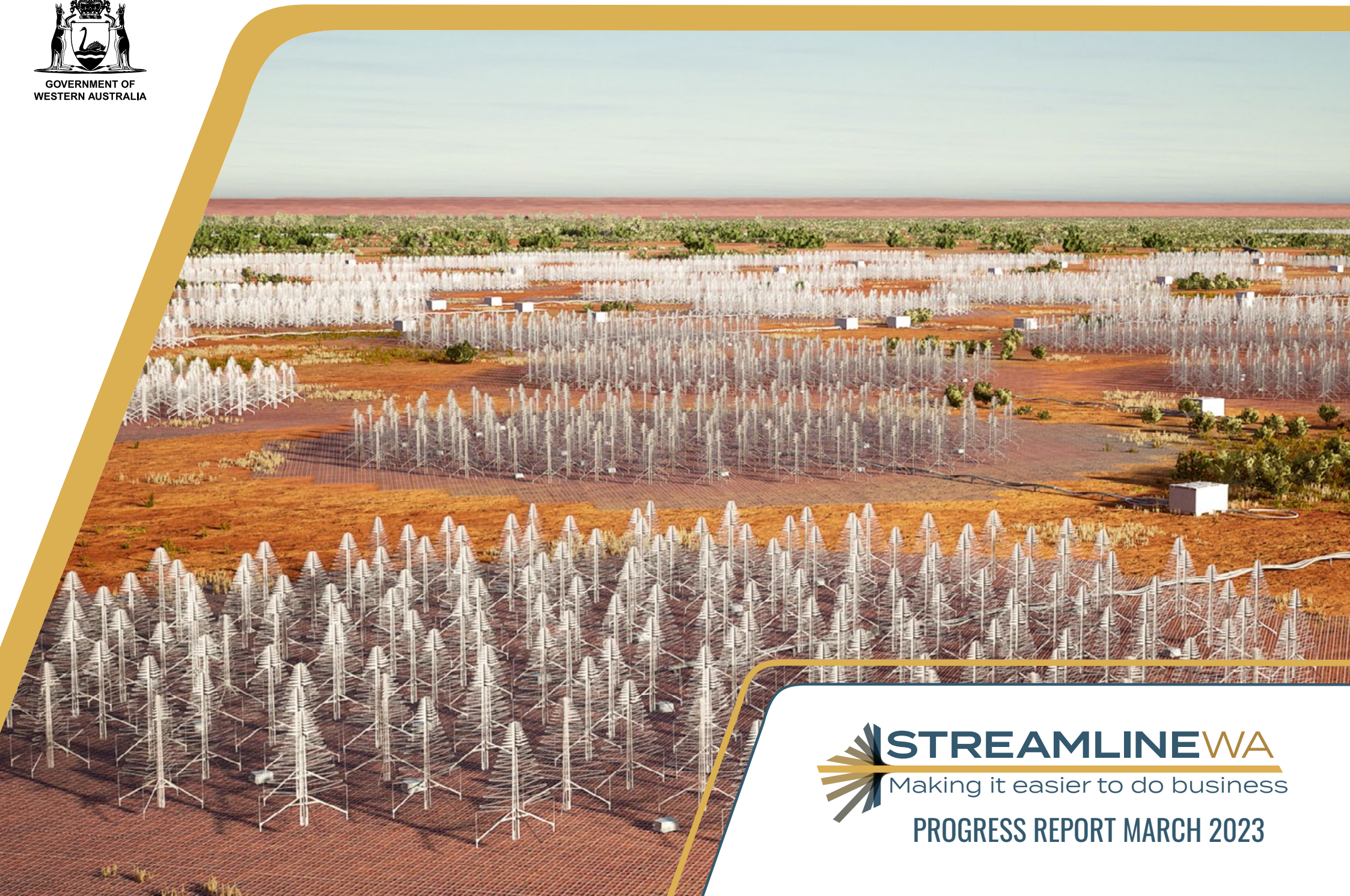


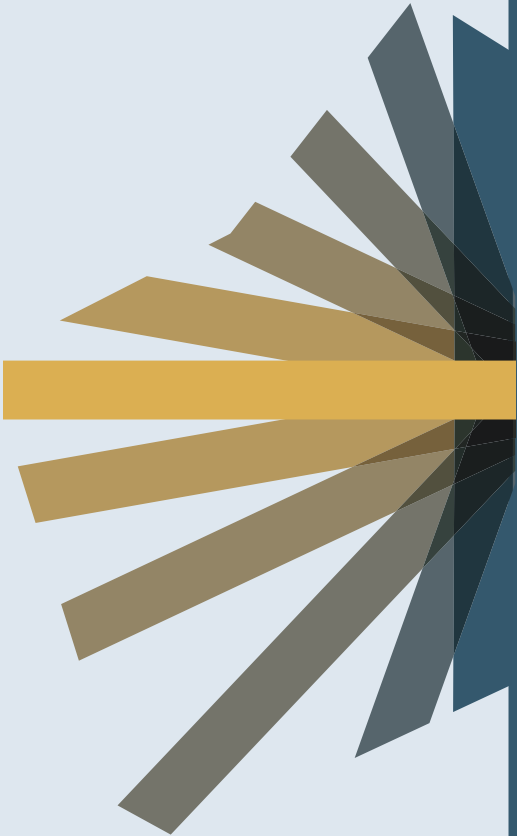


GOVERNMENT OF  
WESTERN AUSTRALIA



 **STREAMLINE**WA  
Making it easier to do business  
PROGRESS REPORT MARCH 2023





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Cover photo: Artist’s impression of the Square Kilometre Array-Low stations in the core of the telescope site where the stations will be tightly clustered. Credit: DISR. See page 10 for case study.

## MESSAGE FROM THE CHAIR



It is my pleasure to present the third Streamline WA progress report – my final before I hand over to a new Chair of the Council of Regulators.

This report highlights key achievements of the past six months, many of which support the State Government's commitment to grow and diversify the Western Australia economy.

The Streamline WA-funded Small Business Friendly Approvals Program has recently fulfilled

its commitment to work with 20 local government authorities (LGAs) over two years.

Run by the Small Business Development Corporation, this program helps LGAs improve their approvals processes to make it easier, faster and less costly for small businesses to establish as well as increase their own productivity.

This initiative should not be underestimated; small business is big business in Western Australia, with over 220,500 small businesses contributing more than \$54 billion to our economy and employing nearly 40 per cent of the private sector workforce.

And importantly, there are significant lessons in this impressive initiative for other Government regulators.

The Department of Jobs, Tourism, Science and Innovation is also demonstrating the value of a 'whole-of-government' approach through its case management of the Square Kilometre Array project – an international endeavour to build the world's largest and most sensitive radio telescope.

This project is expected to enhance WA's scientific reputation, lead to new technologies and – ultimately – cement our place in the global big data industry.

A key focus for the Council of Regulators this year will be the large-scale deployment of renewable energy. In December 2022, the Premier announced the Green Energy Approvals cross-government initiative to accelerate the delivery of green energy projects.

The Council of Regulators will oversee the initiative, ensuring WA's Green Energy approvals framework is fit for purpose and provides certainty and confidence to investors, industry and communities.

I am also pleased to report that the introduction of new, modern approaches to recruitment is paying dividends. The additional frontline and reform officer positions are effectively occupied – a significant achievement by all agencies in a challenging and competitive labour market.

We were also pleased to welcome the Department of Health to the Council, adding a new and valuable perspective to our reform agenda.

Looking forward, the Streamline Committee and Council of Regulators kicked the year off with workshops to ensure we are focused on what matters, aligned with the State Government's goals and delivering results to businesses and agencies.

Finally, I would like to thank everyone working with such energy and commitment to regulatory reform in Western Australia.

You are instrumental to encouraging investment, creating jobs and making it easier to do business in Western Australia. Keep up the good work.

A handwritten signature in black ink, appearing to read 'Michelle Andrews'.

Michelle Andrews

**“A reduction in approval timeframes will ensure Western Australia remains a destination of choice for renewable industry investors.”**

**(Hon Mark McGowan, MLA, Premier and Treasurer, 2022)**

# ACHIEVEMENT SNAPSHOT

## Resources and Workload

- **Recruitment effectively complete**

Around 90 per cent of 186.5 FTE frontline approvals and reform officers filled as of 28 February 2023



- **Innovative recruitment campaign fills frontline positions at DWER and DMIRS**

- 164 environmental officers attracted
  - More than 30 candidates appointed in first six weeks
- Legislation and Regulation



## Legislation and Regulation

- Two Acts enacted:

- *Mining Amendment Act 2022* – improving the efficiency of approvals processes
- *Mining Amendment Act (No.2) 2022* – streamlining administrative processes

- Two Bills in Parliament
- One legislative reform commenced consultation
- Local Government regulations amended, providing greater flexibility for local government meetings



## People and Culture

- **Completed – Small Business Friendly Approvals Program workshops**

- 20 local governments participated over two years, making it easier, faster and less costly for small businesses to establish as well as increasing their own productivity. Evaluation to come in 2023



- **Strengthened case management** helps to bring the world's largest and most sensitive radio telescope – the Square Kilometre Array – to Western Australia. \$200 million in infrastructure work to begin in the Mid West in early 2023



- **Improving collaboration and learning** – new communications channel connecting regulators across agencies

## Systems and Processes



New risk assessment tool **reducing processing time by 50%** for more than 400 low-risk proposals to take or disturb threatened species and threatened ecological communities each year

## INTRODUCTION

This report measures the progress of Streamline WA in the six months to March 2023. It is the third six-monthly progress report of Streamline WA.

As Treasurer, the Premier Mark McGowan is the lead minister for regulatory reform and together with relevant Ministers, drives continuous regulatory improvement through a range of initiatives across the sector, including Streamline WA.

The Premier established the Council of Regulators (COR) and the Premier's Charter to the Council of Regulators (the Charter) in May 2021 to strengthen the accountability and focus on regulatory reform. The COR comprises Chief Executive Officers of regulatory and economic development agencies, and the Commissioner of the Small Business Development Corporation. Together, the COR works to improve whole-of-government coordination and productivity in regulatory reform. The Charter outlines the State Government's expectations for COR to work with key industry stakeholders on the Streamline WA Steering Committee and ensure a free exchange of ideas about opportunities for improvement.

## RESOURCES AND WORKLOAD

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

In December 2022, the State Government announced \$22.5 million for a cross-government Green Energy Assessment Unit to streamline approvals for green energy proposals. Based at the Department of Water and Environmental Regulation (DWER), the team will help to reduce approval timeframes by introducing novel assessment processes and ensuring Government agencies work together to develop clear assessment pathways, and support proponents and investors. The team is expected to be operational by mid-2023. A Green Energy Expert Panel comprising Government and industry representatives will also be established

## PROGRESS HIGHLIGHTS

Progress highlights and case studies included in this report are organised under the following four approvals reform framework themes:

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

A summary of progress on priority projects can be found at Appendix 1.



to provide the independent Environmental Protection Authority with information needed to progress approvals in a timely manner.

The recruitment of frontline approvals and reform officers under the State Government's allocation of \$120 million in July 2021 to streamline Western Australia's approval system has effectively been completed, and reflects vacancies moving to more normal attrition levels.

In a competitive recruitment environment, agencies implemented modern and fresh approaches to advertising and recruitment to reach this goal. As at 28 February 2023, around 90 per cent of the 186.5 full time equivalent (FTE) positions are filled, up from 86 per cent as at 30 August 2022. Around two-thirds of these positions were filled internally.

## CASE STUDY 1 – INNOVATION IN RECRUITMENT REAPS REWARDS



A new, modern approach to advertising and recruitment recently attracted 164 applicants to the environmental officer talent pool, with more than 30 candidates appointed to positions in the first six weeks.

The joint recruitment campaign, run by DWER and the Department of Mines, Industry Regulation and Safety (DMIRS), was more efficient than traditional public sector recruitment, drawing a wider range of candidates and enabling both agencies to fill their allocation of positions funded by the State Government in July 2021.

The two agencies have continued to build upon this success by trialling additional improvements in advertising and recruitment.

DWER has partnered with talent engagement specialists to design a job brief for environmental impact assessment professionals, tailoring the advertisement and canvassing online and professional industry networks. Advertising was carried out via traditional paper and online methods, in addition to proactive sourcing across LinkedIn using LinkedIn Recruiter.

DMIRS has made multiple changes to its recruitment processes, advertising, branding and style, in particular expanding the use of social media and specialised platforms such as LinkedIn and Work 180. It offers simplified recruitment such as requiring resumes only and encouraging the use of more informal interview styles. DMIRS also allows greater use of salary negotiation on hire, with applicants with relevant skills and experience able to be considered for appointment at higher increment steps.

Additionally, DWER and DMIRS are utilising the provisions of the Public Sector Commissioner's Instruction 39, which commenced 30 September 2022, to respond to the competitive employment market through a temporarily streamlined recruitment process.





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## LEGISLATION AND REGULATION

The legislation and regulation theme aims to modernise laws and regulations so that they are integrated, incorporate flexibility to fast-track low risk matters, and provide for digital transactions. See Appendix 2.

A number of Amendments, Bills and reforms are in progress to streamline decision-making and improve efficiency – with the following two Bills receiving Royal Assent in the past six months:

- The Mining Amendment Bill 2021 (now the *Mining Amendment Act 2022*) introduces significant reforms to improve the efficiency of approvals processes, including a new notification pathway for eligible mining activities, and a single approval instrument for activities and relevant environmental conditions across multiple tenements.

Mining Amendment Bill 2022 (now the *Mining Amendment Act (No.2) 2022*) streamlines administrative processes and safeguards the security of titles and licences. The amendments include the adoption of the latest and most accurate geodetic datum to ensure coordinates for mining tenements are aligned with latest standard, and provide flexibility in the mining lease application process for inaccessible land.

Agencies such as the Department of Local Government, Sport and Cultural Industries (DLGSC) are also reforming legislation to enable more modern and flexible work practices.

In November 2022, Premier Mark McGowan and former Minister for Racing and Gaming the Hon Dr Tony Buti MLA announced the start of the first round of industry consultation on reforms to Western Australia's liquor laws.

The review, led by DLGSC, is a State Government election commitment and aims to modernise the *Liquor Control Act 1988*, regulations, and policies, as well as online systems and information.

A range of potential improvements are being considered, including eliminating unnecessary red tape, a simpler licensing system, and a faster, more cost-effective approvals process.

The initial consultation closed on 31 January 2023; however, there will be further opportunities to comment via working groups for key stakeholders from Government, industry and harm minimisation organisations, as well as a formal public consultation process during 2023.

Premier Mark McGowan and former Racing and Gaming Minister Hon Dr Tony Buti at the launch of liquor law consultation. Credit: DLGSC



## CASE STUDY 2 – MORE FLEXIBILITY FOR LOCAL GOVERNMENTS



In November 2022, DLGSC amended the Local Government (Administration) Regulations 1996 to enable local governments to conduct council and committee meetings electronically, outside of emergency situations.

This provides flexibility for elected members in how they attend and helps local governments to achieve meeting quorums.

Under the new laws:

- Local governments can hold up to half of all council meetings in a 12-month period by electronic means.
- Council members can attend a council meeting by electronic means, if approved by the mayor, shire president, or majority of the council. The number of council meetings that a councillor can attend by electronic means is capped, except for councillors living with a disability.

Electronic meetings were initially introduced in response to the COVID-19 pandemic in 2020 so that councils could make critical decisions when a public health or state emergency declaration was in place.

The use of videoconferencing and livestreaming showed the benefits of providing for different forms of public access and participation in the business of local government.

When public health restrictions eased in April 2022, councils largely resumed in-person meetings, with many councils using electronic meeting provisions on a case-by-case basis.

As part of local government reforms, changes to the regulations for council meetings were implemented from 9 November 2022.

The amendments will be reviewed after 12-months, including public consultation on how council meetings have operated under this new regulation.

Photo courtesy of DLGSC





## 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.

Included under this theme are a number of complex, multi-year digital transformation projects which will fundamentally change the way agencies do business, making their services and processes more modern, 'customer-focused' and user-friendly. For example, both the DWER-led Environment Online project and DMIRS-led Resource Online project continue to progress – moving the State closer to having a single, online platform for water and environmental assessments, approvals and compliance – and enhanced digital capacity for mining and petroleum lodgements, respectively.

Meanwhile, projects such as the Department of Biodiversity, Conservation and Attractions' (DBCA) new risk assessment tool – outlined in the case study below – are already making a significant impact on business processes.

### CASE STUDY 3 – RISK ASSESSMENT TOOL CUTS ASSESSMENT TIME



A new risk assessment tool is halving the processing time for low-risk proposals to take or disturb threatened species and threatened ecological communities, affecting more than 400 applications per year.

The tool, developed by DBCA as part of ongoing improvement of systems and processes, is the first of its kind in Western Australia and uses consistent criteria across proposals, enabling greater transparency.

The tool is applied by DBCA when assessing applications to take or disturb threatened species and threatened ecological communities under sections 40 and 45 of the *Biodiversity Conservation Act 2016*, and when providing conservation advice to other decision-making agencies such as the Department Planning, Lands and Heritage (DPLH), DMIRS and DWER.

In accordance with Streamline WA objectives, the assessment process is responsive to risk, clear and easy to understand, consistent and defensible. It enables the main sources of risk to be clearly identified, promoting the identification of effective mitigation actions and improved environmental outcomes.

Following a trial and subsequent refinement over a 12-month period, the framework was adopted by DBCA in July 2022, with the release of a corporate guideline.

The significant reduction in processing time for low-risk proposals has enabled DBCA to focus more on high-risk projects.

A public guidance document and information tailored specifically to proponents is currently under development and will be released in 2023.



Photo Credit: Ruth Harvey, DBCA.

## PEOPLE AND CULTURE

The people and culture theme focuses on building a one sector mindset, well trained and capable officers, and improving service delivery. Strong and sustained leadership is required at all levels to ensure new ways of working are embedded as part of approvals reform implementation and ongoing training.

A standout Streamline WA project under the 'people and culture' theme has been the Small Business Development Corporation's (SBDC) Small Business Friendly Approvals Program. By the end of March 2023, the Program will have fulfilled its commitment to work with 20 local Government authorities (LGAs) in two years: 17 metropolitan and three regional LGAs completing the full program; two – Broome and Mandurah – undertaking an intensive two-day masterclass, and the Shire of Boddington leveraging program learnings to maximise opportunities to support its Town Revitalisation project.

SBDC is now supporting LGAs that have experienced significant staff turn-over. An evaluation of the program is expected to be completed in 2023. One of the case studies below focuses on the positive effect the program has already started to have on one of its most recent regional participants – the Shire of Nannup.



### CASE STUDY 4 – STRENGTHENED CASE MANAGEMENT PAVES WAY FOR RADIO TELESCOPE

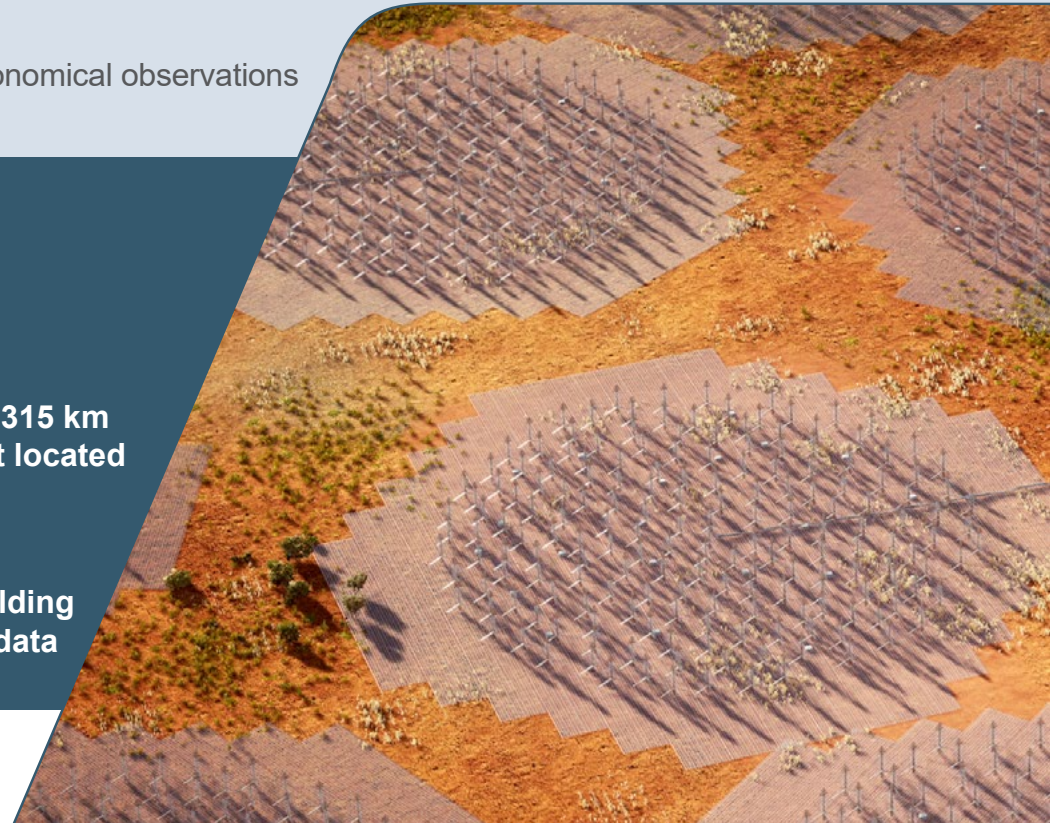
The Department of Jobs, Tourism, Science and Innovation's (JTSI) case management services are helping to bring the world's largest and most sensitive radio telescope to Western Australia.

The Square Kilometre Array (SKA) will enable unprecedented astronomical observations and redefine the understanding of space.

#### FAST FACTS: SQUARE KILOMETRE ARRAY PROJECT

- The SKA will be world's largest radio telescope
- Overall project value – \$2.9 billion
- 16 countries involved, including Australia
- Western Australia to host the SKA1-Low Telescope at Boolardy Station, 315 km northeast of Geraldton in the Murchison region, with another instrument located in South Africa
- Site will include 132,000 low-frequency antennae
- \$200 million of infrastructure work to begin in early 2023 – including building on-site power and fibre networks, and the construction of buildings for data processing equipment

Aerial view artist impression of SKA-Low telescope antennae stations. Each station has 256 antennae, and the SKA-Low telescope will have 512 stations. Credit: DISR





Western Australia will host the SKA1-Low Telescope at Boolardy Station in the Murchison region, cementing the State's place in global big data and promoting investment and job growth.

JTSI, as part of its lead agency project facilitation service, helps major projects navigate a complex array of Government approvals, scope out potential impacts and develop strategies to achieve timely, effective approvals.

SKA Case Management has focused on supporting the execution of an Indigenous Land Use Agreement (ILUA) and lease to support construction of the SKA-Low Telescope and undertaking of radioastronomy activities at the SKA project site.

To facilitate this project, JTSI met with proponents to understand timeframes associated with approvals and liaised with other agencies as required to facilitate approvals and meet project timeframes.

JTSI provided strategic coordination of information and mapped processes based on advice provided by other State Government agencies such as DPLH and the State Solicitor's Office and provided this guidance to the Australian Government and CSIRO, as well as coordinating the signing of the ILUA by the Minister for State Development and Minister for Lands and working closely with DPLH to support execution of the lease by the Minister for Lands and registration with Landgate.

In addition, JTSI met weekly with the Australian Government and CSIRO to provide advice on how to:

- maximise efficiencies for signing of these documents
- identify possible bottlenecks
- expedite signing by relevant ministers by leveraging its role through the lead agency framework
- provide constant and consistent communication as a centralised point for relevant state approvals.

In September 2022, the Western Australian Government executed the ILUA with CSIRO, the Australian Government, and the Wajarri Yamatji People over the SKA Extended Site to facilitate the commencement of construction activities for the SKA-Low Telescope.

JTSI support allowed for a quick execution of the documents and for the lease to be granted soon after the ILUA, preventing delays in site access and the commencement of construction, and therefore avoiding any financial impact to the project. JTSI continues to work closely with the Australian Government and CSIRO to deliver tangible benefits for Western Australia, including participation of local businesses in contracting and procurement opportunities.



ICRAR Executive Director Prof. Lister Staveley-Smith, ICRAR Deputy Executive Director Prof. Steven Tingay, WA Government representative Hon Sabine Winton MLA and SKA Observatory (SKAO) Director of Operations Dr Lewis Ball at start of on-site construction activities for the SKA Observatory's SKA-Low telescope at Inyarrimanha Ilgari Bundara, the CSIRO Murchison Radio-astronomy Observatory. Credit: SKAO

Wajarri cultural dancers start of on-site construction activities. Credit: SKAO



## CASE STUDY 5 – SHIRE OF NANNUP EMBRACES PROGRAM TO SUPPORT SMALL BUSINESSES



The Shire of Nannup is already seeing significant improvements in its approval processes for small businesses following its participation in the Small Business Friendly Approvals Program.

Run by the Small Business Development Corporation, the Program works with LGAs to identify ways to streamline the approvals process to save both the LGA and business owners time, effort and money and making it easier to start and grow a thriving business.

The Shire completed the full program over five weeks in July 2022, taking 14 administration officers offline for one day each week to enable them to fully immerse in the process.

The Nannup team enthusiastically embraced the opportunity to transform their business support services and improve internal efficiencies to ensure they were ‘shovel ready’ for the small business investment they intend to attract.

The Shire immediately instituted reforms such as establishing dedicated business support team to oversee approvals. This team helps to streamline event application processes, distribute information to the community through strategic communications and provide face-to-face assistance to small businesses.

As a result of the program, the Shire also standardised application information and created a visual guide of the approval process and application requirements.

The Shire has built upon its improved small business approvals processes with the launch in February of its Liveable Nannup Project, which identifies opportunities for business development. The project is complemented by the Nannup Investment Prospectus and approval of the Local Planning Strategy #4.

The new processes are also assisting the Shire in its establishment of shuttle services and other associated services at the Nannup Tank 7 Mountain Bike Park. Three operators began delivering regular shuttles and packages to the park in November 2022. It is hoped that this arrangement will form a new collective to act as the Governing Board to manage park events and maintenance.

Formal evaluation of the Nannup’s Small Business Friendly Approval program is underway; however, the Shire is already reporting improved team collaboration, clarity of team roles and increased support for organisational development.

Shire of Nannup CEO David Taylor said the program helped the team to adopt a more customer-focused approach when dealing with small business applications and break down departmental silos.

“By considering the perspective of the small business customer, officers were quick to realise how the multiple internal and external application and approval processes can feel overwhelming, confusing and complex,” he said.

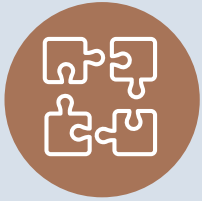


Shire of Nannup Officers at the Small Business Friendly Approvals workshop  
Photo courtesy of the SBDC

**“The staff’s mindset and the organisation’s culture has now changed and we have an increased customer focus which should make the approvals process faster and easier for all involved.”**

**– Shire of Nannup CEO David Taylor**

## CASE STUDY 6 – IMPROVED COLLABORATION AND SHARED LEARNING FOR REGULATORS



More than 200 regulators now have access to cross-agency contacts, collaboration, activities and support via a dedicated team in Microsoft Teams.

The Streamline WA team created the site following a request to explore better ways for regulators to connect and communicate raised at the Common Understanding Workshop hosted by DWER in December 2021.

The platform, launched in July 2022, facilitates timely and efficient contact, collaboration, shared learning and networking between officers across WA Government's regulatory agencies. It also complements the Common Understanding Workshops held by agencies and has the potential to assist with the delivery of reform ideas and outcomes.

The 'Regulators Team' is available to frontline staff from all regulatory agencies to:

- facilitate contact and collaboration between regulators
- provide a platform for the circulation of information
- promote reform projects and changes
- deliver information sessions and networking opportunities.

Following the launch, a series of monthly online presentations were well received, with members able to attend the live session and ask questions or watch the recording later. Topics included new systems and strategies being used by agencies to improve regulation, with a focus on cross-agency collaboration and impacts.

Other presentations were recorded and made available to site members, such as the Common Understanding Webinar for the mining environment stream hosted by DMIRS (October 2022) and a seminar on Kep Katitjin – Gabi Kaadadjan (Waterwise Perth Action Plan 2) organised by DWER and attended by multiple government agencies in December 2022.

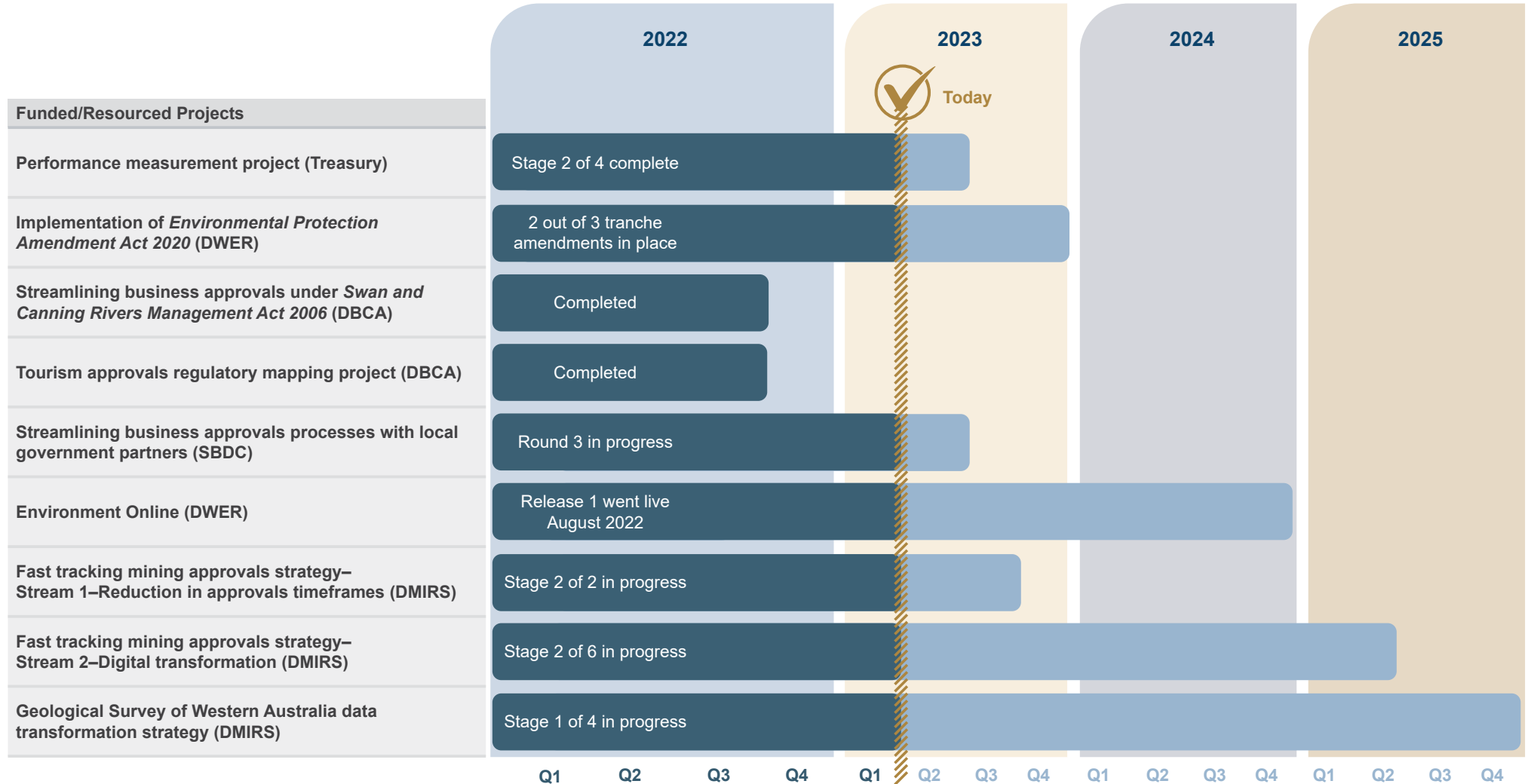
A new series of monthly presentations and information sessions will be scheduled and promoted throughout 2023. In addition, information available on the platform will be expanded, and opportunities to use the tool for Streamline WA and reform projects will be explored.

Streamline WA approvals reform officer Jennifer Endersbee demonstrates the new Regulators Team site. Photo courtesy of DWER



# APPENDIX 1 – PRIORITY PROJECTS SUMMARY

As at 31 January 2023





## APPENDIX 2 – PROGRESS OF LEGISLATIVE AMENDMENT BILLS/REFORMS

As at 31 January 2023

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
The Mining Amendment Bill 2021 (now <i>Mining Amendment Act 2022</i> )^			Royal Assent: 28/09/2022
The Mining Amendment Bill 2022 (now the <i>Mining Amendment Act (No.2) 2022</i> )			Royal Assent: 1/11/2022
Swan and Canning Rivers Management Amendment Bill 2022			Legislative Council Second Read: 29/11/2022
Land and Public Works Legislation Amendment Bill 2022		Legislative Assembly Second Read: 23/11/2022	
Petroleum Legislation Amendment Bill 2022 (previously known as Petroleum Legislation Amendment Bill 2021)			
Water Resources Management Bill 2022			
Local Government Act Reform			
Liquor Control Act Reform	Consultation underway		
Conservation and Land Management Amendment (Apiary Authorities) Bill 2021	Consultation planned to commence: Mid 2023		

\**Aboriginal Cultural Heritage Act 2021* projected to fully commence by mid-2023.

\*\* *Planning and Development Amendment Act 2020* some provisions yet to be proclaimed.

\*\*\* *Environmental Protection Amendment Act 2020* projected to fully commence by end 2023.

^ *Mining Amendment Act 2022* – most provisions are yet to be proclaimed.

Note: Motor Vehicle Repairers and Dealers Legislation Amendment Bill 2021 discharged from Parliament on 20 September 2022 for further amendment.

## 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

Department of Health

Small Business Development Corporation

Department of Treasury

Department of Premier and Cabinet

## CONTACT

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## 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.

