

# SMALL BUSINESS FRIENDLY APPROVALS PROGRAM CITY OF KWINANA IMPLEMENTATION PLAN

## REFORM AREA 1: BETTER INFORMATION

The purpose of the Better Information Reform Area is:

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

Strategy includes seven (13) reforms, which together align with the following:

- **City of Kwinana's Corporate Business Plan 2021-2025 and Strategic Community Plan 2021-2031 specifically:**
  - **Strategic Objective 2.1** – Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities.
  - **Strategic Objective 2.2** – Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services.
  - **Strategic Objective 5.3** - Provide a high standard of customer service with the community as priority.
  - **Strategic Objective 5.4** – Establish a culture of continuous improvement achieving high levels of business excellence.

<b>Reform 1.1</b> Review all communications that interface with small business customers and simplify messaging to make it easier to navigate the approvals process		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Marketing, Customer Service, Economic Development <b>Support:</b> Statutory Planning, Building Services, Environmental Health, Place, City Assist, Development Engineering	
<b>PURPOSE</b>	To provide small businesses customers with clear and concise information	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Invite identified small business owners or Chamber of Commerce representatives to form a user group to 'test' communication strategies. Ensure to include people whose first language is not English.</li> <li>2. Drawing on user group members, review and 'user test' navigation of the City's landing page and associated pages from a small business perspective, to identify communication and navigation improvements.</li> <li>3. Document challenges and delight points to guide website improvements.</li> </ol>	

	<ol style="list-style-type: none"> <li>4. Develop an internal process to regularly report back and allow implementation of website updates.</li> <li>5. Review standard and automated emails and standardised notification letters to ensure language is consistent with customer service goals to enhance the customer experience. Where possible simplify 'regulatory language' to make it easier to understand. Test on user group at set intervals to ensure relevance as process changes are implemented.</li> <li>6. Regularly review the most popular languages used by new residents to the City of Kwinana and ensure translation software is set to 'meaning' over a straight 'reading translation'<sup>1</sup>.</li> <li>7. Review 'on-hold messages' and identify opportunities to promote business support service and encourage people to contact the City if they are thinking of starting or growing their business.</li> <li>8. Review all visual collateral (posters, handouts etc) and reframe if required to reflect new messaging.</li> <li>9. Educate staff and provide 'scripts' to guide officers who may have touchpoints with small businesses, to ensure consistency of information and services.</li> <li>10. Incorporate business focus onto Love My Kwinana website.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Consistent and accessible communications across all platforms and mediums.	
<b>TIMEFRAME</b>	6 months	
<b>DEPENDENCIES</b>	Reforms: 1.5, 1.6	
<b>STRATEGY LINKAGES</b>	<b>Strategic Objectives:</b> 2.1, 2.2, 5.3 and 5.4	

<sup>1</sup> Should the software not be capable to translating for meaning, invite local groups or people who speak that language to translate for meaning

<b>REFORM 1.2: Review and design the website to allow clear and easy navigation to determine and access what approvals are required for specific business types</b>		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Marketing, Customer Service, Information Technology, Economic Development</p> <p><b>Support:</b> Statutory Planning, Building Services, Environmental Health</p>	
<b>PURPOSE</b>	To ensure customers know what is required	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Research other Local Government examples where website navigation for what permits are required are clearly categorised e.g. <a href="https://www.boroondara.vic.gov.au/business/permits-and-registrations-your-business">https://www.boroondara.vic.gov.au/business/permits-and-registrations-your-business</a></li> <li>2. Identify and establish the top six most popular small business applications lodged at the City of Kwinana.</li> <li>3. Group all application forms linked to the identified application process under each of the top six small businesses (e.g. food, beauty, hairdressing, health, warehousing, administration services, real estate).</li> <li>4. Determine all possible fees and charges linked to each business model and clearly indicate the potential 'total' cost (including external agencies) and group with forms under the specific category.</li> <li>5. Review and refine all information for clarity - include info graphics where applicable to visually assist those whose first language is not English.</li> <li>6. Embed information and links to relevant external agencies on relevant pages (i.e., businesses wanting to sell or serve liquor to the Department of Racing, Gaming and Liquor).</li> <li>7. Clearly indicate where applicable, external referrals and potential timelines.</li> <li>8. Test all links on website at regular intervals to identify breakages and improvements.</li> <li>9. Embed metrics to measure navigation at regular intervals to identify improvements and delight points.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Easily navigated and informative website with and informed customer. Personalised experiences. Increased website activity.	
<b>TIMEFRAME</b>	<p>6 months – review and design</p> <p>9 months – implementation</p>	
<b>DEPENDENCIES</b>	Funding and ability of website.	

<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.3 and 5.4	
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<b>REFORM 1.3:</b> Create a series of checklists to ensure small business customers understand what is required to submit high quality and complete applications.		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Statutory Planning, Environmental Health, Building Services, Development Engineering, Compliance <b>Support:</b> Marketing, Customer Service, Economic Development	
<b>PURPOSE</b>	Clarity and complete applications	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. As a starting point identify the 6 most popular and straight forward small business application requests and create approval checklists to assist the small business customer and officers determine that all relevant documentation and information provided for applications is of a high quality and completed when lodged.</li> <li>2. Create an alternative set of checklists and notification points for processes identified for business applications that fall under an 'unspecified use' or are more complex in nature.</li> <li>3. Provide access to the checklists via website, over the counter and email as required.</li> <li>4. Educate staff on the checklists to make them familiar with internal processes and assist small business when required.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Increased quality of applications. Increased number of completed applications. Reduced approval timeframes.	
<b>TIMEFRAME</b>	3 Months	
<b>DEPENDENCIES</b>		
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4	

<b>REFORM 1.4:</b> Keep applicants informed of assessment processes and timeframes. Create and link referral agency information onto the overall application process journey.		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Customer Service, Economic Development and Advocacy</p> <p><b>Support:</b> Statutory Planning, Building Services, Environmental Health, Development Engineering</p>	
<b>PURPOSE</b>	Provide transparency through ongoing communications with the applicant	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify at each application 'tollgate' the relevant officer and method of communication to inform the small business customer of assessment timeframes and progress.</li> <li>2. Create one page information sheets for each referral agency. Include what the agency will be assessing, why, when, what the impacts could be, potential timeframes and any associated fees.</li> <li>3. Include on information sheets, links to relevant referral agencies and contact details.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Applicant confident where their application is at or going.	
<b>TIMELINE</b>	3 months	
<b>DEPENDENCIES</b>		
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4	

<b>REFORM 1.5: Review and amend all application forms to simplify language and remove redundant and unnecessary requests</b>		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> M*A*S*H (SBF XFT) <b>Support:</b> Marketing, Governance	
<b>PURPOSE</b>	Make it easier, focusing on the things that make a difference not just because.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Form a team with representation from relevant departments to review all application forms.</li> <li>2. Team to identify all forms that will potentially be provided to small business customers through the application process.</li> <li>3. Team to 'test' form language on business user group and officers of non-regulatory departments to test for clarity.</li> <li>4. Team to review and amend all application forms with a view to simplify language and offer an explanation where required, what some regulatory terms mean and what is being asked or required to be submitted.</li> <li>5. Where applicable, provide written and visual examples of the quality of documents required (i.e. scaled plans, scans not photos of documents etc.)</li> <li>6. As part of the review process identify and remove requests that are out-dated/no longer relevant.</li> <li>7. Create and disseminate internal communications to inform all staff of the new/updated formats.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Being informed and providing the correct information.	
<b>TIMEFRAME</b>	6 months	
<b>DEPENDENCIES</b>		
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4	

<b>REFORM 1.6:</b> Review and amend all application forms to include information that benefits customers and staff when dealing with small business applications		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Customer Service, Economic Development and Advocacy <b>Support:</b> Statutory Planning, Building Services, Environmental Health, Development Engineering	
<b>PURPOSE</b>	Optimise application forms	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Where applicable, provide the opportunity to include the name, department and contact details of the duty, or assigned officer on all application forms for ease of follow-up.</li> <li>2. Include on all application forms, the intended size of the business via ABS data set frameworks for FTE employees (i.e., non-employing, 1-19, 20-200, 200+) to assist officers identify small business owners.</li> <li>3. Include on all applications forms for home-based business, a question regarding long-term goals and aspirations for business expansion, to identify potential home to shop front opportunities into the future.</li> <li>4. Capture new data in relevant systems to allow the sharing of collected information to different departments for future programming, strategic planning etc.</li> <li>5. Explore the use of Requests in Authority to capture the initial contacts.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Forms capture trackable data. That data is regularly used by officers.	
<b>TIMELINE</b>	Reform 1.5	
<b>DEPENDENCIES</b>		
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4	



<b>REFORM 1.7:</b> Review and update data collection and analysis processes to capture and monitor key small business metrics over time		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Economic Development and Advocacy</p> <p><b>Support:</b> Customer Service</p>	
<b>PURPOSE</b>	<p>To expand and standardise data collection, analysis, and reporting activities, and embed the routine use of data to track key small business metrics over time.</p> <p>To ensure the City has a robust evidence base for operational and strategic decision making.</p>	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Review gaps in small business data (strategy/approach, collection tools and channels, analysis, use and reporting), considering current data and information needs and those required to implement and monitor outcomes and success of small business friendly approvals reforms.</li> <li>2. Update data collection, analysis, use and reporting policies and procedures to address identified gaps, ensuring that where possible data is aligned to ABS data sets (e.g. business size, industry) to allow for comparative analyses.</li> <li>3. Embed updated data strategy/approach in Corporate Business Plan, with a plan for regular review.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Routine, standardised data collection, analysis and reporting embedded as a part of BAU within the City, incorporated into the Corporate Business Plan, used to inform small business-related initiatives, strategy and planning and underpinned by approved process/es and policy/ies.	
<b>TIMELINE</b>	6 months	
<b>DEPENDENCIES</b>	Reform 1.5 and 1.6	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4	

<b>REFORM 1.8:</b> Design and implement a procure-local plan (City of Kwinana) focused on small business		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Contracts</p> <p><b>Support:</b> Corporate Services, Finance, Economic Development and Advocacy, Legal, Marketing</p>	
<b>PURPOSE</b>	<p>To support the growth and prosperity of local small businesses through increased local procurement by the City at small local businesses.</p> <p>To demonstrate commitment to achieving community aspirations and showcase the City's understanding, empathy and support for local small businesses.</p>	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Review 'buy local' section of current City of Kwinana procurement policy and amend to clearly articulate objectives, goals and formal commitment to buying goods and services from local suppliers.</li> <li>2. Draft any guidelines and process documentation required to enable City employees to implement Buy Local policy.</li> <li>3. Implement amended Buy Local policy.</li> <li>4. Design and implement communications to promote the City's commitment to local buying local and educating local small businesses on how to become a supplier to the City.</li> <li>5. Identify opportunities to create good news stories of City procurement and community purchasing from local small businesses.</li> <li>6. Create good news story content and share on the City website and social media channels.</li> <li>7. Create a handout/listing of local suppliers/consultants that are required as part of the approval process. To include a clause framed by legal services to promote the provision of local businesses – noting by offering contact details of local businesses is not a recommendation.</li> </ol>	

<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>An approved, publicised and implemented Buy Local plan, with accompanying guidelines and processes, known and adhered to by City employees and delivering on set small business procurement target/s.</p> <p>A suite of good news stories featuring local small businesses, housed on the City website and shared on the City's social media channels.</p>	
<b>TIMEFRAME</b>	6-12 months	
<b>DEPENDENCIES</b>		
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.3 and 5.4	

<b>REFORM 1.9:</b> Introduce information sharing across the organisation to break down department silos, to assist in problem solving application challenges and promote the establishment and growth of small businesses		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development <b>Support:</b> DAU	
<b>PURPOSE</b>	<p>To build on learnings of human-centred design thinking and use it to break down departmental silos and embed cross organisational information sharing.</p> <p>Engage officers across the organisation, creating awareness of Kwinana's small business landscape and assist in problem-solving applications for non-specified use and complex applications.</p> <p>To provide all members of the organisation the ability to contribute to streamlining application processes.</p>	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Create a mechanism for regular updates and promotion of small business applications, challenges, new and established businesses and the celebration of businesses that have grown and expanded. E.g briefings at staff meetings, CEO/internal newsletters, lunch and learn sessions, 'think tank' sessions, whereby interested officers are led through a journey mapping process to identify pain points and develop solutions collectively.</li> <li>2. Ensure feedback is documented and where implemented, problem solving recognised and celebrated across the organisation.</li> <li>3. Showcase a local business every month via internal communications to assist in officers 'getting to know' and support small business. Based on personal profiles/stories etc to embed a human element into the local business landscape.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Being solution focused and reducing timeframes	

<b>TIMELINE</b>	2 months	
<b>DEPENDENCIES</b>		
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.3 and 5.4	

<b>REFORM 1.10:</b> Redesign the reception area and support technology to provide private spaces for face-to-face meetings and personalised assistance with application forms		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Customer Service, Information Technology, Assets <b>Support:</b> Finance, Governance	
<b>PURPOSE</b>	Create an inviting and safe space for discreet conversations	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Create a cross organisational reference group to discuss front counter touchpoints, different uses of space and technology.</li> <li>2. Include reference points for mobility issues, people living with a disability, those whose first language is not English and explore the needs of different demographics (i.e., people with children).</li> <li>3. Develop a concise design brief.</li> <li>4. Procure the design.</li> <li>5. Commence works.</li> <li>6. Provide information across the organisation, and training where applicable for staff using the new facilities.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Enhanced customer experience	
<b>TIMELINE</b>	2 years	
<b>DEPENDENCIES</b>	Admin refurbishment, budget, CEO	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4	

<b>REFORM 1.11:</b> Include on the application process mapping, the trigger for external referrals and anticipated timeframes. Develop specific information sheets to explain the assessments undertaken beyond local government requirements		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Administration Planning, Environmental Health, Building Services, Development Engineering <b>Support:</b> Department Officers	
<b>PURPOSE</b>	Transparency of the process	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Review current application process and identify those that require external referrals.</li> <li>2. Identify anticipated timeframes and potential fees/charges.</li> <li>3. Develop information sheets to explain the reason for the external referral and potential impacts on the approval process dependant on the referral process.</li> <li>4. Feed information into the team responsible for process mapping coordination.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Customers who know what's happening, when and why	
<b>TIMELINE</b>	2 months	
<b>DEPENDENCIES</b>	External agency responses	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4	

<b>REFORM 1.12:</b> Promote the Small Business Approvals Programs on the City website and across social media channels so small businesses are aware they are a priority and the City is actively working to improve outcomes		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> MASH <b>Support:</b> Marketing, Economic Development and Advocacy	
<b>PURPOSE</b>	To be actively promoting the improvements and the ways which we are 'thinking'	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Develop communications strategy to promote the small business approvals program.</li> <li>2. Embed a timeframe for regular promotions to keep the business community informed of key milestones and ongoing improvements.</li> <li>3. Incorporate a mechanism to invite feedback and capture positive testimonials to feed back into staff notifications and formal corporate reporting.</li> <li>4. Love my Kwinana platform, Officer updated.</li> <li>5. Promoting internally the benefits of an engagement hub.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Awareness in the business community and increased contact in use of services.	
<b>TIMELINE</b>	6 months	
<b>DEPENDENCIES</b>	Capacity and capability to regularly update the website. Access to engagement hub.	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.3 and 5.4	



<b>REFORM 1.13:</b> Produce a series of short videos and blogs to welcome small businesses to Kwinana, promote the business support service and to share the journey of other small businesses in Kwinana		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy <b>Support:</b> Place, Marketing	
<b>PURPOSE</b>	To Link small businesses into what is available	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Through the approvals process and business support service, identify new and existing businesses for promotion.</li> <li>2. Strengthen customer relations to capture personal stories to enrich promotional content.</li> <li>3. Plan, market and promote positive stories across the business and general community.</li> <li>4. Create a process to capture and promote existing businesses wishing to take advantage of the promotional platform.</li> <li>5. Develop a mechanism to assist a small business to share stories and extend reach through Kwinana business networks (i.e. printed / laminated cheat sheet hashtags and handles etc) to encourage sharing of all Kwinana business content.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>Increased number of businesses engaging with the City's services.</p> <p>Kwinana seen more than the industrial and manufacturing area for WA, but also renowned for its small business activity.</p>	
<b>TIMELINE</b>	3 Months	
<b>DEPENDENCIES</b>		
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.3 and 5.4	

## REFORM AREA 2: BUSINESS SUPPORT SERVICE

The purpose of the Business Support Service Reform Area is to:

*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.*

People includes fourteen (14) reforms, which together align with the following:

- **City of Kwinana’s Corporate Business Plan 2021-2025 and Strategic Community Plan 2021-2031 specifically:**
  - **Strategic Objective 2.1** – Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities.
  - **Strategic Objective 2.2** – Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services.
  - **Strategic Objective 5.1** – Model accountable and ethical governance, strengthening trust with community.
  - **Strategic Objective 5.2** – Develop strong community engagement through strong partnerships with the community.
  - **Strategic Objective 5.3** – Provide a high standard of customer service with the community as priority.
  - **Strategic Objective 5.4** – Establish a culture of continuous improvement achieving high levels of business excellence.

<b>REFORM 2.1:</b> Establish a dedicated business engagement team (the Business Support Service), responsible and accountable for guiding and supporting small business application processes		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Cross functional team (XFT Team – DAU)</p> <p><b>Support:</b> As required from specific departments</p>	
<b>PURPOSE</b>	A team approach to review business applications and manage streamlined approval pathways for straight forward applications and problem solve unspecified use and more complex applications collectively.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Use the DAU meeting structure to review business applications.</li> <li>2. Review and amend where required, terms of reference for the team to include the business review process.</li> <li>3. Based on agenda advice, extend invitations to relevant officers to attend and contribute to business application discussions.</li> <li>4. Include in the agenda, an opportunity for businesses wishing</li> </ol>	

	<p>to start or grow their business to attend the meeting to discuss their business model and long-term vision to determine the best application pathway.</p> <ol style="list-style-type: none"> <li>5. Officers receiving requests to coordinate business attendance and offer support through the process.</li> <li>6. Create a process for follow-up with attending business people to assist in guiding them through the application process and to advise of progress or requirement of further information, if applicable.</li> <li>7. Include on regular meeting agendas a review of small business applications to identify roadblocks, bottlenecks and improvements to assist in ongoing refinement of the application and internal communication process.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Applicants taking advantage of the services. Customer satisfaction. Encouraging complete and high-quality applications in the first instance.	
<b>TIMELINE</b>	3 months	
<b>DEPENDENCIES</b>	Officer time to dedicate to another group	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.1, 5.2, 5.3 & 5.4	

<b>REFORM 2.2:</b> Create a coordinated officer hub (a team of case managers) to act as the liaison point for initial small business enquires and to act as the 'conduit' through the approvals process		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy <b>Support:</b> Place	
<b>PURPOSE</b>	To improve small business customer experience through personalised communications aligned to customers' needs and preferences.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Form a dedicated small team that can work together to act as a point of contact for small business customers.</li> <li>2. Create a dedicated email that is shared and accessed across the team and provide a contact phone number for a centralised point for the team (i.e admin/support person).</li> <li>3. Embed on the website and on all internal communications the dedicated email and contact number for a point of contact.</li> <li>4. Implement an internal mechanism for information sharing on a weekly basis to brief the team on any queries so there is cross pollination of information across the team to assist in ongoing customer support throughout the application process.</li> <li>5. Educate the organisation on the role of the team and contact details.</li> <li>6. Provide information on Knowledge Base.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Business has a point of contact.	
<b>TIMELINE</b>	6 months	
<b>DEPENDENCIES</b>	Capacity of officers to deliver various actions	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4	



<b>REFORM 2.3:</b> Commit officer resourcing that allows start-up site visits or a dedicated in-office session following the first point of contact		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy <b>Support:</b> Place	
<b>PURPOSE</b>	To utilise support from the Place team to introduce a personalised introductory service for small business customers	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Ensure vehicle access for staff doing on-site visits.</li> <li>2. Include budget allocations for travel expenses if staff use their own vehicles outside of hours.</li> <li>3. Develop an internal process to document and share information from first point of contact with team.</li> <li>4. Create a mechanism for follow-up contact.</li> <li>5. Share information with DAU team if it is anticipated that an application may be forthcoming, to assist in preparing for any impending complexities.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Working cross functionally across the organisation.	
<b>TIMELINE</b>	3 months	
<b>DEPENDENCIES</b>	2.2, CRM implementation	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4	

<b>REFORM 2.4:</b> Invest in a comprehensive Customer Relations Management (CRM) system to allow officers to input and refer to when interfacing with small business customers		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Customer Service <b>Support:</b> Information Technology	
<b>PURPOSE</b>	To provide a consistent and engaged customer experience.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Investigate existing business models.</li> <li>2. Visit City of Bunbury</li> <li>3. Staff training</li> <li>4. Develop Business Case</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Meaningful customer service reporting at operational and strategic levels, such as key response and customer satisfaction metrics to customers – make them visible, along with action plans for improvements.	
<b>TIMELINE</b>	12 months	
<b>DEPENDENCIES</b>	System capabilities, Budget, officer resources	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4	

<b>REFORM 2.5:</b> Develop outreach programs at identified small business hub locations to encourage open dialogue with the community members considering starting a small business		<b>Timeframe</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy <b>Support:</b> Place, CRC, Events/Bookings	
<b>PURPOSE</b>	Having officers in place to be more accessible on occasion.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify hub locations with high traffic and good accessibility.</li> <li>2. Negotiate costs and develop budget to include resourcing, site bookings, equipment/tech hire, marketing collateral etc.</li> <li>3. Develop an engagement strategy and marketing plan to maximise officer time and attendance.</li> <li>4. Develop and promote an appointment calendar if appropriate and allocate officers for confirmed appointments.</li> <li>5. Coordinate officer resources to meet general enquiries/walk ups and confirmed appointments.</li> <li>6. Develop mechanisms to capture relevant data, information, and queries.</li> <li>7. Plan a process to follow-up queries and provide additional information/book a formal appointment.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Officers working in place occasions to engage with the community on their needs. People able to perform city business on location – dog registrations, planning application lodgements, meet councillors and council officers.	
<b>TIMELINE</b>	3 months	
<b>DEPENDENCIES</b>	Exec buy in, IT at locations, Marketing	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.1 & 5.2	



<b>REFORM 2.5:</b> Create a process that allows officers to capture and access preferred communication streams based on individual needs (e.g. face to face, email, letter, phone, SMS)		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Customer Service <b>Support:</b> Development Teams	
<b>PURPOSE</b>	To improve small business customer experience through personalised communications aligned to customers' needs and preferences.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify and establish a simple process to begin collecting small business customers' communication needs and preferences as part of their routine engagements (e.g., adding a field to forms and/or customer database to add fields, or incorporating questions in Business Support engagements).</li> <li>2. Identify and implement a standardised approach to ensure information small businesses provide is recorded and accessible to City employees when needed (e.g input into CRM system).</li> <li>3. Act on small business customer's communication needs and preferences.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	A standardised process to collecting, recording and acting on small business customers' communications needs and preferences.	
<b>TIMELINE</b>	3 months	
<b>DEPENDENCIES</b>	Feedback from small business. Staff are aware of the reform and access information.	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4	

<b>REFORM 2.6:</b> Identify and develop relationships with business ‘partners’ to support and encourage small business to establish and grow. Including public and private sector partnerships (i.e SBDC, local real estate agents and developers)		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy <b>Support:</b> Place	
<b>PURPOSE</b>	To support small business in developing sustainable business models, options for growth and to ensure premises are fit for purpose and align with the City’s community and corporate vision.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify and establish key partnership opportunities.</li> <li>2. Define specific partnership outcomes based on local small business needs and City visions.</li> <li>3. Develop strategies for engagement to maximise proposed partnership outcomes (meetings, workshops, information sessions etc)</li> <li>4. Identify internal and external stakeholders as per the needs analysis (e.g. what officers would be involved in discussions with SBDC to offer a point of contact, or to assist with business planning, business advice, joint presentations/workshops with City, mentoring programs, speciality advice i.e. leasing).</li> <li>5. Arrange meetings with specific partners to discuss small business needs and growth opportunities within the City. Noting to create win/win opportunities with private sector partners e.g. professional development workshops that share the Small Business Approvals Program, its vision and benefits.</li> <li>6. Promote partnership programs through a dedicated marketing and promotions strategy, with a focus to improve opportunities and benefits for small business growth.</li> <li>7. Embed feedback mechanisms to measure and report on increased awareness, opportunities, and benefits to the small business community.</li> </ol>	

	Programmed engagement. Better informed community	
<b>TIMELINE</b>	6 months	
<b>DEPENDENCIES</b>	Availability of participants	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.2, 5.3 & 5.4	

<b>REFORM 2.7:</b> Develop and implement a marketing and educational campaign promoting the business support service for start-up and established small business e.g. <i>“we’re open to discuss your small business”</i> and a complementary campaign to <i>‘share your business vision’</i> to capture and support business growth		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy <b>Support:</b> Place, marketing, MASH	
<b>PURPOSE</b>	To provide officers acting as the first point of contact with a cohesive suite of education and upskilling resources and opportunities that enables them to deliver on the City’s new and evolving small business reforms and initiatives confidently and effectively.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. First point of contact officers to meet with the SBDC to fully understand the services that can be provided to small businesses.</li> <li>2. Meeting agenda to include; workshop series bespoke to the City of Kwinana’s business needs, potential mentoring programs, masterclasses, one on one sessions on site at the City (appointment based) etc.</li> <li>3. Develop an internal workflow and checklist that promotes a consistent approach when dealing with first point of contact/frontline officers.</li> <li>4. Checklist to include details relevant to ‘business support and DAU team’ (if applications are anticipated to be forthcoming) and to identify if small business needs connection with SBDC as an initial start. e.g. business planning. Checklist to also include anticipated business size in relation to ABS data sets and future visions and growth.</li> <li>5. Develop mechanisms to capture information collected at initial meeting for ongoing referral and follow-ups.</li> <li>6. In conjunction with the marketing team, develop and implement a campaign to encourage those thinking of starting a business, or those in business wanting to grow, to get in contact with the City.</li> </ol>	

	<ol style="list-style-type: none"> <li>7. From initial contact meetings, identify 'clusters' of small business needs to refine partnership programs with providers.</li> <li>8. Based on business intelligence, develop and implement a calendar of education sessions tailored to the needs of small businesses in Kwinana.</li> <li>9. In addition to captured contacts, extend audience reach by promoting the calendar of events through a dedicated campaign and gain support from business partners e.g. Chamber of Commerce, Property owners etc.</li> <li>10. Use attendance at sessions to gain feedback for ongoing program delivery and to expand business community contacts.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Greater awareness of the City's role as a facilitator. Assisting businesses to grow in Place	
<b>TIMELINE</b>	12 months	
<b>DEPENDENCIES</b>	Officer resources.	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.2, 5.3 & 5.4	

<b>REFORM 2.8:</b> Create an area work team to meet prospective or established small business owners on site as required, to discuss, guide and identify up-front any issues linked to application requirements		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy, Place <b>Support:</b> Approval Departments	
<b>PURPOSE</b>	To provide an opportunity to officers across departments to meet on site with the small business owner to review premise and or property and provide feedback on the best way forward to meet regulatory requirements.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify and commit to a dedicated 'work team', with representation from officers across relevant departments (i.e. planning, building, health).</li> <li>2. On site meetings coordinated by ED/Place following first point of contact.</li> <li>3. As a follow-up, ED/Place to check in with applicant and guide them if required, to the relevant application information and forms.</li> <li>4. ED/Place to act as the point of contact and to support through the DAU meeting process if application needs further guidance.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Applicant if fully informed and officers are aware of potential application submission. If unspecified use is flagged, both the applicant and officers are aware early in the process of potential challenges.	
<b>TIMELINE</b>	6 months	
<b>DEPENDENCIES</b>	Officer resources	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.2, 5.3 & 5.4	

<b>REFORM 2.9:</b> Develop and roll out an education package for City of Kwinana employees that empowers them to be more customer aware and understand that small businesses are our customers – upskill champions.		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> MASH <b>Support:</b> ELT	
<b>PURPOSE</b>	To support staff in becoming more small business aware.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify staff touchpoints for education e.g. organisational staff meetings, team meetings, staff newsletters, lunch and learn sessions etc.</li> <li>2. In conjunction with marketing, develop a series of business cases and small business journeys to promote a personal aspect to small business and share the stories of the people behind the business and the challenges they experience to promote empathy and awareness.</li> <li>3. Develop and promote the small business friendly approach to embed consistency throughout the organisation and promote the business support program.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Staff across the organisation are aware of the program and City’s business support program and can confidently identify and assist small business customers with consistent and supportive messaging.	
<b>TIMELINE</b>	6 months	
<b>DEPENDENCIES</b>	Officer resources	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.1, 5.2, 5.3 & 5.4	

<b>REFORM 2.10:</b> Standardise how the City of Kwinana deals with applicants and provide training to all officers who are dealing with small business to reduce inconsistencies.		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> MASH <b>Support:</b> Customer Service	
<b>PURPOSE</b>	To support staff in providing quality customer experiences (as opposed to customer service)	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify officer roles across departments that have contact with small business customers.</li> <li>2. Develop a training package that is designed specifically for interactions with small business customers and create a 'script' and cheat sheet that allows officers to deliver consistent messaging and support to small business customers.</li> <li>3. HR to deliver training to relevant officers to embed and enforce the cultural approach to small business customer experience.</li> <li>4. Embed the City staff value 'why not yes?' and incorporate into our hiring practices for approval-based positions</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Applicants are provided with the same information across the organisation and confusion is minimised. "Officer shopping" is reduced and efficiencies within department hubs are increased.	
<b>TIMELINE</b>	6 months	
<b>DEPENDENCIES</b>	Officer resources, ELT buy in	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4	



<b>REFORM 2.11: Redesign website content and social media channels to directly target small businesses.</b>		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> MASH <b>Support:</b> Marketing	
<b>PURPOSE</b>	Embed the business support service on digital platforms	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify digital platforms that will attract a small business audience.</li> <li>2. Develop a strategy that provides consistent and strong messaging that directly targets small business.</li> <li>3. Drive and track traffic from social media platforms to the newly designed website.</li> <li>4. Measure traffic touchpoints from social media and subsequent website navigation, to identify and build small business profiles and potential business growth within specific sectors.</li> <li>5. Request monthly reports against social media schedules.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Customer friendly and accessible website. Increased traffic.	
<b>TIMELINE</b>	12 months	
<b>DEPENDENCIES</b>	CMS capabilities	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4	

<b>REFORM 2.12:</b> Provide clear and realistic timeline frameworks for approvals based on specific business models and regulatory needs		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> MASH <b>Support:</b> Approval Departments	
<b>PURPOSE</b>	To identify and inform applicants of realistic timeframes.	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Measure reporting on current practise</li> <li>2. DAU to discuss and identify average timeframes for internal processes and external referrals.</li> <li>3. Team to disseminate information to relevant officers for inclusion in education packages, application forms, website etc.</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Applicants are well informed of realistic timeframes and potential issues that may case assessment extension.	
<b>TIMELINE</b>	6 months	
<b>DEPENDENCIES</b>	Officer resources	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4	

<b>REFORM 2.13:</b> Develop and implement a personalised marketing strategy to promote the people behind Kwinana's small businesses and to enhance and encourage locals to 'buy local/shop local'		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy <b>Support:</b> Place, Marketing	
<b>PURPOSE</b>	To create greater awareness of small businesses operating in Kwinana	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Review communication mediums</li> <li>2. Develop communications plan</li> <li>3. Investigate consultants</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Great reach and awareness. Locals engaging with local small businesses.	
<b>TIMELINE</b>	BAU	
<b>DEPENDENCIES</b>	Marketing, Budget,	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.2, 5.3 & 5.4	

<b>REFORM 2.14:</b> Regularly capture feedback and data from customers to ensure ongoing continuous improvement		<b>TIMEFRAME</b>
<b>RESPONSIBLE</b>	<b>Lead:</b> Customer Service <b>Support:</b> MASH	
<b>PURPOSE</b>	Measure our success in being small business friendly	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Determined required data and feedback.</li> <li>2. Develop surveys</li> <li>3. Develop KPI's</li> <li>4. Develop Strategy</li> <li>5. Integrate "RATEIT" app to the Small Business Approval Process</li> </ol>	
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Regular reporting and ability to measure success.	
<b>TIMELINE</b>	12 months	
<b>DEPENDENCIES</b>	Marketing, Budget, officer resources	
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4	

## REFORM AREA 3: AUTOMATED / FAST TRACKED APPROVALS FOR SELECTED APPLICATIONS

The purpose of the Process Reform Area is to:

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

Process includes five (5) reforms, which together align with the following:

- **City of Kwinana’s Corporate Business Plan 2021-2025 and the Strategic Community Plan 2021 to 2031, specifically:**
  - **Strategic Objective 2.1** - Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities.
  - **Strategic Objective 2.2** - Create strong regional connections that will improve the ability for residents to access jobs, training and goods and service.
  - **Strategic Objective 5.1** – Model accountable and ethical governance, strengthening trust with community.
  - **Strategic Objective 5.2** – Develop strong community engagement through strong partnerships with the community.
  - **Strategic Objective 5.3** - Provide a high standard of customer service with the community as priority.
  - **Strategic Objective 5.4** - Establish a culture of continuous improvement achieving high levels of business excellence.

<b>REFORM 3.1</b> Online lodgement for all applications (city-wide) <ul style="list-style-type: none"> <li>▪ Short term solutions</li> <li>▪ Long term – investigate business systems capabilities and integration abilities (property + person)</li> </ul>	
<b>RESPONSIBLE</b>	<b>Lead:</b> Statutory Planning, Building Services, Environmental Health <b>Support:</b> Information Technology, Marketing, Events/Bookings, Administration for each team, Customer Service
<b>PURPOSE</b>	To help small businesses lodge easily at their convenience and expedite administration processes.
<b>TASKS</b>	<b>SHORT TERM</b> <ol style="list-style-type: none"> <li>1. Review existing online lodgement portal and determine existing issues, including but not limited to:             <ul style="list-style-type: none"> <li>• fix issues with crashing during process</li> <li>• allow to save as you go and return later</li> <li>• and allow larger document submission</li> </ul> </li> <li>2. Review and update existing processes for accepting applications (once lodged where do they go?) – update Promapps</li> <li>3. Refine existing capabilities and repair integration issues with Authority</li> <li>4. Meet with IT to discuss integration issues and see if online tracking for customers can be reinstated in a better format</li> <li>5. Expand what applications can be added to Building and Planning</li> <li>6. Bring in Health applications</li> <li>7. Investigate if any other teams will have use for service i.e. Engineering, Bookings, Customer Service</li> </ol>

	<ol style="list-style-type: none"> <li>8. Internal education/marketing</li> <li>9. External marketing – tell people about it/make easy to find on website</li> </ol> <p>LONG TERM</p> <ol style="list-style-type: none"> <li>1. Engage with internal users</li> <li>2. Prepare a “wish-list” for Tech One functionality and integration with online lodgement i.e. - <ul style="list-style-type: none"> <li>• Timeline and transparent information:</li> <li>• Automated notifications of progress via email.</li> <li>• Linked to single CRM/case.</li> <li>• Set customer and officer expiry reminders, which can be in the form of an extended workflow.</li> <li>• Ability for customers to link new applications with existing (i.e. variation to existing approval or previous application)</li> </ul> </li> <li>3. Speak with other organisations who use Tech One and online lodgement – what can it do, where have their stumbling blocks been?</li> <li>4. Meet with Tech One and internal project team ahead of commencement of project – what do we need to have ready to ensure seamless transition?</li> <li>5. Strongly advocate for a trial period to be built into the project for roll out.</li> <li>6. Recommend which key users should be part of project team.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>Forms that work</p> <p>Happy customers</p> <p>Most applications lodged online (90%)</p>
<b>TIMELINE</b>	<p>Short term – 3-6months</p> <p>Long term - 18 months to 2 years</p>
<b>DEPENDENCIES</b>	<p>Long term - Tech One implementation timeframes, key staff able to allocate time to project</p> <p>Short term – internal IT and Marketing resources or a consultant to assist</p>
<b>STRATEGY LINKAGES</b>	<p>Strategic Objectives 5.3 &amp; 5.4</p>

<b>REFORM 3.2 Low risk fast track approvals (e.g. development and events)</b>	
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Statutory Planning Coordinator, Environmental Health Coordinator, Building Surveyor</p> <p><b>Support:</b> Subordinates, Customer Service, Compliance, Marketing</p>
<b>PURPOSE</b>	Focus officer time on approvals that are greater consideration
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Define what low risk is <ul style="list-style-type: none"> <li>- convene DAU and brainstorm</li> <li>- coordinators to lead and progress</li> <li>- Initially have as an internal process</li> </ul> </li> <li>2. Create documents and framework <ul style="list-style-type: none"> <li>• Produce checklists</li> <li>• Define actions, assign actionees and set timeframe</li> <li>• Identify resourcing requirements</li> <li>• Consider delegations for Officers – low risk</li> <li>• Define if this process is to be conducted in person or online.</li> <li>• Build in referrals to other approvals where applicable</li> <li>• Develop follow-up/compliance/inspection procedure</li> <li>• Define process timeframe</li> <li>• Obtain legal input</li> <li>• Establish if a probationary period is required for low risk approvals</li> <li>• Define management process and how to progress as this may require Director sign-off.</li> </ul> </li> <li>3. Training teams and customer service</li> <li>4. Trial system – test the system online before expansion.</li> <li>5. Measure and report – define timeframes and identify further low risk items for permanent exemption.</li> <li>6. If successful, turn into an external facing application type for customers and consider which uses or works might be suitable to be exempt from needing approval</li> <li>7. Market system – link in with Economic Development and Place to inform businesses of the initiative. Also utilise the website and front counter for promotion.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>Quick turnaround for businesses</p> <p>Reduced officer time on low value work and create greater efficiency</p> <p>Increase exemptions</p> <p>Officers empowered to make decisions</p>
<b>TIMELINE</b>	12 months to ongoing
<b>DEPENDENCIES</b>	<p>Legal confirmation</p> <p>Officer time</p>

<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4
<b>REFORM 3.3</b> Have ongoing resourcing and training to be able to update software (e.g. Tech One) inhouse.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Executive and CEO <b>Support:</b> Information Technology, SMT
<b>PURPOSE</b>	Avoid delays when trying to further innovate and refine our workflows and reporting.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Capability map with IT team (and admin staff?) and see where gaps/opportunities are with skillset.</li> <li>2. Ensure each business team has well documented process workflows (including workflow links to other internal and/or external departments) i.e. Promapps.</li> <li>3. On site assistance/training to be available to support officers with their workflows management.</li> <li>4. Adjustments to reporting and data collection can be managed with efficiency (either by trained user or in-house support).</li> <li>5. Ensure all new and existing software is considered.</li> <li>6. Review procurement processes and policies for IT systems to ensure this is considered at beginning.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>Increase in competency regarding software usage.</p> <p>Improved management and reporting of data.</p> <p>Cross organisation attitude of continuous improvement</p> <p>System evolves rapidly to the needs of the users – User driven changes.</p>
<b>TIMELINE</b>	Now – ongoing (By Tech One)
<b>DEPENDENCIES</b>	Exec support Budget?
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4



<b>REFORM 3.4</b> Single trading permit across multiple local governments in the same region.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Environmental Health <b>Support:</b> CEO, Executives, Council
<b>PURPOSE</b>	To eliminate repetitive applications and the associated paperwork required and to encourage businesses to maximise their trading opportunities.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Meet with Simplified Trading Partnership Permit team.</li> <li>2. Review existing workflows required in the city, and check for alignment against other LGOs.</li> <li>3. Sign up to existing agreement or start own agreement if not accepted.</li> <li>4. Update forms and website.</li> <li>5. Internal staff training/education.</li> <li>6. Lobby other local governments to sign up to agreement.</li> <li>7. Marketing plan to engage with local businesses.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Small businesses thrives, encourage more local (and external to the city's) businesses to trade in markets. City of Kwinana is an area of unlimited opportunities and is the preferred place for market stall holders to trade.
<b>TIMELINE</b>	3-6 months
<b>DEPENDENCIES</b>	Existing team accepting the City in.
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.1, 5.2, 5.3 & 5.4

<b>REFORM 3.5</b> Review process for local food businesses to automatically be assigned a trading permit when they have an existing food registration with the City of Kwinana.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Environmental Health <b>Support:</b> Marketing, Finance, Council
<b>PURPOSE</b>	To reduce paperwork and fees for food businesses.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Update fees and charges (OCM report).</li> <li>2. Discuss with Governance and ensure approach is legally sound.</li> <li>3. Update forms.</li> <li>4. Update internal processes (Promapps).</li> <li>5. Direct marketing as part of renewals process.</li> <li>6. Website updates to include new forms.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	More local businesses participating in our events and designated trading areas.
<b>TIMELINE</b>	July 2021
<b>DEPENDENCIES</b>	Council adoption of fees and charges. Governance clearance of approach.
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.1, 5.2, 5.3 & 5.4

## REFORM AREA 4: STREAMLINE PROCESSES TO IMPROVE THE CUSTOMER EXPERIENCE

The purpose of the Streamline Processes Reform Area is to:

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

This reform includes eight (8) reforms, which together align with the following:

- **City of Kwinana’s Community/Corporate Plan, specifically:**
  - **Strategic Objective 5.3** – Provide a high standard of customer service with the community as priority.
  - **Strategic Objective 5.4** – Establish a culture of continuous improvement achieving high levels of business excellence.

REFORM 4.1 Online questionnaire for small businesses	
<b>RESPONSIBLE</b>	<p><b>Lead:</b> XFT – Small Business Support Unit</p> <p><b>Support:</b> IT, Statutory Planning, Building Services, Environmental Health, Events Bookings, Marketing, Business Concierge, Economic Development and Advocacy</p>
<b>PURPOSE</b>	Interactive, online self-help service
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Determine scope.               <ul style="list-style-type: none"> <li>- Which approvals affect small businesses.</li> <li>- What small business types are there (to better define group information).</li> <li>- Extent of information (keep it simple!)</li> </ul> </li> <li>2. Research which LGOs have existing good examples and how they developed their system.</li> <li>3. Determine what information is required from each business unit.               <ul style="list-style-type: none"> <li>- XFT, using DAU as feedback</li> <li>- Liaise with marketing to help remove jargon from questions.</li> <li>- Gather correct forms etc.</li> <li>- Links to external agencies (which might be helpful)</li> </ul> </li> <li>4. Develop online questionnaire questions.               <ul style="list-style-type: none"> <li>- What type of business are you</li> <li>- Where, who, the details...</li> <li>- Question path (answer leads to another set of questions).</li> <li>- List of forms</li> <li>- Provide contact list (contact numbers, request for contact to call back).</li> </ul> </li> <li>5. Create IT/website form.</li> <li>6. Test               <ul style="list-style-type: none"> <li>- Internally with non-regulations teams for sense-check.</li> <li>- Externally</li> </ul> </li> <li>7. Go live</li> </ol>

	8. Market to businesses and public.
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Strategic Objectives 5.3 and 5.4
<b>TIMELINE</b>	18 months
<b>DEPENDENCIES</b>	Budget IT and marketing staffing Time for other officers dedicated to the project.
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 & 5.4

<b>REFORM 4.2</b> Explore temporary/trial short term planning approvals	
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Statutory Planning</p> <p><b>Support:</b> Building Services, Environmental Health, Statutory Planning, Marketing, Economic Development and Advocacy</p>
<b>PURPOSE</b>	Create opportunities, for new/different/out of the box usage.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Create a local planning policy for extended temporary works/use for small businesses pop-ups/trials (i.e. no approval for 3 months). <ul style="list-style-type: none"> <li>• Liaise with building to determine what doesn't need a permit.</li> <li>• Liaise with health to see what are simple approvals.</li> <li>• Review data to see what are common basic DA's for small business.</li> <li>• Consider process for expiry of temporary period – reminders/compliance procedure.</li> </ul> </li> <li>2. Liaise with planning director</li> <li>3. Prepare Council report</li> <li>4. Get policy adopted by Council</li> <li>5. Update website</li> <li>6. Market to small business.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>Quick start up for new businesses. Easy expansion.</p> <p>Less officer time spent on DA's that are low value.</p> <p>Opportunity for businesses to trial activation etc without delay of planning.</p>
<b>TIMELINE</b>	6 months
<b>DEPENDENCIES</b>	<p>Council adoption/buy in</p> <p>Planning team resources</p>
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 4.3</b> Establish relationships with external agencies	
<b>RESPONSIBLE</b>	<b>Lead:</b> Statutory Planning <b>Support:</b> Environmental Health
<b>PURPOSE</b>	Reduce obstructions from external bodies and provide useful advice to customers.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Review existing referral procedures and contacts.</li> <li>2. Obtain feedback from internal teams about how our referrals with external agencies are going.</li> <li>3. Establish MOU and/or working relationship (contact details) with external agencies for standardised interpretations and reduced referrals. <ul style="list-style-type: none"> <li>• DWER</li> <li>• Department of Health</li> <li>• Main Roads WA</li> <li>• DFES</li> <li>• DPIRD</li> <li>• DBCA</li> </ul> </li> <li>4. Review process maps and workflows.</li> <li>5. Monitor external approval timeframes.</li> <li>6. Eliminating the need for referrals of low risk applications by setting standard conditions.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Provide response and approvals in timely and effective manner. Avoid unnecessary delays.
<b>TIMELINE</b>	12+ months
<b>DEPENDENCIES</b>	Government departments being open to discussion.
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 4.4 Customer Relationship Management (CRM)</b>	
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Customer Experience Coordinator</p> <p><b>Support:</b> Information Technology, entire organisation (starting with Executives, SMT, OMT etc)</p>
<b>PURPOSE</b>	<p>To improve internal workflow and communications</p> <p>To have an effective workplace</p> <p>To understand and track the customers experience with the City</p>
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Develop detailed project plan and baseline.</li> <li>2. Investigate customer relationship management (CRM) tool and find the best option for Kwinana.</li> <li>3. Establish budget and IT resources required.</li> <li>4. Buy-in process for each department – educate teams of the benefits and how to use it. Involve all centres.</li> <li>5. Populate system/integration of information into the system, including Tech One.</li> <li>6. Trial and education (internal marketing).</li> <li>7. Create workflow and process map.</li> <li>8. Implement system.</li> <li>9. Review and measure (ongoing).</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>Well utilised by officers.</p> <p>Implementation!</p> <p>Officers informed in their interactions with customers</p> <p>Customer feels valued and listened to (personalised service) – i.e. everyone can help.</p> <p>Increase in customer satisfaction survey.</p>
<b>TIMELINE</b>	12 months +
<b>DEPENDENCIES</b>	<p>Budget, officers buy-in</p> <p>Financial sustainability.</p>
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 4.5</b> Knowledge Base for internal customers to make information easier to access.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Customer Service <b>Support:</b> Team administration
<b>PURPOSE</b>	Improve the city’s website and internal processes for ease of use and to improve the transparency of information.  To give officers instant access to information.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Review website for ease of navigation, create improved application road map and present information based on customer’s desired action.</li> <li>2. Investigate knowledge-based tools.</li> <li>3. Educate and train officers in use and benefits.</li> <li>4. Populate the knowledge base and provide on-site maintenance.</li> <li>5. Executive team buy-in in allowing staff to spend more time in customer interactions. (Individual’s time increases but over staff committee will be less).</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Improved customer satisfaction.  Improved satisfaction of officers on being able to access information.
<b>TIMELINE</b>	6 to 12 months.
<b>DEPENDENCIES</b>	Budget.  Staff time to populate.
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4



<b>REFORM 4.6</b> Reminders (for internal and external customers) to make information easier to access.	
<b>RESPONSIBLE</b>	<b>Lead:</b> All applications teams <b>Support:</b>
<b>PURPOSE</b>	Provide prompts at application process trigger points to reduce delays.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Investigate whether Authority can issue reminders externally (automatically). <ul style="list-style-type: none"> <li>• i.e. payments, submission of information</li> </ul> </li> <li>2. Investigate the options to for this function to be built in to Tech One. <ul style="list-style-type: none"> <li>- Simplest execution could be through setting rules within a process to set off a prompt trigger, much like how notifications work.</li> <li>- Next level option may involve a new-build extended workflow to generate reminders.</li> <li>- Consider out of the box product.</li> </ul> </li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Improved processing time efficiencies.
<b>TIMELINE</b>	Interim (authority) – 6months Long term (Tech one) – 2022+
<b>DEPENDENCIES</b>	IT assistance Involvement in Tech One project
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 4.7 Investigate viability of a virtual assistant/chatbot</b>	
<b>RESPONSIBLE</b>	<b>Lead:</b> Customer Experience <b>Support:</b> Information Technology, XFT, Administration
<b>PURPOSE</b>	Provide immediate customer service and reduce consultation timeframe required for common queries.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Investigate the costs associated with building and managing virtual assistant/chatbot. The costs associated with these programs can be high and requires additional resources to manage.</li> <li>2. Investigate if this is an option offered in other LGOs.</li> <li>3. Review website traffic to see the most popular queries and businesses</li> <li>4. Develop information based on the review</li> <li>5. Trial virtual assistant</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Understanding if there is demand for this service by using a POC
<b>TIMELINE</b>	12 months
<b>DEPENDENCIES</b>	Budget Customer experience available time Technical support for analysis
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 4.8 Streamline event approval process</b>	
<b>RESPONSIBLE</b>	<p><b>Lead:</b> Events implementation team – Bookings, Events, Building Services and Environmental Health</p> <p><b>Support:</b> Place</p>
<b>PURPOSE</b>	Encourage small business and community to run events
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Introduce 2-step approach: <ul style="list-style-type: none"> <li>– Notify intention to run event</li> <li>– Submit applications form</li> </ul> </li> <li>2. Explore Smarty Grants portal for lodgement of events application and any other web-based programmes. Ensure ability for Health to lead process with customer and connect other teams.</li> <li>3. Review and update events toolkit.</li> <li>4. Create new process map.</li> <li>5. Create new application forms and build system, including consideration of future reporting requirements.</li> <li>6. Update website.</li> <li>7. Training for all staff involved.</li> <li>8. Investigate and develop templates. Build in features such as risk management rating (low/med/high).</li> <li>9. New templates - approval letters/certificates.</li> <li>10. Implement new system.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>Easy lodgement of applications.</p> <p>Customer engage with bookings/health instead of every other departments.</p>
<b>TIMELINE</b>	6 to 12 months.
<b>DEPENDENCIES</b>	<p>Software officer's time</p> <p>Software capabilities</p> <p>Technical staff/implementation team</p>
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

## REFORM AREA 5: RETHINKING THE RULES

The purpose of the rethinking the rules reform is to:

*Review existing processes and their alignment against approval rates and success.*

This reform includes fifteen (15) reforms, which together align with the following:

- **City of Kwinana’s Community/Corporate Plan, specifically:**
  - **Strategic Objective 2.1** - Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities.
  - **Strategic Objective 2.2** - Create strong regional connections that will improve the ability for residents to access jobs, training and goods and service.
  - **Strategic Objective 4.1** – Create, activate and manage places and local centres that are inviting, unique and accessible.
  - **Strategic Objective 4.3** – Enhance opportunities for community to meet, socialise, recreate and build local connections.
  - **Strategic Objective 5.1** – Model accountable and ethical governance, strengthening trust with community.
  - **Strategic Objective 5.2** – Develop strong community engagement through strong partnerships with the community.
  - **Strategic Objective 5.3** - Provide a high standard of customer service with the community as priority.
  - **Strategic Objective 5.4** - Establish a culture of continuous improvement achieving high levels of business excellence.

<b>REFORM 5.1</b> Less approvals required (e.g. exempt development policy)	
<b>RESPONSIBLE</b>	<b>Lead:</b> Statutory Planning <b>Support:</b> Governance, Building Services, Environmental Health
<b>PURPOSE</b>	To reduce approvals for small businesses
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Meet with building and health to explore what is exempt under their legislation.</li> <li>2. Check with other local governments.</li> <li>3. Draft policy using existing DoP template.</li> <li>4. Run through DAU.</li> <li>5. Take to governance.</li> <li>6. Prepare council recommendation.</li> <li>7. Council adoption.</li> <li>8. Marketing plan (internal and external).</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Less application requirements for basic small business developments. Less officer time on unnecessary applications.
<b>TIMELINE</b>	12 months
<b>DEPENDENCIES</b>	Officer time, Council
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.3 & 5.4

<b>REFORM 5.2</b> Advocate and lobby for external agencies to change their rules.	
<b>RESPONSIBLE</b>	<b>Lead:</b> CEO <b>Support:</b> Environmental Health, Statutory Planning, Building Services, Economic Development and Advocacy, Governance
<b>PURPOSE</b>	
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Identify opportunities to create a better experience for small business that require multiple agency approvals.</li> <li>2. Complete advocacy items.</li> <li>3. Brief council.</li> <li>4. Undertake meetings/commence advocacy.</li> <li>5. Liaise with other LGO's/SBDC to seek support.</li> <li>6. Reforms: <ul style="list-style-type: none"> <li>- Review Health (Misc Prov) Act</li> <li>- Modernise Liquor Licensing Act.</li> <li>- Modernise waging and gaming act</li> </ul> </li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Council has a clear position on reform items. Council perceived as proactive.
<b>TIMELINE</b>	12 / 24 months
<b>DEPENDENCIES</b>	Competing advocacy priorities. Getting other agencies onboard.
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.2, 5.3 & 5.4

<b>REFORM 5.3</b> Train teams to update software inhouse	
<b>RESPONSIBLE</b>	<b>Lead:</b> Executive Team <b>Support:</b> Information Technology Team
<b>PURPOSE</b>	Officers have the ability to update workflows/templates/online forms without having to go through a full process.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Provide justification to the ELT.</li> <li>2. Commence conversation with IT about Authority Training and access.</li> <li>3. Ensure resources are built into the budget for TechOne (e.g after implementation.).</li> <li>4. Training required (train the trainers).</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Teams able to regularly update information in a timely manner.
<b>TIMELINE</b>	1 Years
<b>DEPENDENCIES</b>	Buy in from executive, Budgets, Training, IT resources
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 5.4</b> Review fees and charges to consider community benefit provided by local small businesses.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Economic Development and Advocacy <b>Support:</b> Finance, Events/Bookings, Statutory Planning, Building Services, Environmental Health, Place, Marketing
<b>PURPOSE</b>	To reduce obstacles for small businesses wanting to test/start their new business.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Determine project group: <ul style="list-style-type: none"> <li>- Who should lead</li> <li>- Who should be involved</li> </ul> </li> <li>2. Report on existing fee generation/income and carry out cost-benefit analysis to determine budget implications.</li> <li>3. What fees are statutory and what fees can be subjected to review for change – liaise in governance.</li> <li>4. As a pilot, consider removal of fees associated with trading permit to encourage food businesses to try markets. Consider a nil fee for locals or a subsidy or incorporate into existing approval fee.</li> <li>5. Establish criteria for fee waiving.</li> <li>6. Brainstorm/consult with all approval teams: <ul style="list-style-type: none"> <li>- Fee waiving basis</li> <li>- Consider complete removal of the fee or fee reduction</li> <li>- Qualification - limit to small businesses and new businesses only</li> <li>- Ongoing fees (waive the first fee and charge later?)</li> </ul> </li> <li>7. Update fees and charges schedule.</li> <li>8. Write council report: <ul style="list-style-type: none"> <li>- How much could businesses save?</li> <li>- Define the obstacles</li> </ul> </li> <li>9. Council adoption.</li> <li>10. Update website and internal process information and inform teams.</li> <li>11. Market to small businesses.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	More businesses starting/having a go. Activation of local markets as more businesses are willing to engage in markets.
<b>TIMELINE</b>	10 months For Health – time is critical as fees and charges will be adopted in June.
<b>DEPENDENCIES</b>	Capacity to reduce income (what is the cost-benefit?) Finance input Council support Governance
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.1, 5.2, 5.3 and 5.4

<b>REFORM 5.5 Review delegations</b>	
<b>RESPONSIBLE</b>	<b>Lead:</b> Governance <b>Support:</b> Approvals teams
<b>PURPOSE</b>	Reduce timeframes
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Planning matters: <ul style="list-style-type: none"> <li>- Planning Officers sign off low risk applications.</li> <li>- Look at what applications need to go to council</li> </ul> </li> <li>2. Health matters: <ul style="list-style-type: none"> <li>- Low risk approvals can be signed off by EHO.</li> </ul> </li> <li>3. Assess the risks to empower appropriate staff to make decisions.</li> <li>4. Provision of template approvals for officers.</li> <li>5. Prepare council report.</li> <li>6. Update delegations register.</li> <li>7. Review the requirements and delegations for the signature of CEO on 'owners' section on CoK land.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Faster approvals. Staff feel empowered to make decisions.
<b>TIMELINE</b>	6 months (line up with regular review)
<b>DEPENDENCIES</b>	Council, CEO
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.3 and 5.4



<b>REFORM 5.6</b> Review planning scheme obstacles	
<b>RESPONSIBLE</b>	<b>Lead:</b> Statutory Planning <b>Support:</b> Statutory Planning, Governance
<b>PURPOSE</b>	Identify an early pathway for uses not in planning scheme (uses not specified)
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. <b>Interim process</b> – <ul style="list-style-type: none"> <li>- Development officer identifies use maybe not specified.</li> <li>- When first query comes in or when a DA submitted, set up a meeting with internal teams (Health, Building and Planning).</li> <li>- Gather information from applicant in meeting and identify site activities.</li> <li>- Set up time with Planning Manager (within a 2-week timeframe) to identify a suitable land use, or to confirm if use not specified.</li> <li>- Process as required, maintain communication with applicant.</li> <li>- Prepare PROMAPP</li> </ul> </li> <li>2. <b>Delegations</b> <ul style="list-style-type: none"> <li>- Speak with Governance Manager, work with existing scheme clause.</li> <li>- Alternatively, update scheme to model provision.</li> <li>- Prepare scheme amendment.</li> </ul> </li> <li>3. <b>Zoning</b> <ul style="list-style-type: none"> <li>- Review zoning table.</li> <li>- Determine uses that are missing.</li> <li>- Prepare scheme amendment.</li> </ul> </li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Clear and agreed process developed for uses not specified. Timeframes reduced for determination of uses not specified.
<b>TIMELINE</b>	1 – 3 Months 2 – 12 months 3 - 18 Months
<b>DEPENDENCIES</b>	Manager making decisions in timely manner. Applicant availability for the meetings. Officer to remain proactive.
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.3 and 5.4

<b>REFORM 5.7 Remove sign license permits</b>	
<b>RESPONSIBLE</b>	<b>Lead:</b> Building Services <b>Support:</b> Governance, Marketing, Records and Administration
<b>PURPOSE</b>	Alleviate confusion and remove red tape
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Rescind sign license local law – this includes current local law review process.</li> <li>2. Convene existing local law group. Review as team and prepare recommendations in council report.</li> <li>3. Review associated local laws and policies.</li> <li>4. Present to Council for decision.</li> <li>5. If endorsed, rescind local law.</li> <li>6. Promote internally to staff.</li> <li>7. Update website and remove forms and process.</li> <li>8. Close register.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Consistent signage requirements across State and Local Government.
<b>TIMELINE</b>	6 months
<b>DEPENDENCIES</b>	Governance guidance. Officers time.
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.2, 5.3 and 5.4

<b>REFORM 5.8</b> Review potential to change requirements for temporary building structures approvals for certain events.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Building Services <b>Support:</b> Building Services
<b>PURPOSE</b>	Encourage small or new business owners to test the market through exemption to permit requirements for small and temporary structures.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Prepare position paper.</li> <li>2. Best practice review of other councils.</li> <li>3. Discuss with the building team.</li> <li>4. Engage relevant authorities to investigate risks associated.</li> <li>5. Investigate the requirements for standard drawings and engineer approval sign-offs for temporary structures (e.g. gazebo).</li> <li>6. Develop checklist for installers.</li> <li>7. Advise Building Commission that direction from the CEO has been given to Building Surveyors.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Increase in the number of small businesses using markets as a stepping stone for their business startups.
<b>TIMELINE</b>	3 month
<b>DEPENDENCIES</b>	Engineering sign off, Budget, officer time,
<b>DRAFT ECONOMIC DEVELOPMENT STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 5.2, 5.3 and 5.4

<b>REFORM 5.9</b> Work practices (i.e. secondments)	
<b>RESPONSIBLE</b>	<b>Lead:</b> Executives <b>Support:</b> Human Resources, Customer Service, Building Services, Statutory Planning, Environmental Health, Development Engineering, Compliance
<b>PURPOSE</b>	To better understand and build service resilience
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Engage with HR and Exec</li> <li>2. Sell the value to admin staff</li> <li>3. Reinstate and brief the Admin XFT</li> <li>4. Explore informal trainings vs formal secondments.</li> <li>5. Upskilling customer service team to handle tier 1 enquiries</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Admin XFT have ownership. Empowered to assist other teams. Admin functions are not siloed.
<b>TIMELINE</b>	3 months
<b>DEPENDENCIES</b>	Buy in from Admins
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 5.10</b> Work practices (i.e. cadetships)	
<b>RESPONSIBLE</b>	<b>Lead:</b> Human Resources <b>Support:</b> Human Resources, Customer Service, Building Services, Statutory Planning, Environmental Health, Development Engineering, Compliance, Community Engagement, Youth
<b>PURPOSE</b>	To address unemployment in the region and upskilling in 'hard to hire' positions.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Align to existing action plans e.g Reconciliation Action Plan, Youth Development Strat, DAIP</li> <li>2. Identify people who are interested, potential roles and whether generalist or specialist</li> <li>3. Identify budget priority to support cadetships/traineeships as options to deliver this program</li> <li>4. Promote success of projects to small business as a way to grow business</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Cadets stay with City/industry Create new pathway into Building/Health
<b>TIMELINE</b>	6 months
<b>DEPENDENCIES</b>	HR, Budget, Funding, CEO endorsement, Officer time
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 5.11</b> Compliance approach; solution based rather than enforcement.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Compliance <b>Support:</b> Customer Service
<b>PURPOSE</b>	To approach difficult situations with a solution rather than punishment mindset
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Customer Service Training (Face to Face)</li> <li>2. Change the perception officers have about infringements and 'money making' - \$0 expectations.</li> <li>3. Pre-approval - Health/Compliance inspections</li> <li>4. Pre-approval site inspections – Planning + Compliance + Health</li> <li>5. Post-approval inspections – <ul style="list-style-type: none"> <li>- Planning/Buildings approval</li> <li>- Health approvals</li> </ul> </li> <li>6. Post-approval – Meeting/workshop with applicant to discuss approval conditions. <ul style="list-style-type: none"> <li>- Clarify requirements.</li> <li>- Condition and condition timeframes.</li> </ul> </li> </ol> <p>Identify any compliance issues prior to application to inform applicant and reduce approvals timeframe.</p> <ol style="list-style-type: none"> <li>7. Regular meetings for internal skill training including technical experts and place teams</li> <li>8. New policy to be adopted</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Upfront expectations: Informed applicant and expected outcome
<b>TIMELINE</b>	6 months
<b>DEPENDENCIES</b>	Officer resources
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.1, 5.2, 5.3 and 5.4

<b>REFORM 5.12</b> Trial Council lead co-working/shared space;	
<b>RESPONSIBLE</b>	<b>Lead:</b> CEO <b>Support:</b> Economic Development and Advocacy, Place
<b>PURPOSE</b>	To provide a place to enable share spaces for small businesses.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Prepare RFQ for City property to find a shared space provider</li> <li>2. Imbed city officers within the work space</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	<p>A busy and used shared space for small businesses.</p> <p>High engagement from local small business to showcase their products and services in the shared space.</p> <p>High traffic to the shared space from potential customers interested in the small businesses.</p>
<b>TIMELINE</b>	6 months
<b>DEPENDENCIES</b>	Budget, Council, Officer resources,
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 4.3, 5.1, 5.2, 5.3 and 5.4

<b>REFORM 5.13</b> Trial Council lead parklets and pop-ups.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Place <b>Support:</b> Economic Development and Advocacy, Environmental Health, Development Engineering
<b>PURPOSE</b>	Opportunity to support new uses and activities in a low-risk environment using ongoing parklets.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Liaise with other local governments to investigate better processes as well as having one permit across local governments.</li> <li>2. Discuss with Governance and Assets what, if any, requirements need to be met.</li> <li>3. Review insurance requirements.</li> <li>4. Review engineering requirements.</li> <li>5. Liaise with business owners to review potential sites.</li> <li>6. Invite the community to comment.</li> <li>7. Develop policy to define where it can go (i.e. provide land)</li> <li>8. Commission required parklets. (lo-ran? Sensors to measure use).</li> <li>9. Develop relocation budget.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Well used infrastructure activating our neighbourhood centres. More opportunities for small business to grow by trialling new uses and activities.
<b>TIMELINE</b>	12 months
<b>DEPENDENCIES</b>	Budget, internal processes
<b>STRATEGY LINKAGES</b>	Strategic Objectives 2.1, 2.2, 4.1, 4.3



<b>REFORM 5.14</b> Integration of place with planning, economic development and property	
<b>RESPONSIBLE</b>	<b>Lead:</b> Executives <b>Support:</b> Place
<b>PURPOSE</b>	Consider the placement of the Place team
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Understand how Place applies to industry, City Centre as well as communities.</li> <li>2. Place better embedded to support business needs which in turn supports community/liveability of neighbourhoods.</li> <li>3. Position Place to work cross-functionally.</li> <li>4. Reframe Place approach and where it can have the most functionality.</li> <li>5. Examine whether Place is delivering projects or community engagement.</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	The Place team value adds to the internal and external customer experience
<b>TIMELINE</b>	6 months
<b>DEPENDENCIES</b>	Executive buy in
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4

<b>REFORM 5.15</b> Landscape standards for DA's.	
<b>RESPONSIBLE</b>	<b>Lead:</b> Landscape Architects <b>Support:</b> Administration
<b>PURPOSE</b>	To provide clear and upfront information.
<b>TASKS</b>	<ol style="list-style-type: none"> <li>1. Develop standard guidelines document (PDF) for upload to website or to be attached to small business information package.</li> <li>2. To be style guide/design brand (as it will apply to all documents).</li> </ol>
<b>WHAT DOES SUCCESS LOOK LIKE?</b>	Customer clarity on requirements.
<b>TIMELINE</b>	3 months
<b>DEPENDENCIES</b>	Officer resource
<b>STRATEGY LINKAGES</b>	Strategic Objectives 5.3 and 5.4