to assist in assessment of building and construction related applications	☐ Implement online assessment of building and construction related applications by Council staff
Tracking	☐ Develop internal tracking of building and construction related applications	☐ Implement tracking of building and construction related applications online	☐ Implement application tracking online including online access to relevant documents about application

DECISION / OUTPUT	BASELINE ➜	HIGH PERFORMANCE ➜	LEADING PRACTICE
	☐ Publish decisions about DAs online	☐ Customer is automatically notified electronically of DA decision	

B   Supplementary project activities

Consideration will be given to supplementary project activities that are not covered by Section A, provided the council can make a case as to value and alignment with the overall Red Tape Blueprints program. We are open to initiatives from councils that add value in any of the performance level areas. To propose supplementary activities, you will need to identify where the activities fit into the project module matrix and explain how they will help enhance the capability of your council to reduce the red tape burden on small and home-based business in your community. You should also address the following questions:

- How do these activities relate to any other project modules you selected in Section A?

- Do you consider these activities to have potential value to other consortium councils? If so, how?

BASELINE ➜	HIGH PERFORMANCE ➜	LEADING PRACTICE
	Tweed Shire Council is a member of the Seamless Borders Project (SBP) along with the Gold Coast City Council and the Tweed Economic Development Corporation (TEDC). This project is funded under the RRIF program with the objective of reducing and aligning regulatory compliance requirements between the Gold Coast and Tweed Shire to form a seamless regulatory approach for small businesses, including home based businesses. One of the main outputs of the SBP is to provide a single web entry point that integrates information on regulatory requirements for both local government areas. It is proposed this will be achieved extending the SEQ Local Government Toolbox to the Tweed Shire. Development of the Toolbox as a web tool for public information and applications is another RRIF project. The Toolbox would be modified to comply with the New South Wales regulatory environment. It is proposed that the Tweed output for the Red Tape Blueprints project is to revise all specific policies and requirements adopted by Council to be in a format that can be tailored into the modified Toolbox. This will be specific to Tweed Shire Council's policies. Ultimately, this will have greater implications for modifying Council policy formats across NSW to be able to implement a NSW version of the Toolbox.	

C   Benefits realisation capture

Please provide a description of how your project activities and modules will benefit the council and small businesses. Prior to completing this Section, please see the relevant Guidelines (C1 – C2).

Project module	Description of the benefits to be achieved		Description of current situation/ performance of the business process		Current cost / performance measure of the business process		Target cost / performance measure after the planned change		Triggers or events that will cause the benefits to be realised		Target date for the benefits to be realised
	COUNCIL	SB/HBB	COUNCIL	SB/HBB	COUNCIL	SB/HBB	COUNCIL	SB/HBB	COUNCIL	SB/HBB	
E X A M P L E — Implement DA tracking online	Satisfy an increasing demand for information without increasing costs	Access to information without having to contact the council directly	Requests for information are taken by phone or over the counter. Demand is increasing by 20% per year.	Requests for information are made by phone or over the counter. Elapsed time between enquiry and response is high (up to 5 days), leading to delays in SB activity and growth	10 DA-tracking requests are logged per day (2,600 per year) and cost to council is $50 per request to satisfy or $130,000 per year.	Indirect cost in elapsed time for customer or direct cost to have agent pursue on their behalf	• 520 access visits to online DA tracking system in first year (saving of $26,000). • Productivity increases for planning staff, leading to faster processing times	• Removal of elapsed time between enquiry and response • Faster processing time for application	• Implement DA tracking system • Organisational commitment to updating DA milestone data for users to see • Availability of new service is advertised via council collateral (notices, forms etc) as well as through stakeholder groups.	• Awareness through council marketing • Awareness via local business networks	November 2006
Application, licensing and permit information and forms revised and provided online	Satisfy an increasing demand for information on environment and health regulations and policies without increasing costs	Access to information without having to contact the council directly	Requests for Information usually serviced either over the phone or over the counter. Demand is increasing due to high population growth .	Difficulties in identifying requirements on current web site. Most information and forms only available by mail or picked up, leading to delays and additional costs.	Approximately 700 approvals or permits issued in the past year. Council officers spend a significant amount of their time responding to requests for regulatory information.	Indirect cost in time taken for customer to access information and direct cost of obtaining information in person.	At least 20% reduction in requests for information in first year as customers access web information. Productivity increases for staff, leading to faster processing	Immediate access to information and forms. Reduced time for completion and processing of applications	Executive agrees to proposal. Revision of policies and processes for inclusion in Toolbox. Single web entry point available and promoted.	Awareness through Council marketing. Awareness through local business networks.	March 2007

D   Project team

To enable us to target our communications effectively, please provide details of all members of your internal council project teams.

Project champion

Please identify your project champion. This person should:

- Be consistently accessible for the duration of the project as the primary point of contact

- Have access to the General Manager and other key decision-makers in Council

- Be able to generate support for the project across the organisation

- Confidently represent and work across the range of issues relating to the project

Name	Title	Telephone	Mobile	Fax	Email
Mr Noel Hodges	Director Planning & Environment	02 6670 2423		02 6670 2429	Nhodges@tweed.nsw.gov.au

Project team
Please identify the core team and support resources that will be participating in each project stream.

Stream	Name	Title	Telephone	Mobile	Fax	Email	Core/Support
Business process change	Geoff Edwards	Manager Environment & Health	02 6670 2433	0418 230 006	02 6670 2429	geoffe@tweed.nsw.gov.au	Support
	Garry Smith	Manager Development Assessment	02 6670 2450	0409 073 130	02 6670 2429	GDSmith@tweed.nsw.gov.au	Support
	Ross Cameron	Manager Building Control	02 6670 2434	0419144 645	02 6670 2429	Rossc@tweed.nsw.gov.au	Support

Technical modules	Russ Merry	CIO	02 6670 2631		02 6670 2429	russm@tweed.nsw.gov.au	Core
Data validation	Russ Merry	CIO	02 6670 2631		02 6670 2429	russm@tweed.nsw.gov.au	Core
Internal project communications	Mr Mark Tickle	Economic Planner	02 6670 2581		02 6670 2429	mtickle@tweed.nsw.gov.au	Core
Business engagement	Mr Tom Senti (CBP)	CEO (TEDC)	02 6672 6130		02 6672 6739	mail@tedc.com.au	Support
	Geoff Edwards	Manager Environment & Health	02 6670 2433	0418 230 006	02 6670 2429	geoffe@tweed.nsw.gov.au	Support
	Garry Smith	Manager Development Assessment	02 6670 2450	0409 073 130	02 6670 2429	GDSmith@tweed.nsw.gov.au	Support
	Ross Cameron	Manager Building Control	02 6670 2434	0419144 645	02 6670 2429	Rossc@tweed.nsw.gov.au	Support
Public presence	Mr Noel Hodges	Director Planning & Environment	02 6670 2423		02 6670 2429	Nhodges@tweed.nsw.gov.au	Core

E Project Communication: Consultation, collaboration and promotion

All participating councils are committed to a process of consultation and collaboration, both internally and with the community. Please outline how you intend to consult (eg meetings with small business networks, forming local working groups) and to widely communicate the project at various stages of its development. Prior to completing this Section, please see the relevant Guidelines (E1).   **Note:** *Remember to involve your Council's marketing / media / communication staff as well as other relevant personnel and to list them on the earlier Project Contacts page (D). In completing your communication plan, you may also want to consider involving external advisors from local small business and/or invite professional communicators to comment.*

Stream	Communication strategies	Communication components	Council role	Project coordinators' role	Council budget items / estimates
Internal project communications	*EXAMPLE: Use web collaboration space within Council project team to build and maintain team commitment*	*Online collaboration space*	*Promote the space among core project team as well as other ad hoc project supporters* *Display office posters to encourage wide take-up and regular usage*	*Provide web-based collaboration space for Council* *Provide promotional resources (eg office poster)*	*$ project budget for collab space*
	Use internal email and web collaboration space to maintain project contact and enthusiasm	Online collaboration space email	Promote project activities internally with project team.	Provide external representation of the project on Cross Border Working Group and other external representations	$3,000 staff time
	Establish a combined steering committee for CBP and RTB projects comprising three representatives from Gold Coast and three from Tweed comprising Council, peak economic development organisations and business representatives.	Steering Committee minutes	Assist in Steering Committee meetings Identify Council's roles and responsibilities	Coordinate project outcomes between SBP and RTB projects Represent Council on Steering Committee	$5,000 staff time
Business engagement	*EXAMPLE: Local workshops for small business leaders*	*Workshop guidelines* *Project handouts*	*Convene and organise workshop* *Source resources from Coordination*	*Provide workshop resources:* • *Workshop Guidelines*	*$ staff time* *$ 1,000 advertising*

		Promotional advertising in local press	*Team* *Arrange local promotion* *Localise standard materials (Logos and text customised)* *Print copies*	• *Sample advertising and promotion* • *Sample Handouts (PDF)* • *Project logos*	
	Promotion of web entry point to business to be undertaken as part of SBP communication strategy.	Cross border industry working groups Presentations to industry associations and combined Chambers of Commerce meetings	Facilitate promotional activities in Tweed Shire.	Contribute to SBP promotion in Tweed Shire	$5,000 staff time
Public presence	*EXAMPLE: Promote public awareness and encourage user take-up of new online services through Council participation in online regional portal*	*Regional portal* *Media promotion (press and radio)*	*Provide content for portal* *Media releases to local press and radio* *Additional promotion support through Council communication channels*	*Coordinate portal production and launch toward project conclusion* *Provide sample promotion kits*	*$ staff time*
	Promote new online services and single entry point through SBP marketing strategy	Council's online information and lodgement SBP single entry point	Provide revised policies and forms for Toolbox. Host web space Media liaison	Internally coordinate project Coordinate project outcomes between CBP and RTB projects and consult on marketing strategy.	$5,000 staff time $5,000 IT resources

Other general background or explanatory notes

Consultation and collaboration activities will be focussed on coordination with SBP to ensure policies and forms are included in Toolbox project. Business engagement and public promotion will be undertaken by SBP, based on a marketing strategy being developed by SBP, Toolbox and GCCC marketing and communication officers, in consultation with Project Coordinator.

F   Project management and maintenance

Please explain how your project will be undertaken and managed, and outline your plans to sustain the systems and process improvements that will be implemented in the ongoing.

The project proposes a two-step process to implement a revised version of the SEQ Toolbox for the Tweed. This is to be done in collaboration with the RRIF Seamless Borders Project that is being undertaken with Gold Coast City Council and TEDC. To ensure effective collaboration between the projects, The project will report to and take direction from the Seamless Borders Project Steering Committee.

One of the most important outcomes of the proposed combined project is a small business portal to access online information on environment and health regulations and policies with little divergence in format and content so not to confuse the user. The challenge is to make the different Council policies and State legislation seem as consistent as possible.

The project is to be achieved through two steps:

1. Internal Policy Format Review (Red Tape Blueprints)
    - Develop a consultants brief to undertake revision
    - Engage and direct consultant
    - Identify existing regulatory policies and requirements
    - Take direction from the Steering Committee on the potential areas of concern for the business community and public in accessing online policy information, based on SBP consultation with stakeholders.
    - Identify required format for internal policy documents to achieve integration with the Toolbox
    - Document required changes, integration requirements and conflict issues

2. Toolbox
    - Review any existing NSW online systems for overlap and project redundancy
    - Review existing Council online policy format
    - Develop revised policies and requirements
    - Install and "Go-Live" with the new online policy format
    - Promote the new online policies

The ongoing technical maintenance would be the responsibility of Council Information Technology section. The ongoing maintenance for the content would be the responsibility of the Environment and Community Services Division.

G   Evaluation

How will your project be evaluated? What measures will be used to determine whether the project has delivered its planned outputs? To complete this section, please refer to your Benefits Realisation capture data in Section C and Guideline C2.

Please see the attached Small Business Regulation Assessment for a summary of the expected outcomes of the project.

The project will be evaluated by monitoring public uptake of the online regulatory policies and requirements and the subsequent reduction in Council officers' time responding to phone requests and personal enquiries. The expected increase in the quality of applications and subsequent reduction in processing times will also be noted. To facilitate quantification of these outcomes, more detailed baseline information on current information requests and applications will be gathered in the months prior to implementation of the web entry point.

Information on levels of awareness of the new entry point and savings to customers will also be sought from businesses and industry associations to assess whether the outcomes of the project have been met.

H   Project plan

Provide a timeframe and work plan for your project showing milestones and the tasks required to meet those milestones. Note that there are mandatory reporting milestones that are aligned with the overall program reporting requirements. Prior to completing this Section, please see the relevant Guidelines (H1).

Milestones	Stream	Planned commencement date (01/07/2006)	Expected completion date 31/03/07
Initiation / Steering Committee input / Development of detailed project plan	Internal project communications	1/07/06	14/07/06
Audit of current policies and requirements	Business process change	17/07/06	28/07/06
Revise policies and requirements in line with strategies for reduction of burden identified by SBP	Business process change	31/07/06	31/08/06
Determine requirements for Toolbox	Business process change	13/08/06	31/08/06
Progress Report 1			**31/08/06**
Contract consultants to undertake review of policies and regulatory requirements	Internal project communications	4/09/06	27/10/06
Develop revised requirements suitable for use on Toolbox	Business process change	30/10/06	30/11/06
Progress Report 2			**30/11/06**
Install information and "go live" on single entry point	Technical modules	4/12/06	22/12/06
Check validity and reliability of information	Data validation	8/01/07	26/01/07
Internal training and change management	Business process change	29/01/07	16/02/07
Progress Report 3			**17/02/07**
Promote Cross Border Red Tape Reduction Portal	Business engagement Public presence	19/02/07	31/03/07
Final Report			**31/03/07**

I   Project budget and application for subsidy

Please identify your key project components and the level of subsidy sought, including a breakdown of how this budget will be spent against the project streams. Provide as much detail as possible. Prior to completing this Section, please see the relevant Guidelines (I1 – I2).

Project stream	Budget item	RRIF project subsidy sought	Council in-kind contribution	Total budget
Business process change	Revise regulatory policies and modify for Toolbox	24,700	3,000	27,700
	Internal training and change management		5,000	5,000
Data validation	Internal data review		2,000	2,000
Technical modules	Web hosting		5,000	5,000
Project communications	Project management and coordination	1,950	10,000	11,950
Business engagement	Promotion, advertising and workshops	9,894	5,000	14,894
TOTALS		36,544	30,000	66,544

J   Other comments

Please provide any other information you consider relevant and provide a complete list of any attachments.

The project plan requires the finer details of integrating the project with the SBP and adapting the SEQ Toolbox data to be further refined. It is proposed that this will be undertaken in the preliminary stages in consultation with SPB project officers and the Steering Committee, which will be established for both projects.

It is recognised that this proposal represents a divergence from the Red Tape Blueprints outcomes which are specifically based on regional portals using a smart enquiry tool. However it is considered that this project represents a unique opportunity to bring the not only bring council policies but also state regulations into a seamless portal for the Tweed / Gold Coast region. A secondary spin off is that the proven track record of the SEQ Toolbox can be made available to all NSW council's.

This proposed collaboration of three RRIF projects was discussed with the Manager of the RRIF program, who supports the proposal. The project is subject to the agreement of the Tweed Shire Council, who will consider the proposal at its meting of 26 June 2006. The Manager of the RRIF program will attend that meeting to outline the objectives and processes of the RRIF program and support the proposal.

Attachment:

Small Business Regulation Assessment

Small business regulation assessment

KEY REGULATION PROCESS:

Regulation source	Local / State / Federal	Local State
Reform objectives	Small biz	Easily accessible online forms and policies
	Councils	Easy front line direction of customers to relevant information Access to online Standard Operating Procedures, Forms etc.
'Quick win' potential High | Medium | Low	Small biz	High
	Councils	High
Transaction volume High | Medium | Low	Small biz	Med
	Councils	High
Transaction frequency High | Medium | Low	Small biz	Med
	Councils	High
Financial savings potential High | Medium | Low	Small biz	Low
	Councils	Med
Common "solution" potential High | Medium | Low	Small biz	Med
	Councils	Med
Political/PR value High | Medium | Low	Small biz	Low
	Councils	High
Current data complexity High | Medium | Low	Small biz (input)	N/A
	Councils (output)	
Mode of 'transaction' reform	Current *(eg hard copy, counter, phone)*	Counter, hard copy
	Proposed *(eg online, electronic)*	online
Cost of implementation		$40,000
Cost of maintenance	Small biz	Nil
	Councils	
Dependencies Other processes or reforms that need to be in place for this reform to be viable	Small biz	Nil
	Councils	Revision of Toolbox
Red tape reduction scale	1 = **more efficient process** *(easier access to compliance dictated by state/federal legislation)* 2 = **reduced local compliance** *(eg, change council policy)* 3 = **removed local compliance** *(eg, remove/change council policy)*	**2**