

Small Business Friendly Approvals Program

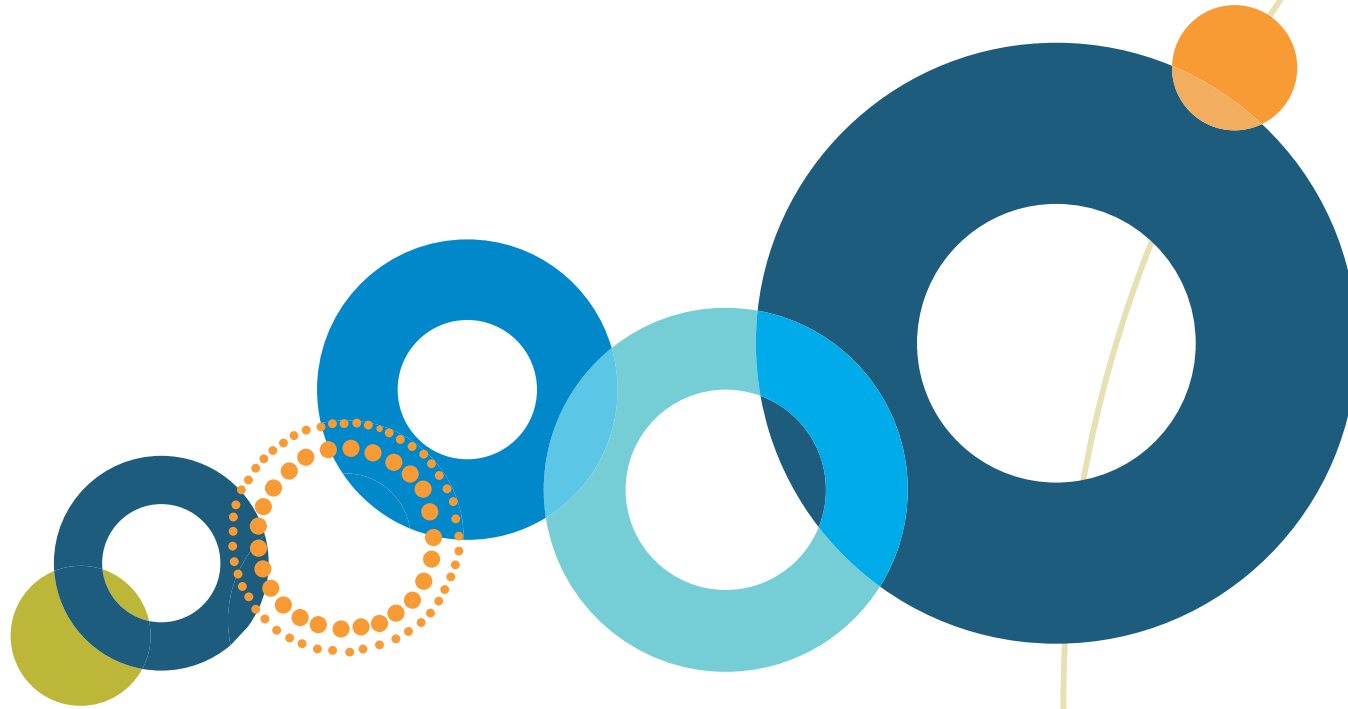
City of Kwinana Action Plan

September 2021



Small Business
Development Corporation





Acknowledgement

We acknowledge the traditional custodians of the land on which we work and live, the Nyoongar people, and we pay respect to their Elders past, present and emerging.





Small Business Friendly Approvals Program

City of Kwinana Action Plan

Contents

Project background	8
Small business statistics	9
The City of Kwinana's business landscape	10
2020 business snapshot	12
Program approach	16
Implementation	22
Reforms	23
Better information	24
Business support service	27
Automated/fast tracked approvals	30
Streamline processes to improve the customer experience	31
Rethinking the rules	32



Thank you

Thank you to the following working group members for their contribution to the Small Business Friendly Approvals Program – City of Kwinana Action Plan

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The Small Business Development Corporation would like to thank the local businesses who shared their own experiences to help identify improvements to the current approvals processes required to establish and grow a small business in the City of Kwinana.





Welcome from the Small Business Commissioner

Proclaimed a City in 2012, Kwinana is a local government undergoing exciting transformations.

Traditionally known for its industrial strength, the City's location within easy access to the train line and freight links to ports, freeway and airport has expanded its business base; consequently attracting significant focus and investment in establishing a high-tech manufacturing hub, lithium refinery, green energy operations and Westport.

These sector shifts, along with significant population growth, will see an increased demand for a range of services and goods. Running parallel to these changes is the rise in the number of home-based businesses – viewed by the City as a chance to identify local supply chains that can service local residents, future industries and their workforce.

Small business is big business within Western Australia's economic framework, representing 97 per cent of all businesses in the state. The City has recognised the chance to not only support those wishing to remain small, but also help home-based businesses whose vision is to expand.

With a high unemployment rate, in particular among youth, the chance to streamline approval processes and support small businesses to grow beyond the home and into commercial premises is viewed by the City as an opportunity to increase local jobs.

I commend this forward-thinking approach to assisting small business growth and the genuine enthusiasm demonstrated by the Approvals Program working group members to drive transformational change.

Those involved in the rigorous and intensive Small Business Friendly Approvals Program demonstrated great tenacity in identifying pain points in the current application process, developing workable solutions and mapping a journey of continuous improvement for their organisation.

Their hard work and support from colleagues across the organisation to embrace and deliver on the reforms, will enhance the small business customer experience, streamline application processes, reduce approval timeframes and create internal efficiencies.

I look forward to continuing the SBDC's partnership approach with the City to helping small business establish and grow in the City of Kwinana.

David Eaton
Small Business Commissioner
Chief Executive Officer
Small Business Development Corporation

Message from the Mayor

The Small Business Development Corporation facilitated thought-provoking workshops with City of Kwinana staff in May which included first-hand accounts from local business owners of the approvals experience.

This eye-opening session was the foundation and catalyst for the City to consider how to make it easier to start, operate and grow a business in Kwinana.

The workshop series aimed to simplify the way small business planning and building approvals, trading permits, and other local government approvals are assessed and determined. We had nine teams attend two weeks of workshops, representing a cross-section of the organisation. Additional staff dropped in to provide input and experience the process.

Five emerging trends from the workshops were then shared with all staff to engage holistic change across the organisation. These key themes included the need for the City to:

- provide better information for small businesses
- offer greater business support services
- introduce automated/fast tracked approvals for selected applications
- be prepared to rethink the rules, and of course
- streamline the process to improve customer experience.

Within our local government area, nearly 97 per cent of the 2,040 businesses are considered to be small businesses employing fewer than 20 people. It is therefore vital to the local economy that we support their success.

The top industry sector for the area is the Transport, Postal and Warehousing sector with 432 small businesses, closely followed by the Construction sector which consists of 388 small businesses. The Professional, Scientific and Technical Services sector consists of 155 small businesses; there are 134 in the Rental, Hiring and Real Estate Services sector and 116 small businesses in the Administrative and Support Services sector – many of which may at some point require approvals and permits from our local government.

While these are the small businesses of today, the nature of employment is changing and the businesses of tomorrow are yet to be known. It is critical that we enable those businesses to be created, established and allowed to grow in Kwinana to support our changing community.

At the City of Kwinana, we aim to improve the experience small business owners have with their local government. We will work to make relevant information readily available to help inform their business direction, and streamline our processes to ensure approvals are achieved in a timely fashion.

We very much appreciate the time and structure the Small Business Development Corporation put into this program and look forward to improving our services as a result.

Mayor Carol Adams
City of Kwinana



Project background

Depending on the location and business type, licences and permits may be required at the local, state and federal government level. This multi-layered compliance process can present a host of challenges: firstly in understanding the processes, followed by identifying which approvals are required, then providing the relevant information to enable an assessment and determination to be made.

Many small business operators face the challenge of starting their business while also working full-time – or worse, have left their job with the intention of starting a business – and have limited understanding of how long government approvals will take. These entrepreneurs may be faced with having to understand lease agreements, obtain finance, establish a supply chain and employ workers as well as apply for licences to trade. More broadly, businesses are also faced with challenges including unpredictable customer spending, increased competition from on-demand services, e-commerce, globalisation, and the disruption caused by COVID-19. There has never been a greater need or opportunity to support the establishment and growth of small business in Western Australia.

The Small Business Friendly Approvals Program (Approvals Program) is an SBDC initiative. It aims to assist regulating authorities to reform their approvals regimes and foster a supportive business environment. The process includes identifying issues facing small business, designing reforms to achieve more streamlined approval processes and supporting government authorities to implement those reforms.

A member of the Small Business Friendly Local Governments initiative, the City of Kwinana was

successful in its selection through a competitive application process, as one of 20 Western Australian local governments to partner with the SBDC to develop a customised Approvals Program Action Plan. The reform initiatives presented in this plan are the result of a detailed examination of the approvals process for a range of small business applicants in the City of Kwinana. It addresses local government touchpoints and interaction with small business, from business idea to operation.

Enacting the reform initiatives detailed in the action plan will:

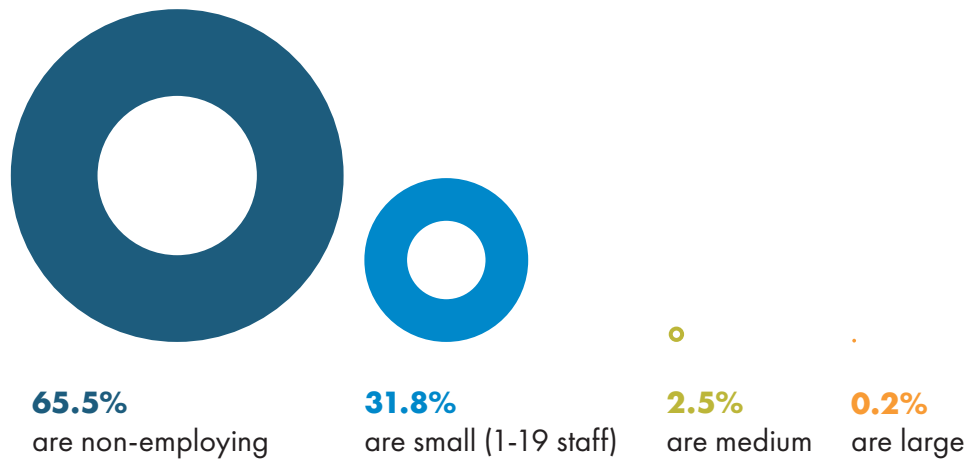
- reduce approval timeframes, saving both the City and business applicants considerable time and money
- foster a 'can-do' business-friendly culture and deliver an improved experience for the City's small business customers
- ensure more efficient and effective use of City resources
- align with the WA Government's Streamline WA reform agenda



Small business is big business in Western Australia, with 227,754 small businesses in the state¹

Ninety-seven per cent of all businesses are considered small (fewer than 20 employees).¹

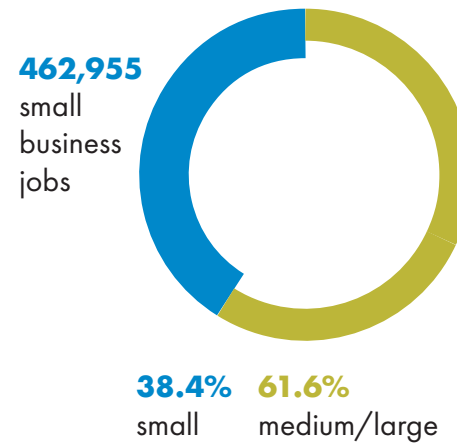
97% of all businesses are **classified as small**



The small business sector contributes more than \$54 billion to WA's economy and employs almost forty per cent of the private sector workforce.^{2,3}

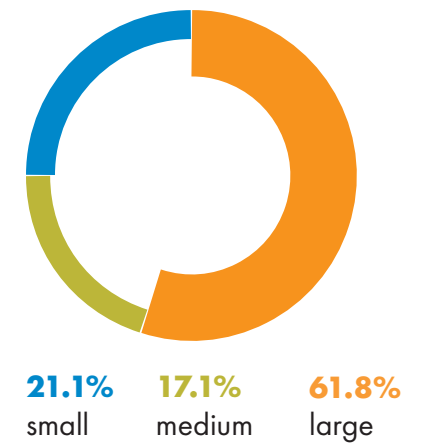
Share of private sector employment (by business size)

1.2m total private sector jobs



Share of private sector gross value added (by business size)

\$257.4b total private sector GVA



1. Australian Bureau of Statistics (June 2020) 8165.0 Counts of Australian Businesses, including Entries and Exits, June 2016 to June 2020, [time series spreadsheet], accessed 25 February 2021.

2. Value of small business to WA economy is an estimate using a revised SBDC model based on previous work undertaken by ACIL Allen using ABS data. All figures are nominal (ie. in 2019-20 dollars).

3. Share of private sector employment is an estimate by ACIL Allen using ABS data. The figure is at June 2020.

The City of Kwinana's business landscape

Located south of Perth and within 40 kilometres of the central business district, Kwinana holds true to its vision of being 'A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities.'

With an anticipated population growth forecast of 56.83 per cent¹ over the next 15 years, the City is looking forward to a bright future and new small business possibilities, which have the potential to further stimulate the local economy and create jobs for local people.

There are 2,040 businesses registered in Kwinana and of those, 1,972 (96.66%) are small².

Known for its industrial business history, the City's top four sector employers are: Manufacturing; Construction; Education and Training; and Transport, Postal and Warehousing². In comparison, the top four small business categories are Transport, Postal and Warehousing; Construction; Professional, Scientific and Technical Services; and Rental, Hiring and Real Estate².

Of the 12,612 workers in the City of Kwinana, 3,092 or 24.5% live in the area³. As an evolution linked to the global COVID-19 pandemic, the City of Kwinana identified a spike in home-based businesses from 2020 and has viewed this shift as a

great opportunity to foster and support those living locally and working from their place of residence. The creation of self-employment was recognised by the working group during the approvals program as a chance to nurture those with a vision to expand their small business through a more streamlined application approvals process.

Evident during the approvals program customer journey mapping process and approval timeframe analysis, was the restrictive nature of the current Town Planning Scheme, gazetted in 1992. With many of today's small business models not in existence 29 years ago, a significant number of small business enquiries and applications are defined as 'use not specified'.

Working within these constraints presents many challenges as the City works to meet the regulatory requirements of the Scheme, while trying to support the establishment and growth of small business. As demonstrated through the program, this results in a stalling of application assessment and determination

as officers work diligently with customers to define their proposed use, and adhere to the relevant regulatory guidelines. Whilst the final assessment process meets statutory frameworks, working within the current Scheme can extend the application and approval times and associated costs for customers.

1. <https://forecast.id.com.au/kwinana>

2. <https://www.abs.gov.au/statistics/economy/business-indicators/counts-australian-businesses-including-entries-and-exits/latest-release#states-and-territories>

3. <https://economy.id.com.au/kwinana>



The City of Kwinana's business landscape

Of **2,040** businesses in the City of Kwinana, more than **96%** are categorised as a small business, employing **0 - 19** people



Top four small businesses by industry



21.0%

Transport, postal and warehousing services



19%

Construction



7%

Professional, scientific and technical services



6%

Rental, hiring and real estate services

(Source: City of Kwinana business counts
ABS June 2020)

2019/20 applications

Data collection across local government agencies differs significantly and often aligns with statutory requirements, as opposed to capturing information to assist in enhancing the small business customer experience.

Information historically captured by the City of Kwinana records the types of application received and compliance with legislated timeframes. Following is a breakdown of the 1,666 applications received across departments in the 2019/20 financial year.

1,666 Applications received across departments in 2019/20 financial year



863 (51.8%)	Building applications
345 (20.7%)	Development (planning) applications
311 (18.8%)	Health
99 (5.9%)	Home occupation applications
48 (2.8%)	Subdivisions

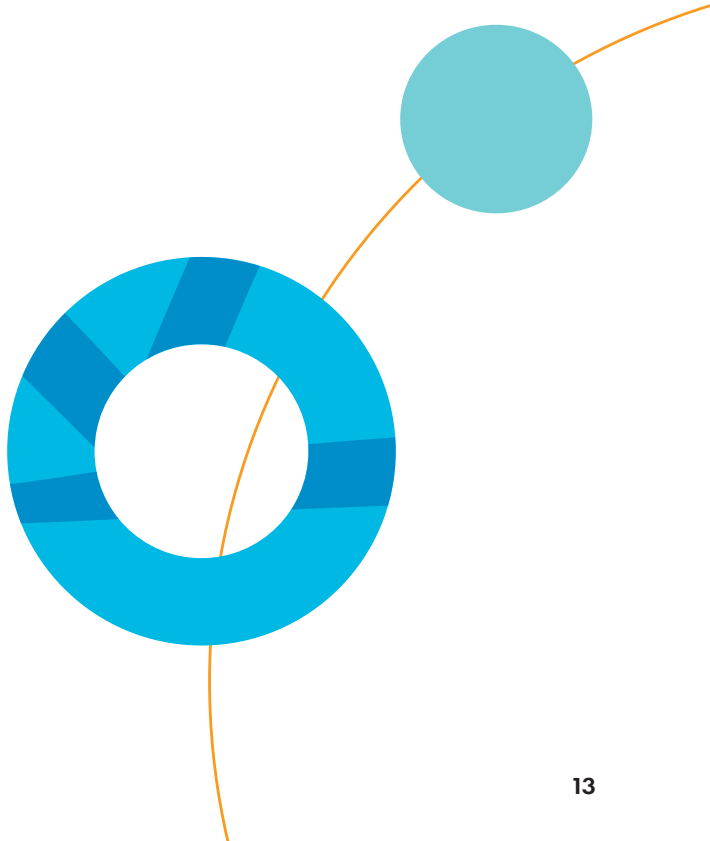




2019/20 applications

The Approvals Program highlighted that, while application types were identified through the record keeping process, the system did not distinguish between private and commercial applications when recording lodgements and determinations. This improvement was captured as a task and embedded in *Reform 1.6 of the Action Plan* (see page 23).

Once initiated, the reform will update the City's data collection and analysis processes, not only creating a solid baseline, but introducing a process to capture and monitor key small business metrics. This will allow the City to measure the improvements achieved by implementing the initiatives set out in this action plan.



2019/20 development (planning) applications



345 Number of applications received



33% Percentage of complete applications received (no further information required)



67% Percentage of incomplete applications (further information or clarification required from the customer)

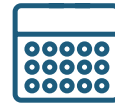


20 days Average time to determine complete applications



50 days Average time to determine applications that have been submitted incomplete

2019/20 home occupation applications



99 Number of applications received



86% Percentage of complete applications received (no further information required)



14% Percentage of incomplete applications (further information or clarification required from the customer)



16 days Average time to determine complete applications



55 days Average time to determine applications that have been submitted incomplete



2019/20 building applications (certified, uncertified, occupancy, demolition permits and building approval certificates)



863 Number of applications received



43 days Average time to determine complete applications

Note: all average approval times include requests for further information and 'stop the clock days'¹. For occupancy permits, the approvals days include rectification days as well as works required to be completed to Australian Standards.

2019/20 health applications (food businesses, health, beauty therapy and skin penetration)



311 Number of applications received

Note: 70% of health related applications were processed within 10 days. These applications include those that may require further information. The average number of days for a decision to be made is not a tracked indicator.

¹ 'Stop the clock days' refers to delays caused by a business customer or consultant having to compile additional information or evidence to support their application. For the purpose of measuring the length of time for determining approvals at the City of Kwinana, stop the clock days have been included in the total period taken.



Program approach

The City of Kwinana demonstrated tremendous commitment to the Small Business Friendly Approvals Program, choosing an intense two-week workshop program over the traditional two day a week, six-week timeframe.

Working group participants were selected for their skill set, openness to drive transformational change through human-centred design thinking, and a 'can do' attitude. Immersed in the program, the cross-function working group members were taken out of the business for a 10 day period that consisted of six full workshop days and four 'homework' days.

This concentrated approach delivered outstanding results with the team identifying 50 reforms across five pillars to address their "How might we?" statement.

How might we:

Optimise and create efficiencies?

Support small business to start up, grow and scale?

Collaborate internally and externally to create a better experience?

Working off site, the cross-departmental team members came together as the City's 'brains trust' – dissecting, challenging, probing and sharing the journey with colleagues as they forensically examined current processes and customer experiences. Together with their colleagues, they problem solved and developed a series of improvements.

This carefully crafted and professionally facilitated journey stepped the organisation through the five steps of design thinking.

The five steps of design thinking



Empathise



Define



Ideate



Prototype



Test

Starting with the customer perspective – empathise

Human-centred design thinking is based on considering the customer perspective.

It is vitally important to hear a customer’s experience first-hand in order to connect to the needs, desires and motivations of real people, and use this to inspire and provide fresh ideas.

The working group was provided with the survey results from 25 local small business people, phone interview feedback from five local business owners operating in the City, and a face-to-face session with two local small business owners.

What was heard



Pain points

Conflicting information between officers.

No clear guidelines on ‘what to do next’ once a business is set up.

Process could be streamlined and simpler.

Issues if use is not defined in the Scheme – causes delays and cost.

Need to know who to speak to, in order to get action.



Inconsistent information

Requirements are different between local governments.

Requirements inconsistent at different levels of government.



Customer service

Some officers lack good interpersonal skills.

Lack of empathy among some officers for small business.

Inconsistency in customer service; some officers go above and beyond, others are more punitive.

Business owners had to be proactive and give officers information and problem solve.



Communication

Process is not transparent, including progress.

No information or support once established.

Missed opportunity to showcase local businesses.

Process is difficult to understand for people who did not speak English as a first language.

Delight point Businesses throughout the survey and interview process praised City of Kwinana staff, who they found offered patience and empathy, noting some officers were responsive and accommodating when questions were raised.

“It was easy to understand what needed to be done when I talked to someone.”

Creating a better customer experience through human-centred design thinking – define, ideate and prototype

The generosity and willingness by all parties involved in the customer perspective session to share, listen and absorb the viewpoint of others was a catalyst for the improvements identified through the reform process.

Drawing on the open and honest customer feedback, creating customer personas and basing scenarios on real business models, the group undertook rigorous journey mapping to define pain points, form fresh ideas, and prototype solutions.

Rather than work through the process in isolation from the rest of the organisation, the brains trust shared their findings, invited and embraced input from officers across all staff levels and departments within the City. This created a richness and depth in the problem solving process and strong themes were identified within five reform pillars.



Better information



Business support service



Automated/fast tracked approvals for selected applications



Streamline processes to improve the customer experience



Rethinking the rules



Creating a better customer experience through human-centred design thinking – define, ideate and prototype

How might we provide better information for our small business customers?

- Simplify our communication with small business customers and consider how they access our information.
- Review and redesign the City's website pages accessed by small business customers.
- Create internal and external checklists so both parties are aware of what is requested and what is received.
- Keep small business customers informed during the assessment process, including timeframes.
- Link referral information (for external agencies) into the application journey so business customers better understand the entire process.
- Review and update all application forms – transition to online lodgement as new technologies are introduced.
- Improve how we collect and store data.
- Share relevant small business customer information across the organisation, including a knowledge base.
- Redesign and refurbish the front counter, with the needs of small business taken into account during the design process.
- Promote the small business approvals program and other support services available to small businesses through other agencies including the SBDC.
- Promote the small business support service and share the journey of other small businesses.
- Create and promote 'cheat sheets/workflows' for pre-determined select business types to assist small businesses navigate traditional business model applications with ease.

How might we offer a business support service for our small business customers?

- Establish a dedicated business engagement team to assist in navigating the applications process.
- Create a coordinated officer hub, to act as a liaison point for small business customers.
- Commit officer resourcing to allow for onsite visits by support teams.
- Develop outreach programs at identified small business hubs.
- Create a process to capture and access preferred communications methods with small business customers.
- Identify and support potential partnerships with not-for-profit groups, small business and government bodies that have contact with and support small business customers.
- Develop an education package for staff to understand small businesses are our customers.
- Standardise how we engage with small business customers and support officers with specific training, so we can ensure that customer service considerations are embedded into our recruitment and induction process.
- Redesign our online presence (eg. website, social media) to target small business.
- Expand our small business support campaign.
- Introduce ongoing support once the business has opened.
- Encourage feedback from our small business customers and use it to grow and improve.

Creating a better customer experience through human-centred design thinking – define, ideate and prototype

How might we introduce automated/fast tracked approvals for selected applications?

- Introduce online lodgement for all applications (City wide);
 - Short term solutions (Smarty Grants, SpacetoCo)
 - Long term – investigate business systems capabilities and integration abilities (property + person).
- Identify and develop 'low-risk, fast track approvals' for selected applications (eg. development and events).
- Commit to ongoing resourcing and training that allows officers to update software (Tech One) in-house to ensure swift and regular revisions.
- Engage with local governments within the region to develop and implement a single trading permit process across multiple local governments.
- Review and meaningfully consider the option for local businesses registered with the City to automatically be assigned a trading permit.

How might we streamline processes to improve the customer experience?

- Introduce a pre-application meeting/questionnaire with small business customers.
- Explore the introduction of trial/short term approvals to activate and trigger new small business opportunities.
- Establish relationships with external agencies.
- Introduce and train officers in a Customer Relationship Management (CRM) system to capture information and touchpoints with small business customers.
- Develop a knowledge base (for internal and external customers) to make information easier to access.
- Embed reminders (internal and external) of approaching application requirements and recurring permit expiry dates.
- Introduce a virtual assistant/chatbot.

Creating a better customer experience through human-centred design thinking – define, ideate and prototype

How might we rethink the rules?

- Make changes so less approvals are required; for example: exempt development policy.
- Advocate and lobby for external agencies to change their rules.
- Have teams trained in updating software in-house, thereby reducing time and money spent on consultant procurement, with an added bonus of upskilling within teams.
- Undertake a cost analysis of fees and charges for small businesses that are providing services and events that benefit the community, therefore reducing City resourcing and budgets.
- Review delegations to assist in reducing timeframes for small business application approvals.
- Review planning scheme obstacles.
- Remove sign licence permits.
- Review potential to change requirements for temporary building structures approvals for certain events.
- Encourage and support alternative work practices ie. work hubs, secondments and cadetships.
- Change our compliance approach, making it solution rather than enforcement based.
- Trial Council led co-working / shared space; eg. parklets and pop-ups.
- Organisational realignment of officer resources to maximise support for small business customers (for example, merging and drawing on the skill sets of Place and Economic Development Officers to take the lead on the City's new business support service).

Testing the reforms

The 'testing phase' drew on a customer centric model to demonstrate how the application of design thinking principles can translate into meaningful change.

This involved inviting the small businesses that shared their experiences on day one of the workshop sessions back for a presentation that took them through the design thinking journey and the reform ideas framework built by the core working group and colleagues across the organisation.

The presentation encouraged open dialogue with the small business operators, as they were asked by officers:

Would this have helped or improved your own experience?

Which of these reforms should be our priority?

What else could we add?

Their reaction and responses were clear:

Denise Davis - High Tea with Harriet

Post Workshop 1:

'Thank you for having me there. I felt very supported and listened to, and felt very safe to be honest. I think it is a very positive thing that the City of Kwinana is doing, and I believe they will be leading the way for other government organisations.'

Post Workshop 6:

"Please pass on my congratulations to the group. I was blown away by not only the amount of work that had been done, but by the empathy and understanding of small business issues that shone through. Thank you again for giving me the opportunity to be a part of this awesome project."

Peter B. Butler - Managing Director, Smarter Websites

Post Workshop 6:

"Courageous is when the City of Kwinana Council ask you for honest feedback about their small business approvals process, then have the openness and transparency to invite you back to present on their outcomes and plans for the future and ask for feedback. Impressed duly, and glad to be able to contribute to this great community."

Implementation

After testing the reform concepts with small business representatives, detailed and high-level implementation opportunities aimed at improving the customer experience and reducing approval times were developed. This process included identifying:

How the reform **linked** to community and corporate aspirations?

What would it need to **achieve** these reforms?

Who would need to be **involved**?

How **long** would it take?

What would be the **effort, benefit and cost**?





Reforms

Reform themes to improve the customer experience, reduce approval times and support small businesses to establish, grow and thrive in the City of Kwinana.



Better information: Introduce a series of tailored communication strategies to clarify the regulatory processes and applicable fees to start or grow a small business in Kwinana.



Business support service: Establish a personalised support system to guide customers through required application processes from start to finish, with a focus on building continued customer relations to help small business thrive and grow in Kwinana.



Automated/fast tracked approvals for selected applications: Review approval requirements, eliminate those that are obsolete and refine procedures to enable automated and fast tracked approvals for identified low-risk applications.



Streamline processes to enhance the customer experience: Explore and implement solutions to make it easier for small business to navigate the required application processes from simple to complex approvals.



Rethinking the rules: Review existing policies, guidelines and legislation and their alignment against approval rates and success.

Better information

Introduce a series of tailored communication strategies to clarify the regulatory processes and applicable fees to start or grow a small business in Kwinana.

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
1.1 Simplify messaging to all small business customers to make it easier to navigate the approvals process	●	●				●			High	Low	Lead: Marketing and Communications, Customer Service, Economic Development and Advocacy Support: Statutory Planning, Building Services, Environmental Health, Place, City Assist, Development Engineering
1.2 Review and design the website to allow clear and easy navigation to determine and access what approvals and fees are required for specific business types	●	●	●				●		High	High	Lead: Marketing and Communications, Customer Service, Information Technology, Economic Development and Advocacy Support: Statutory Planning, Building Services, Environmental Health
1.3 Create a series of checklists to ensure small business customers understand what is required to submit high quality and complete applications	●	●	●			●			High	Medium	Lead: Statutory Planning, Environmental Health, Building Services, Development Engineering, Compliance Support: Marketing and Communications, Customer Service, Economic Development and Advocacy
1.4 Keep applicants informed of assessment processes and timeframes	●	●					●		Medium	Low	Lead: Cross functional team (XFT)- Small Business Collective (SBC) Support: Statutory Planning, Building Services, Environmental Health, Development Engineering

Better information

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
1.5 Review and amend all application forms to simplify language and remove redundant and unnecessary requests	●	●					●		High	Medium	Lead: XFT-SBC Support: Marketing and Communications, Governance
1.6 Capture and monitor key small business metrics over time	●	●	●			●			Medium	Low	Lead: XFT-SBC Support: Customer Service
1.7 Design and implement a procure-local plan (City of Kwinana) focused on local small business	●	●	●				●		Low (High to CoK)	Medium	Lead: Contracts Support: Corporate Services, Finance, Economic Development and Advocacy, Governance and Legal, Marketing and Communications
1.8 Improve information sharing across the organisation to assist in problem solving small business application challenges	●	●				●			High	High	Lead: Economic Development and Advocacy Support: Development Assessment Unit (DAU)
1.9 Redesign the City's Administration Centre reception area to provide for an improved face to face customer experience including enabling technology	●		●	● (already allocated in current capital works budget)				●	High	High	Lead: Customer Service, Information Technology, Assets Support: Finance, Statutory Planning, Building Services, Environmental Health, City Assist

Better information

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
1.10 Provide small business with relevant and specific information about external agency referrals that form part of the approvals process	●	●	●					●	Medium	Medium	Lead: Statutory Planning, Environmental Health, Building Services, Development Engineering Support: Department Officers, Administration support, Marketing and Communications, City Strategy, Information Technology (IT)
1.11 Promote the City's focus on supporting small business by promoting the Small Business Friendly Approvals Program	●		●	●				●	Medium	Medium	Lead: XFT-SBC Support: Marketing and Communications, Economic Development and Advocacy
1.12 Support new small businesses in Kwinana by providing them with skills and resources to help promote their businesses locally	●			●		●			High	Medium	Lead: Economic Development and Advocacy Support: Place, Marketing and Communications

Business support service

Establish a personalised support system to guide customers through required application processes from start to finish, with a focus on building continued customer relations to help small business thrive and grow in Kwinana.

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
2.1 Establish a Business Support Service, responsible and accountable for guiding and supporting small business applications	●	●				●			High	Medium	Lead: SBC Support: As required from specific departments
2.2 Establish an initial contact and liaison team for small business enquiries	●	●	●			●			High	Medium	Lead: Economic Development and Advocacy Support: Place
2.3 Commit to business start-up site visits or in-office session following the first point of contact	●	●				●			High	Low	Lead: Economic Development and Advocacy Support: Place
2.4 Investigate the implementation of a Customer Relationship Management (CRM) system	●	●	●					●	High	High	Lead: Customer Service Support: IT
2.5 Develop outreach programs at identified small business hub locations to encourage open dialogue with the community members considering starting a small business	●	●	●			●			High	Medium	Lead: XFT-SBC Support: IT, All Teams/Departments
2.6 Develop personalised communications with small business customers	●	●						●	High	Low	Lead: XFT-SBC Support: IT, All Teams/Departments

Business support service

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
2.7 Identify and develop relationships with business 'partners' to support and encourage small business to establish and grow	●						●		Medium	Medium	Lead: Economic Development and Advocacy Support: Place, Marketing and Communications
2.8 Develop a cohesive suite of resources to enable City Officers to effectively support small business	●	●		● (training budget)		●			High	High	Lead: Economic Development and Advocacy Support: Place, Marketing and Communications, XFT-SBC
2.9 Transform the City of Kwinana from Customer Service focussed to Customer Centric starting with small business	●	●				●			High	Low	Lead: XFT-SBC Support: Executive Leadership Team (ELT), Customer Service
2.10 Provide clear and realistic timelines for approvals based on specific business models and regulatory needs	●	●					●		Medium	Medium	Lead: XFT-SBC Support: Customer Service, Statutory Planning, Building Services, Environmental Health, Marketing and Communications
2.11 Promote the people behind Kwinana's small businesses	●	●				●			Medium	Low	Lead: Economic Development and Advocacy Support: Place, Marketing and Communications
2.12 Redesign website content and social media channels to directly target small business	●		●	●		●			Medium	Medium	Lead: Small Business Collective Support: Marketing

Reform 3 – Automated/fast tracked approvals for selected applications

Review approval requirements, eliminate those that are obsolete and refine procedures to enable automated and fast-tracked approvals for identified low-risk applications.

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
3.1 Investigate online lodgement for all applications (city-wide)	●	●	●	●				●	High	High	Lead: XFT -SBC Support: Information Technology, Marketing and Communications, Events/Bookings, Administration for each team, Customer Service, Statutory Planning, Building Services, Environmental Health
3.2 Identify and Implement low risk fast track approval opportunities (e.g. development and events)	●	●	●					●	High	High	Lead: Statutory Planning Coordinator, Environmental Health Coordinator, Building Surveyor Support: Subordinates, Customer Service, Compliance, Marketing
3.3 Determine ongoing internal resource to be able to update and configure inhouse systems	●	●	●			●			High	Medium	Lead: XFT-SBC, One Council Project Team Support: ELT, Information Technology, Strategic Management Team (SMT)
3.4 Investigate single trading permit opportunities across multiple local governments in the same region	●	●				●			Medium	Medium	Lead: Environmental Health Support: ELT, Council
3.5 Review the process for local food businesses to automatically be assigned a trading permit when they have an existing food registration with the City of Kwinana	●	●			●				Medium	Low	Lead: Environmental Health Support: Marketing and Communications, Finance, Council

Reform 4 – Streamline processes to improve the customer experience

Explore and implement solutions to make it easier for small businesses to navigate the required application processes from simple to complex approvals.

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
4.1 Develop an online questionnaire for small business	●	●	●	●				●	High	High	Lead: XFT-SBC Support: IT, Statutory Planning, Building Services, Environmental Health, Events Bookings, Marketing and Communications, Economic Development and Advocacy
4.2 Explore temporary exemptions from planning approvals for small business	●	●						●	Medium	Medium	Lead: Statutory Planning Support: Building Services, Environmental Health, Economic Development and Advocacy, Place
4.3 Increase efficiencies of referrals with external agencies	●	●						●	Medium	High	Lead: Statutory Planning Support: Environmental Health
4.4 Review knowledge base for all City Officers to make information easier to access	●		●					●	High	High	Lead: Customer Service Support: Team administration
4.5 Create reminders for external customers to submit information to keep their application on track	●	●	●			●		●	Medium	Medium	Lead: All applications teams Support: IT, One Council Project Team
4.6 Investigate viability of virtual assistant/chatbot	●	●	●				●		Low	Medium	Lead: Customer Services Support: Marketing and Communications Information Technology, XFT-SBC, Administration
4.7 Streamline event approval process	●	●	●				●		High	Medium	Lead: Events implementation team – Bookings, Events, Building Services and Environmental Health Support: Place

Reform 5 – Rethinking the rules

Review existing polices, guidelines and legislation and their alignment against approval rates and success.

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
5.1 Prepare a local planning policy to exempt more small business developments from needing planning approval	●	●						●	High	Medium	Lead: Statutory Planning Support: Governance, Building Services, Environmental Health, Strategic planning
5.2 Advocate and lobby for external agencies to change their rules	●	●						●	High	High	Lead: XFT-SBC Support: ELT, Environmental Health, Statutory Planning, Building Services, Economic Development and Advocacy, Governance
5.3 Review fees and charges to consider community benefit provided by local small businesses	●	●	●					●	Medium	High	Lead: Economic Development and Advocacy Support: Finance, Events/Bookings, Statutory Planning, Building Services, Environmental Health, Place, Marketing and Communications
5.4 Review delegations	●	●					●		High	Medium	Lead: Approvals Teams Support: Governance
5.5 Review planning scheme obstacles for new and emerging small businesses	●	●					●		Medium	Medium	Lead: Statutory Planning Support: Governance, Strategic Planning
5.6 Remove sign licence permits	●	●				●			Medium	Medium	Lead: Building Services Support: Governance, Marketing and Communications, Records and Administration
5.7 Review potential to change requirements for temporary building structures approvals for certain events	●	●			●				High	Medium	Lead: Building Services Support: Governance

Rethinking the rules

Action	Resources				Timeframe				Return on investment		Responsibility
	People	Process	Technology	Budget	<3m	<6m	<12m	>12m	Benefit	Effort	Contributors
5.8 Build our customer service/administration capacity	●	●						●	High	High	Lead: Executive Leadership Team (ELT) Support: Human Resources, Customer Service, Building Services, Statutory Planning, Environmental Health, Development Engineering, Compliance
5.9 Develop robust workforce models to support approvals processes	●	●				●			Medium	High	Lead: Director City Development and Sustainability (DCDS) Support: Human Resources, Building Services, Statutory Planning, Environmental Health, Development Engineering, Compliance, Community Engagement, Youth
5.10 Adopt a solution based compliance approach rather than enforcement	●	●				●			High	Medium	Lead: Compliance Support: Customer Service, Approvals Teams
5.11 Trial Council led co-working/shared space	●			●		●			High	Low	Lead: Economic Development and Advocacy, Place Support: XFT-SBC
5.12 Trial Council led parklets and popups	●	●		●			●		Medium	Low	Lead: Place Support: Economic Development and Advocacy, Environmental Health, Engineering
5.13 Integration of Place with Planning, Economic Development and Advocacy	●	●				●			High	Medium	Lead: ELT Support: Place
5.14 Landscape standards for Development Applications (DA)	●	●			●				Low	Medium	Lead: Landscape Architects Support: Administration

