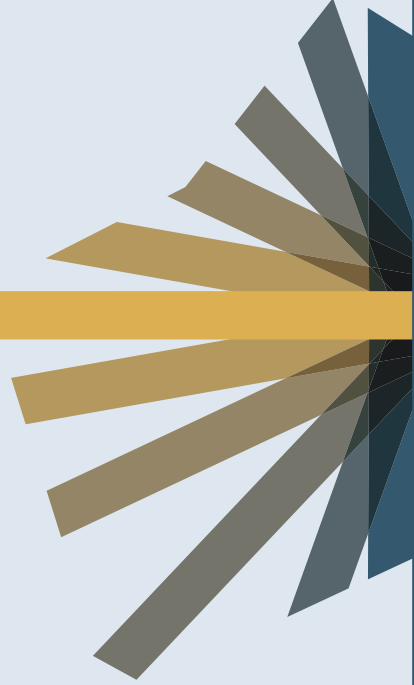




PROGRESS REPORT SEPTEMBER 2022



CONTENTS

MESSAGE FROM THE CHAIR

INTRODUCTION

PROGRESS HIGHLIGHTS

RESOURCES AND WORKLOAD

Case Study 1 – Performance Measurement

Case Study 2 – Reduced Reporting Burden Pilot

Case Study 3 – Transparency First Initiative

LEGISLATION AND REGULATION

Case Study 4 – Aquaculture Management and Reporting System

SYSTEMS AND PROCESSES

Case Study 5 – Biodiversity Information Office

Case Study 6 – Environment Online

Case Study 7 – Geological Survey of Western Australia Data Transformation Strategy

Case Study 8 – Fast Track Mining Approvals Strategy

3 PEOPLE AND CULTURE 18

4 Case Study 9 – Embedding Streamline WA into the Business 18

6 Case Study 10 – Strengthened Case Management 19

7 Case Study 11 – Urban Development 21

8 Case Study 12 – Small Business Friendly Approvals Program 22

10 APPENDIX 1 – PRIORITY PROJECTS SUMMARY 24

11 APPENDIX 2 – RECRUITMENT FRONTLINE AND 25
12 REFORM APPROVALS OFFICERS

13 APPENDIX 3 – PROGRESS OF LEGISLATIVE 26
14 AMENDMENTS BILLS/REFORMS

MESSAGE FROM THE CHAIR



As the new Chair of the Council of Regulators and the Streamline WA Steering Committee, it is my pleasure to present the second progress report for Streamline WA.

This report showcases the significant work being undertaken across State Government agencies to identify and drive initiatives for regulatory reform.

In just over a year, we have begun to see some outstanding results.

In July, Western Australia became the first State to deliver data for the Commonwealth's new Biodiversity Data Repository, thanks to the Biodiversity Information Office's (BIO) new data repository – Dandjoo.

Dandjoo – which means 'together' in the Noongar language – is an online platform that allows easy access to historical biodiversity data, improving how the information is managed and streamlining environmental decision-making so it's more efficient and effective.

It will become an important resource for government agencies, industry and those involved in environmental approvals, as well as support biodiversity research.

Another recent highlight was the launch of the Reduced Reporting Burden pilot project, which will stop or halve the environmental reporting requirements for lower-risk industries.

This pilot project will benefit more than 60 per cent of licences for industrial premises that can cause emissions and discharges to air, land, or water. The changes will not only save time and money for licence holders, but also reduce the administrative load on government officers who can instead concentrate on higher-risk matters.

As we move into the second half of 2022, we will maintain the momentum of the Streamline WA reform agenda to achieve ongoing improvement and a more customer-focused mindset.

We can look forward to more Common Understanding Workshops, which bring together frontline approvals and assessment officers; the release of the first stage of Environment Online; and significant planning scheme reform which will reduce the number of planning applications referred to the Environmental Protection Authority (EPA) for assessment.

I would like to acknowledge Richard Sellers, the outgoing and inaugural Chair of this Committee, for his leadership in laying the foundation for these reforms.

I look forward to continuing this important work with my Council of Regulator colleagues and Streamline WA Steering Committee members.

Together, our efforts will not only make it easier to do business in Western Australia, but will also encourage job creation and support our State's economic recovery from COVID-19.



Michelle Andrews

"Development in the mining, oil and gas, tourism and agricultural industries is vital to sustain economic growth and deliver WA jobs."

"There is plenty of room to improve regulation to make it more transparent, predictable, seamless and efficient, and ensure the community has high confidence in it."

(Hon. Mark McGowan, MLA, Premier and Treasurer, 2021)

INTRODUCTION

The goal of the Western Australian Government is to encourage economic development and job creation, while avoiding adverse impacts on the environment, heritage, workforce safety, and community safety.

As Treasurer, the Premier, Mark McGowan is the lead minister for regulatory reform and together with relevant Ministers, drives continuous improvement through Streamline WA.

In May 2021, the Premier established the Council of Regulators and [Charter](#) reinforcing the State Government's expectations of Streamline WA agencies to work closely together with the Streamline WA Steering Committee to deliver a world class approvals system.

The Council of Regulators are tasked with specific and general responsibilities to steward regulatory reform; and improve whole of government coordination and productivity.



Streamline WA Steering Committee

The Streamline WA Steering Committee provides a peak collaborative forum for modernising and streamlining regulation, regulatory practices, and timeframes.

Michelle Andrews, (Chair), Director General, Department of Water and Environmental Regulation (DWER).

Richard Sellers, (Deputy Chair), Director General, Department of Mines, Industry Regulation and Safety (DMIRS).

Aaron Morey, Chief Economist, Chamber of Commerce and Industry, Western Australia.

Joanne Abbiss, Chief Executive Officer, City of Armadale (representing Local Government).

Darren Walsh, Councillor, representing Urban Development Institute of Australia (WA).

Rowena Albones, Chief Financial Officer, Rio Tinto Iron Ore, representing the Chamber of Minerals and Energy of Western Australia.

COUNCIL OF REGULATORS

The Council of Regulators works closely with the Streamline WA Steering Committee to ensure a free exchange of ideas about opportunities for continuous improvement. Members of the Council of Regulators are:

Michelle Andrews (Chair), Director General, DWER

Richard Sellers, (Deputy Chair), Director General, DMIRS

Rebecca Brown, Director General, Department of Jobs, Tourism, Science and Innovation (JTSI)

Mark Webb, Director General, Department of Biodiversity, Conservation and Attractions (DBCA)

Anthony Kannis, Director General, Department of Planning, Lands and Heritage (DPLH)

Terry Hill, Acting Director General, Department of Primary Industries and Regional Development (DPIRD)

David Eaton, Small Business Commissioner,
Small Business Development Corporation (SBDC)

Lanie Chopping, Director General, Department of Local Government, Sport and Cultural Industries (DLGSC)

Alistair Jones, Assistant Under Treasurer, representing the
Under Treasurer, Department of Treasury (Treasury)

Chris Clark, Deputy Director General, representing the
Director General, Department of Premier and Cabinet

Treasury supports the Treasurer, the Council of Regulators and the Streamline WA Steering Committee in the coordination, reporting and communication of reforms, and identification of further opportunities at local, State, and Commonwealth levels.



APPROACH

In 2020, the Department of Treasury reviewed approvals-related reform reports spanning the past 20 years, and stakeholder submissions.

The outcome of this work produced a holistic approach to approvals reform and the establishment of an approvals reform framework (Figure 1) and four key themes, that is underpinned by strong leadership, governance structure and reporting requirements.

Continuous improvement across all themes is expected to improve timeframes and make it easier to do business in Western Australia.

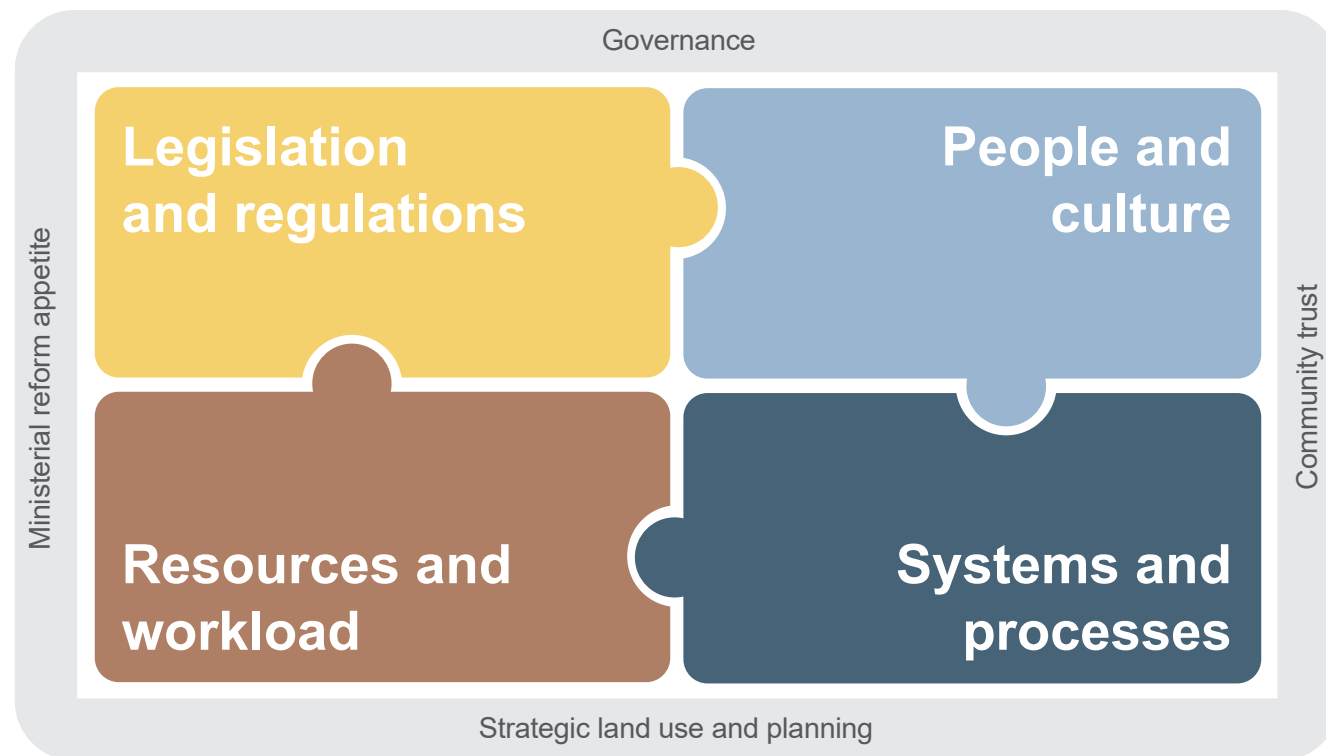


Figure 1: Approvals reform framework

PROGRESS HIGHLIGHTS

This second progress report measures progress made against the [Premier's Charter](#) since March 2022. A series of case studies highlighting substantive achievements is included under each of the four approvals reform themes of:

- Resources and workload;
- Legislation and regulations;
- Systems and processes; and
- People and culture.

A progress summary of priority projects is outlined in [Appendix 1](#).

RESOURCES AND WORKLOAD

The resources and workload theme seeks to ensure agencies are adequately resourced to meet growing caseloads and the implementation of reforms to drive efficiency and reduce administrative burden.

Following the Government's allocation of frontline approvals and reform officers in July 2021, various factors continue to impact agencies' capacity to recruit, including high attrition rates due to a buoyant employment market and booming resources sector. This has resulted in increased competition for scarce skilled policy and technical resources.

In this competitive environment, agencies are collaborating together to implement a modern and fresh approach to advertising and recruitment. [Appendix 2](#) provides a summary of the recruitment campaign.



CASE STUDY 1 – PERFORMANCE MEASUREMENT



The Performance Measurement initiative (#7 in the Premier's Charter) will provide companies with a realistic understanding of approvals timelines for different types of projects (Figure 2 refers).

Based on data from real projects, the initiative will:

- Provide practical guidance for company project planning;
- Uncover cross agency opportunities to shorten and simplify the approvals journey; and
- Inform and measure the impacts of regulatory reforms.

In January 2022, a Treasury led interagency working group was formed to implement the initiative and prioritised iron ore, renewable solar PV, and tourism accommodation projects for measurement, based on industry submissions and Western Australia's major project pipeline.

The working group sourced and analysed approvals timeline data from across government for selected environmental, planning, building, mining, land access and liquor licensing approvals data within the prioritised project types.

Median timelines and the corresponding ranges for the combined approvals measured are:

- 3.6 years for iron ore projects approved during strong market conditions (>\$100 US/tonne) and nine years during industry downturns. Projects were often placed on hold for several years during downturns.
- 9 months for solar PV projects, with 80 per cent of projects approved between three and 22 months. Projects with shorter timeframes were often part of private mining power grids, other cases were typically connected to public networks, which necessitated additional grid interconnection approvals and in some cases electricity licenses.
- 3.9 years for tourism accommodation projects, with 80 per cent of projects approved between 2 and 6.2 years. Projects with shorter timeframes submitted less amendments to planning approvals as well as applying for planning, tenure registrations, building permits and liquor licensing approvals in relatively short succession. Work continues with agencies to quantify data on the conservation estate.

The data provided the following insights:

- There were significant gaps between the measured approval processes. For iron ore project types, this gap was about 35 per cent of the total timeline and for accommodation project types, this gap was 75 per cent;
- Reasons for gaps include, but are not limited to, proponent capital raising, market downturns, feasibility studies, other Government approvals, engineering and design phases, and internal company approvals;
- Projects with the shortest journeys employed effective parallel processing and/or prompt succession of different approvals, to reduce gaps between submissions and shorten overall timeframes; and
- The amount of time spent by agencies waiting for further information from proponents and dealing with concerns from broad stakeholder groups were leading causes of delays in processing individual applications.

The initiative will be expanded to capture data for urban development, critical minerals, and aquaculture projects, with further project and approvals types to be considered and investigated.

As continued reforms in mining, environmental and land-use legislation are implemented, the initiative will help track their effectiveness in shortening the approvals journey.

The publishing of selected approvals data for mining, solar and tourism accommodation project types on [Approvals WA](#) is anticipated for early 2023. This information will be updated periodically and expanded to capture other approvals applicable to these project types.

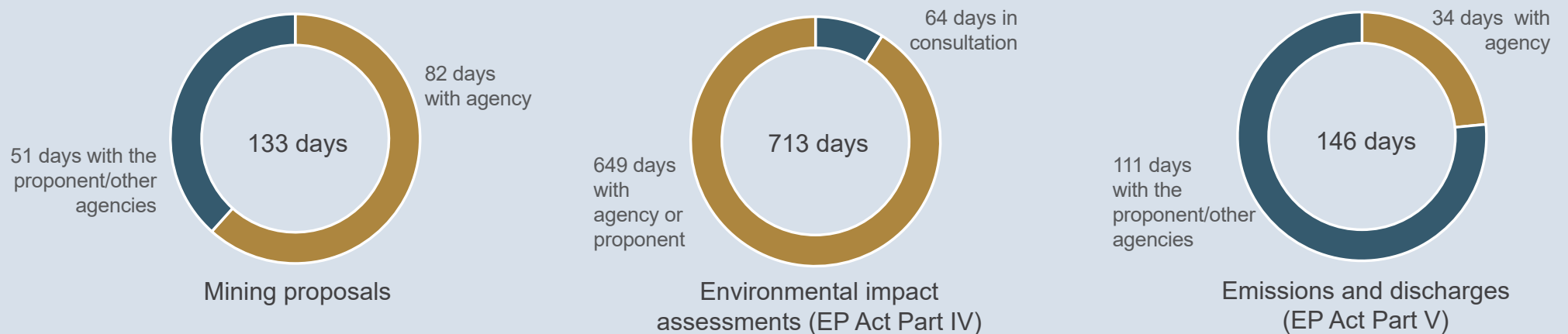


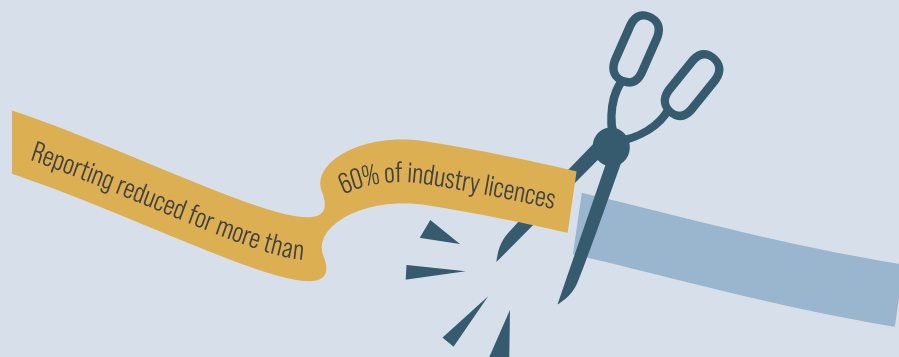
Figure 2: Average timeframes in calendar days for core iron ore project approvals

CASE STUDY 2 – REDUCED REPORTING BURDEN PILOT



In May 2022 as part of the reduced reporting burden initiative (#3), DWER delivered a pilot project, which stopped or halved environmental reporting requirements for lower-risk industry licences granted under Part V Division 3 of the *Environmental Protection Act 1986*.

The changes affected more than 60 per cent (or approximately 600) of eligible licences relating to industrial premises that can cause emissions and discharges to air, land or water.



With the Reduced Reporting Burden Pilot project, DWER used a risk-based approach to take a concrete first step towards:

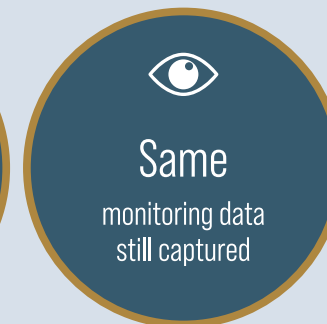
- reducing administrative costs for industry and the department;
- enabling resources to be directed to where they are most needed, i.e. managing licences and requirements for higher risk prescribed premises; and
- simplifying the reporting process, while still collecting sufficient information and data for the regulator to ensure appropriate environmental outcomes.



Less
reporting for routine and
lower risk matters



More
focus on
higher risk licences



Same
monitoring data
still captured

DWER has investigated opportunities to expand this initiative across other regulatory instruments, including water licences issued under the *Rights in Water and Irrigation Act 1914* and ministerial statements issued under the *Environmental Protection Act 1986*. In 2022-23 DWER will progress implementation of a series of new reporting reduction measures, to simplify reporting processes and ensure reporting requirements are proportionate to instrument risk.

Environment Online will also have flexibility built in to allow for variation in reporting frequency.

An additional component of the reduced reporting burden initiative is reforming processes to ensure that monitoring reports are published online, to increase transparency and build public confidence in the compliance performance of proponents.

CASE STUDY 3 – TRANSPARENCY FIRST INITIATIVE



In April 2022, DWER endorsed a set of new principles and commissioned the development of a transparency policy that is focused on making regulatory information publicly available for the benefit of the Western Australian community.

DWER recognises that transparency underpins public confidence in our management of the Western Australian environment and water resources.

Streamline WA acknowledges that maintaining community trust is a prerequisite for successfully implementing reforms, including those proposed for delivery under the reduced reporting burden initiative (#3).

A review of transparency of regulatory instruments and documents across most of DWER identified improvements that could be made across the water and environment portfolios.

The area with the greatest opportunity for improvement was in the implementation of instruments, including compliance and environmental performance.

DWER will prepare an implementation plan in 2022-23 laying out a range of transparency enhancement initiatives in which DWER will invest.



LEGISLATION AND REGULATION

The objectives of the legislation and regulation theme is to modernise laws and regulations so that they are integrated, incorporate flexibility to fast-track low risk matters, and provide for digital transactions.

There are nine Legislative Amendments Bills and reforms in progress to streamline decision-making and improve efficiency – refer [Appendix 3](#) – Summary Progress of Legislative Amendment Bills/Reforms.

Appendix 3 also summarises Bills that have received royal assent and their projected implementation by agencies.



REGULATORY AMENDMENTS

The significant amendments in the *Environmental Protection Amendment Act 2020* are providing opportunities to improve our environmental regulation framework. The first two of three stages of implementation have come into effect. The final stage includes amendments to substantially replace and reorganise Part V Division 3 (prescribed premises, works approvals and licences) of the *Environmental Protection Act 1986*. These changes will improve the efficiency and effectiveness of the regulation of emissions and discharges while simplifying licensing processes.

As part of the process, DWER will be releasing a discussion paper for 12 weeks consultation seeking feedback on the regulatory reform concepts being considered.

In addition, regulations to prescribe classes of planning schemes (and amendments) not requiring referral to the EPA are being prepared by DWER and are anticipated for gazettal in late 2022 after consultation. Removing the requirement for all schemes to be referred to the EPA will allow for faster decision making processes for proponents while enabling the EPA's assessment of schemes to focus on matters that will have a significant impact on the environment.

The *Botanic Gardens and Parks Amendment Regulations 2022* (Amendment Regulations) came into effect on 12 February 2022 and prescribed a new “relevant amount” of \$5,000,000 for the purposes of section 11(4) of the *Botanic Gardens and Parks Authority Act 1998*. This is the amount that requires Ministerial approval for the Botanic Gardens and Parks Authority to undertake works (including road works and structures) on designated lands.

CASE STUDY 4 – AQUACULTURE MANAGEMENT AND REPORTING SYSTEM



A significant growth industry for Western Australia, the State Government is supporting several key aquaculture initiatives to help diversify our economy, boost employment opportunities and economic activity in regional coastal areas.

Following the Government's release of the Aquaculture Development Plan for WA in 2020, DPIRD has been implementing regulatory mapping and reform recommendations as well as reviewing policies and processes to improve the aquaculture regulatory environment.

As part of this, DPIRD has worked with the Aquaculture Council of Western Australia, to develop an online Aquaculture Management and Reporting System (AMRS) which allows aquaculture licence holders and exemption holders to more efficiently submit aquaculture related reports as required under licence conditions or regulations.

Launched in August 2022, approximately 400 existing aquaculture businesses can now benefit from the new system.

In addition to online aquaculture applications, which could already be submitted online, aquaculture licence holders and exemption holders can now submit the following through the online AMRS system:

- Annual Production Returns;
- Management and Environmental Monitoring Plans;
- Exemption reports;
- Broodstock collection reports;
- Environmental data reports; and
- Regular fish mortality reports (excluding the reporting of unusual mortalities – via the 1300 278 292 phone line).

The new system meets the Government's goal of making it easier to do business in Western Australia through online services and streamlining of Government information, applications and processes.



SYSTEMS AND PROCESSES

The systems and processes theme seeks continuous improvement of business processes and information systems to improve efficiency and transparency, and support robust performance measurement.

CASE STUDY 5 – BIODIVERSITY INFORMATION OFFICE

The Biodiversity Information Office (BIO) was established in late 2020 to make Western Australian biodiversity data more discoverable, accessible, and useable.

Hosted by the Department of Biodiversity, Conservation and Attractions, BIO is responsible for developing a Western Australian biodiversity data repository for all environment related sectors, including Government, industry, research, and the community, and is designed to support DWER's Environment Online platform.

The data repository will store and share data from a range of sources, including proponent data submitted for regulatory purposes. BIO's data repository (*Dandjoo*, Noongar for together) was released on 30 June 2022.

Dandjoo has been pre-populated with high-volume, high-quality data from BHP, Rio Tinto and FMG, and core datasets from DBCA, the WA Herbarium and the WA Museum, containing more than half a million flora and fauna records. BIO's data engineering team will continue to curate and add historical public IBSA datasets over coming months.

Dandjoo is designed to integrate seamlessly with other Government systems, including Environment Online. This is in line with the Office of Digital Government's transformation strategy to deliver convenient, smart and secure online services. The implementation will be driven by DWER's timeline for platform development and data licencing reform. BIO is funded for further development of Dandjoo in 2022-23 and will undertake a program of enhancements, informed by input and feedback from users.

CASE STUDY 6 – ENVIRONMENT ONLINE

Release 1 of Environment Online went live on 16 August 2022. As the first step towards a centralised hub offering streamlined assessments, it offers a digitised process with real-time application status on a secure platform.

Environment Online allows proponents to manage environmental impact assessments under Part IV of the *Environmental Protection Act 1986*.

It contains a comprehensive range of guides, along with individualised support through a portal, dedicated phone line, or via email. There is an interactive spatial map viewer, capacity to submit comments on referrals or enquiries, and search function for guidance and other information.

It is the foundation platform upon which future releases and improvements will be built.



CASE STUDY 7 – GEOLOGICAL SURVEY OF WESTERN AUSTRALIA DATA TRANSFORMATION STRATEGY



The Geological Survey of Western Australia (GSWA) manages an extensive, comprehensive, multi-billion dollar collection of geoscientific data, holding around four petabytes of data (the equivalent of a 33km line of 1GB flash drives placed end-to-end).

The collection is highly regarded and valued by many people from the resources industry, academia, other government agencies, and the general public. GSWA's ability to meet the increasing demand for easier access to our data has been restricted by the limited connectivity between different data-sets, and the lack of a fully standardised and digitised data collection.

The five-year geoscience data transformation program led by the DMIRS will transform the way GSWA data is stored, retrieved, shared, and managed. The aim is to increase accessibility and usability of all data for all users and, in particular, to assist industry maximise the hidden and untapped potential of WA's yet-to-be discovered natural resources.

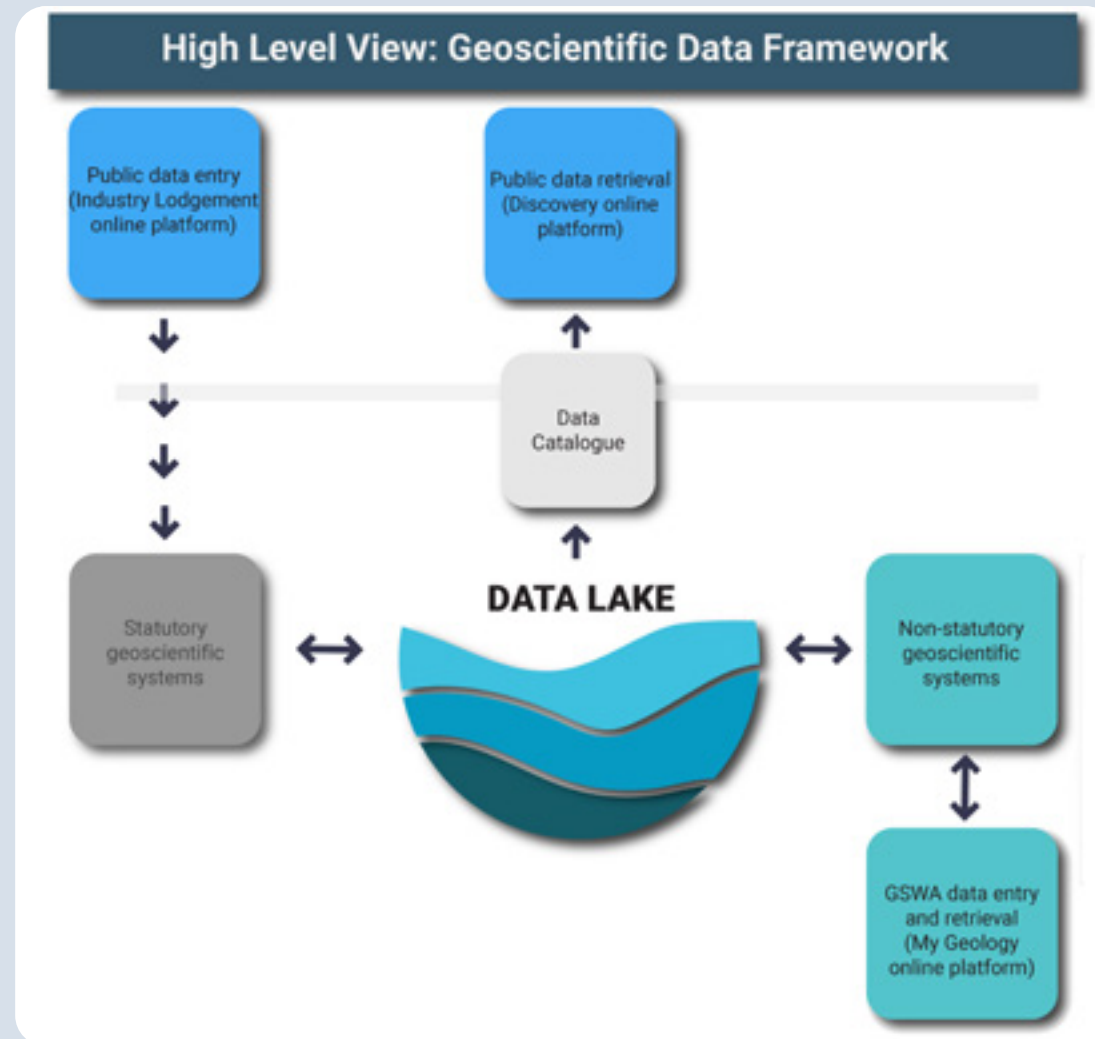
GSWA will do this by:

- Creating a unified data management framework that accommodates and manages all geoscience data requirements;
- Simplifying and standardising data structure and storage management.
- Improving the connectivity and interoperability of data to make it easier to interrogate and share data between different data-sets;
- Ensuring data is FAIR (Findable, Accessible, Interoperable and Reusable) and can be used by machine-based technology; and
- Improving user self-service capabilities by introducing easy to use data lodgement and retrieval online platforms.

The geoscience data transformation program is in its discovery phase and has established various working groups to assess and make recommendations in the key areas of:

- Data structure, alignment, digitisation, and optimisation;
- Standardised data definitions and vocabulary;
- Cloud storage and data management arrangements; and
- User access online platforms for submitting and retrieving data and information.

Initial program governance and discovery activities began in late 2021. Data optimisation and storage activity streams are scheduled to move into the execute phase during the first quarter of 2022-23. Enhancements delivered by the geoscience data transformation program will be progressively released with final implementation ready by 2025-26.



CASE STUDY 8 – FAST TRACK MINING APPROVALS STRATEGY



The Fast Track Mining Approvals Strategy is an election commitment of the Government that encompasses all four themes of the Streamline WA approvals reform framework. Led by DMIRS, the strategy's two main streams will transform the regulation of resources projects under the Mining

Act by reducing assessment timeframes through additional resourcing and people/cultural enhancements, supported by a four-year digital transformation project.

Stream 1: Reduction in approvals timeframes

Planning and recruitment for the first stream commenced in mid-2021, with project implementation starting in January 2022.

Over that period, DMIRS consulted staff, using the feedback to create a Determination for Change and a revised organisational structure which was implemented in February 2022; and have been running an aggressive, phased recruitment campaign since October 2021. Given the extremely competitive market and skills shortage in Western Australia, recruitment continues, however as at 8 August 2022 some 70 per cent of the new positions have been filled.

An additional component of this stream was to introduce immediate digital enhancements in 2021-22 which supported approval timeframes, all of which have been completed. These enhancements included features such as error reductions in the Program of Works lodgement system, Online Approvals Tracking for proponents and Wardens Court Integration.

Stream 1 is anticipated to be completed by mid-2023.

Stream 2: Digital transformation

The digital transformation stream commenced in January 2022 and is planned to be completed by mid- 2025. The digital program, Resources Online, will significantly expand, modernise and enhance the digital capability of mining and petroleum lodgements to DMIRS via its Environmental Assessment and Regulatory System; and ultimately will fast track the associated assessments and approvals.

Key lodgements (for assessment) within this program encompass Programmes of Work, Mining Proposals, Mine Closure Plans, Environment Plans, and Oil Spill Contingency Plans. Enhancements also include the implementation of the Mining Amendment Bill 2021 outcomes which is anticipated to pass through Parliament by the end of 2022.

In the initial six-month foundational phase in 2022, the digital program's governance framework has been completed and initiated, as has its communications strategy and system architecture design. The project is being aligned with other projects including the Digital Environmental Assessments Program, DWER's Environment Online, the Customer and Identity Access Management project and Cloud Transition to understand dependencies and ensure consistency of requirements into the transition strategy.

In early 2022-23 DMIRS will focus on finalising the platform solution options analysis and procurement strategy, undertaking the Spatial Services design and commencing the analysis to develop the implementation strategy, and completing the requirement analysis including the user journey, function and non-function requirements, data, and integration requirements.

PEOPLE AND CULTURE

The key objectives of the people and culture theme is to build a one sector mindset, well trained and capable officers and improve service delivery. Improving departmental culture requires strong and sustained whole-of-government leadership at all levels to ensure new ways of working are embedded as part of approvals reform implementation and ongoing training.

Council of Regulator members have aligned their agency reform programs with the Premier's Charter; embedding the Streamline WA approach and principles within their corporate strategies and day to day business operations; and using them to inform their reform objectives.

CASE STUDY 9 – EMBEDDING STREAMLINE WA INTO THE BUSINESS



In June 2022 DWER launched its 2022-26 Strategic Plan which hard wires Streamline WA into the fabric of the agency. A key outcome underpinning its strategic goal of “we will improve regulatory capability” is that:

“Our systems and processes are streamlined, enabling efficient, effective assessments and approvals, and proactive management of risks.”

To support the new Strategic Plan, the Department has relaunched its values and refreshed set of behaviours that aligns with the Government's Statement of Expectations.

DWER has confronted the cultural unease in regulatory agencies about the concept of ‘customers’ with:

“We should not be uncomfortable about referring to customers. While some of our customers are subject to regulation, all are entitled to timely and efficient service consistent with the State Government's Statement of Expectations.”

DWER has embedded the Streamline WA principles into their reform objectives which is underpinned by the following statement:

“Reform of our processes and business practices should be central to every division and every business unit. It is the primary way to manage workload and to deliver higher-quality services to people within and outside the department. We are leading in the delivery of Streamline WA initiatives. We must apply the Streamline principles to everything we do: reduce duplication and overlap, make timely and transparent decisions, apply regulation that is proportionate to the risk, and improve our online service delivery.”

To maintain whole of executive focus on reform initiatives, including Streamline WA, twice monthly corporate executive meetings occur to focus on strategy and reform; and agency performance. Individual corporate executive have been assigned accountability for delivery of specific Streamline initiatives in which the Department is involved.

STATEMENTS OF EXPECTATION

The Government's Statement of Expectations for departments and Statement of Expectations for proponents published at [Approvals WA](#), help to ensure a clear, whole of government message is delivered to proponents and departments to guide priorities and improve regulatory culture and practice. DMIRS for example have embedded the Statements of Expectation in its values, purpose, strategic plan and other enabling strategies.

LEAD AGENCY FRAMEWORK

The Statements of Expectations clarify Government's goals and expectations and can assist proponents to ease their journey through the approvals' pathway. The effectiveness of JTSI's lead agency services depends on the clear delineation of the roles and responsibilities of agencies and proponents. JTSI is investigating opportunities to integrate the Statement of Expectations into various aspects of the Lead Agency Framework and case management practices, including the incorporation into a proposed Case Management Services web page, existing Project Definition documentation and formal letters to proponents advising of the provision of Lead Agency Services.

CASE STUDY 10 – STRENGTHENED CASE MANAGEMENT



The Westin Margaret River Resort and Spa and Gnarabup Beach Village is a proposal to develop a world-class tourism and residential precinct in the south-west of Western Australia. Designed to sit within the coastal landscape and showcase the natural beauty of its surrounding environment, the

project is led by Western Australian-based Saracen Properties in partnership with Security Capital Australia, and was announced by Premier Mark McGowan and then-Minister for Tourism Paul Papalia in June 2020.

The development is expected to attract more high yielding international and interstate guests to the region, which is under-served by the Western Australian-focused, self-catered, accommodation market. It is expected to support State Government investment into greater direct aviation connectivity and may contribute to further growth to the internationally renowned Margaret River region.

Construction alone is projected to add \$20.1 million value in the Western Australian economy per annum and support 401 direct and indirect jobs. On an ongoing basis the development is projected to add \$27.5 million to the Western Australian economy per annum and 161 direct and indirect jobs.

As the appointed lead agency, JTSI provide case management support to the proposal, guiding it through the various approvals processes.

JTSI worked closely with the proponent to scope the approvals pathway, facilitating early engagement and consultation with and between various Government agencies, including the EPA and DPLH on environmental, planning, land tenure and heritage matters. This has assisted the proponent and Government agencies to scope approval information requirements, identify potential areas of concern, and collaborate to find solutions.

Early engagement and collaboration with regulatory stakeholders allow case managers to help provide information across government agencies to assist with the sequencing and parallel processing of approvals, whilst ensuring sustainable outcomes. This is pertinent for common user, State-owned infrastructure matters, which are typically outside of the control of a developer.

JTSI's early engagement with the Water Corporation and DPLH identified that the staged approach to expanding the existing waste water treatment plant means that while the plant is licensed with sufficient capacity to cater for peak period waste water volumes, it has not been upgraded to its maximum capacity. Therefore, it may be insufficient for peak demand, should the development proceed. Water Corporation has subsequently commenced investigations into various solutions.

The proposal is progressing through EPA and DPLH environmental and development approval processes, with outcomes of the Public Environmental Review and Development Application expected by early 2023.



“As experienced developers we are aware of the approvals and processes required to progress our development. The JTSI Case Management support has been greatly appreciated as they are able to coordinate these processes across Government and ensure that these processes are not unnecessarily stalled. This Case Management service effectively streamlines the overall approvals program, which in our case is complex and lengthy.”

(Proponent)

COMMON UNDERSTANDING WORKSHOPS

Common Understanding Workshops are an important tool in creating a whole-of-government approach to regulatory practice and a contemporary regulatory culture. The initiative seeks to institutionalise the practice of twice-yearly, cross agency approvals, assessment, and case management officer training, to improve skills and understanding between regulators, break down silos and address emerging issues.

CASE STUDY 11 – URBAN DEVELOPMENT



DPLH hosted the third Streamline WA Common Understanding Workshop on Tuesday, 23 August 2022 at RAC Arena. The theme for the event was ***Urban development: How Government agencies can better align to facilitate timely decisions that support social, environmental and economic outcomes.*** For the purposes of this workshop, urban was defined as the Perth and Peel metropolitan region.

The event comprised a combination of keynote speakers, interactive polls, workshoping activities and the opportunity to network with a wide range of stakeholders. More than 160 people attended the event from across the sector, including frontline officers from regulatory agencies and industry representatives as users of the planning system.

Throughout the day, seven key topics were explored, designed to help identify outcomes that will drive continuous improvement and new ways of working together to deliver benefits to Western Australians. DPLH will now prepare a report for the Council of Regulators, outlining the ideas that were identified which can be progressed as part of Streamline WA.

The next mining and environment focused common understanding event hosted by DMIRS is planned for October 2022.

A tourism focused workshop will be hosted by JTSI in partnership with DBCA in 2022-23.



CASE STUDY 12 – SMALL BUSINESS FRIENDLY APPROVALS PROGRAM



Building on the success of its approvals program with 12 local government authorities in 2021, the Small Business Development Corporation (SBDC) extended its partnership to the City of Vincent and the Shires of Nannup and Chittering in 2022.

Those who participated in Round One in 2021 took the reforms and applied them to their small business-related operations.

All local governments now have a central contact point for small business applications, such as a case management/concierge function. This has been achieved through the creation of new roles, or simply a change of internal referral and communication processes.

- The City of Wanneroo has expanded online approvals and implemented automated approvals for home-based businesses and for burn permits; launched its online assessment tool and Business Wanneroo micro site; and has digitised more than 40 forms. The Business Wanneroo website holds information for individuals wanting to start or grow a business in Wanneroo.



Before participating in the program, 75 per cent of business-related development applications were incomplete or required additional information, increasing overall decision timeframes. After participating in the program, only 47 per cent of business applications needed additional information. This is an exceptional result that demonstrates the impact of reforms designed to improve the upfront information available for business customers.

- The City of Melville has recruited a Senior Economic Development Officer; developed and implemented a knowledge sharing process within the City; streamlined and fast-tracked alfresco dining applications by removing application and permit renewal fees (a reduction of \$306.50 for new applications and \$252.75 for renewals); and
- The City of Kwinana has removed the requirement for business signage approval through revoking a local law; has adopted a Compliance and Enforcement Policy and operating procedures to support a solution focus over an infringement approach; now automatically grants a trading permit at no cost to businesses that have an approved food registration within the City of Kwinana (reduction of \$366.50 annually per business); has an opt-in option on all application forms for small business owners to sign up for business support; and introduced business start-up meetings, either on-site or in-office following first contact with a small business customer.

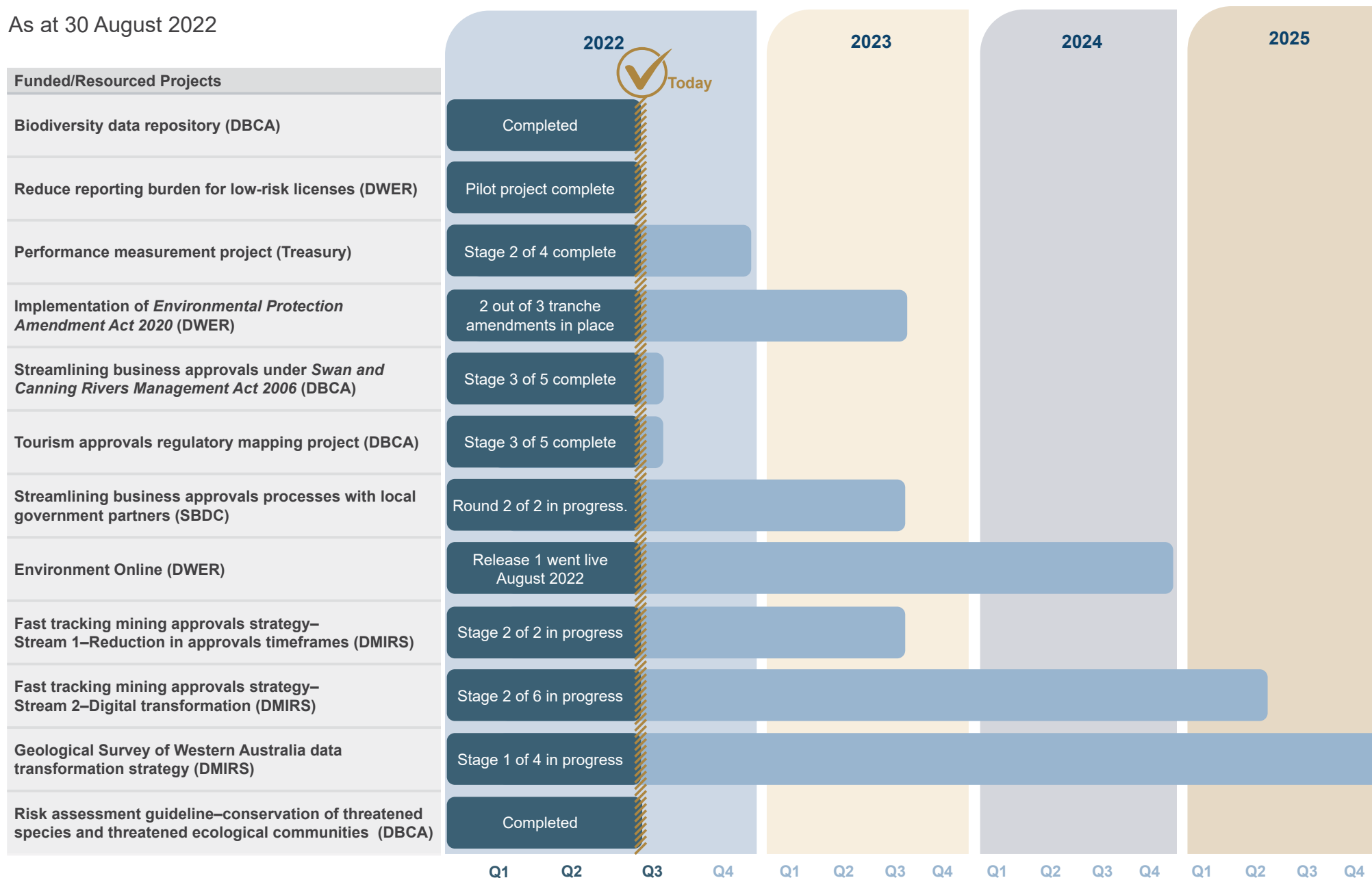
The SBDC has also developed a bespoke methodology to suit the resource needs of smaller, regional, and remote local governments – known as the Regional Masterclasses. Delivery of these masterclasses are planned for the 2022-23 financial year.

“I didnt know anything about the program, and thought it would be a waste of time. I am so busy I didn’t think I had time to do this. I didn’t think it would be relevant to me. However, now I can see the value and am glad I did participate. I can see the value in design thinking and how mapping out the process helps us see how what we do affects the customer. Putting ourselves in their shoes was really useful, and helped to identify where we can improve things as a Shire, making it easier for both parties.”

(Planning Officer)

APPENDIX 1 – PRIORITY PROJECTS SUMMARY

As at 30 August 2022



APPENDIX 2 – RECRUITMENT FRONTLINE AND REFORM APPROVALS OFFICERS

As at 30 August 2022

Agency	FTE allocated	Appointments	Percentage of appointments
DPLH	33 ¹	30 ²	94%
DWER	70.5	61.3	87%
DBCA	16	15	94%
JTSI	8	7	88%
DMIRS	59 ³	46	78%
Total	186.5	159.3	86%

1. Total FTE allocated decreased by one as funding for that position ceased on 30 June 2022.

2. Remaining positions will be filled imminently with the finalisation of a number of recruitment campaigns

3. DMIRS reallocated funding for 59 FTE to 60 FTE

As at 30 August 2022, 86 per cent of frontline approvals and reform officers have been filled, with 66 per cent of these filled internally.

Specialist recruitment campaign

DMIRS and DWER have collaborated to develop a shared 12-month talent pool for environmental officers, using a modern and fresh approach to advertising and recruitment, which is likely to be more competitive in the current market.

The campaign focus is on common skills, experience and qualification required for frontline approvals roles; and aims to be more efficient and timelier for applicants and agencies than traditional public sector recruitment, increasing the likelihood of attracting a greater number and wider range of candidates.

The advertisement utilises plain language, markets flexible work arrangements, and outlines the simpler 'talent pool' recruitment methodology, highlighting candidates will be selected for the pool based on their written application, and formal interviews will not be undertaken.

Successful candidates may be offered places in any of the participating agencies and a range of locations, further simplifying the application process for candidates who no longer need to prepare multiple job applications.

The advertisement was promoted and marketed through social media and other platforms to target specific demographics and also allow for the roles to be seen nationally and internationally by job seekers looking for opportunities in Western Australia. Closer to home, recruitment material was sent through informal networks of both agencies and individuals.

The campaign is based on a similar modernised recruitment campaign used in 2021 for Streamline WA Approvals Officers. Feedback from respondents in this process were overwhelmingly positive about their experience for the alternative style of recruitment.

At close of campaign, 164 applications had been received and are being considered for allocation to the talent pool. Hiring managers will meet with successful candidates in the talent pool about current opportunities in September 2022.

APPENDIX 3 – PROGRESS OF LEGISLATIVE AMENDMENTS BILLS/REFORMS

As at 28 September 2022

Legislation	Public Consultation	Legislative Assembly	Legislative Council
<i>Environmental Protection Amendment Act 2020</i> ***			Royal Assent: 19/11/2020
<i>Planning and Development Amendment Act 2020</i> **			Royal Assent: 07/07/2020
<i>Aboriginal Cultural Heritage Act 2021</i> *			Royal Assent: 22/12/2021
<i>Planning and Development Amendment Act 2022</i>			Royal Assent: 24/6/2022
Mining Amendment Bill 2021 (No 1) (previously known as Streamlining Mining Amendment Bill 2021)			Royal Assent 28/09/2022
Motor Vehicles Repairers and Dealers Legislation Amendment Bill 2021^		Legislative Assembly Second Read: 18/08/2021	
Mining Amendment Bill 2022 (previously known as Mining Amendment Bill (No. 2) 2021)		Legislative Assembly Second Read: 10/08/2022	
Petroleum Legislation Amendment Bill 2022 (previously known as Petroleum Legislation Amendment Bill 2021)			
Swan and Canning Rivers Management Amendment Bill 2022			
Water Resources Management Bill 2022			
Land and Public Works Legislation Amendment Bill 2022			
Conservation and Land Management Amendment (Apiary Authorities) Bill 2021			
Local Government Act Reform			
Liquor Control Act Reform	Consultation planned to commence: October 2022		

**Aboriginal Cultural Heritage Act 2021* commenced 22 December 2021. Projected to fully commence by mid-2023

** *Planning and Development Amendment Act 2020* commenced 07 July 2020. Additional clauses still need to be proclaimed.

*** *Environmental Protection Amendment Act 2020* commenced 19 November 2020. Projected to fully commence by mid 2023.

^ Parliamentary debate for Motor Vehicles Repairers and Dealers Legislation Amendment Bill 2021 put on hold. Bill is proposed to be withdrawn when a replacement Bill is available.

CONTRIBUTIONS

THIS REPORT IS A COLLABORATION BETWEEN:

Department of Mines, Industry Regulation and Safety

Department of Water and Environmental Regulation

Department of Jobs, Tourism, Science and Innovation

Department of Biodiversity, Conservation and Attractions

Department of Planning, Lands and Heritage

Department of Primary Industries and Regional Development

Department of Local Government, Sport and Cultural Industries

Small Business Development Corporation

Department of Treasury

Department of Premier and Cabinet

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AdobeStock (front and back cover, pages 7, 11, 12)

DWER (page 5)

Harvest Road Oceans (page 13)

DBCA (page 14)

Saracen Properties Pty Ltd (page 20)

SBDC (page 21)

City of Wanneroo (page 22)

Acknowledgement of Country:

The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.

