



Hawkesbury City Council

attachment to item 5

Regulation Reduction Incentive Fund

date of meeting: 31 January 2006
location: council chambers
time: 5:00 p.m.

What is the Regulation Reduction Incentive Fund (RRIF)?

- ◆ A Federal Government program under AusIndustry (Department of Industry, Tourism and Resources).
- ◆ The Australian Government established the \$50 million RRIF to provide Local Government authorities with incentives to achieve regulatory and compliance reforms that will benefit small business, and in particular, home-based businesses.
- ◆ The RRIF aims to foster the growth potential and sustainability of small business, particularly home-based businesses, by removing or amending regulation, red tape and compliance impediments at the local government level.
- ◆ The program aims to achieve this by funding selected Local Government authorities to improve the regulatory environment for small business, and in particular, home-based businesses.

What is the “Local ePlanning Blueprint” project?

- ◆ A successful consortium bid under the RRIF grants program, initiated by LGSA Online and developed with Rockdale City Council as the lead council among 38 participating councils.
- ◆ The initiative will develop the capacity of councils in NSW to deliver online planning and regulation services to small business and home-based business, specifically in the areas of development application processing, tracking and compliance.
- ◆ The “Blueprint” project is unique for its vision which includes three key features:
 - A holistic, integrated program from scoping and business process change, to technology systems and solutions, to stakeholder engagement and outreach communication.
 - A regional framework for Councils and their communities;
 - A modular approach to technology systems and support processes which enables participants to choose from a suite of programs and services to custom-tailor a localised, best practice, best-of-breed outcome;

Who is driving the consortium project?

- ◆ The Local ePlanning Blueprint was conceived and developed by LGSA Online with support from specialist communications resources and a cross-section of participating councils, most notably Rockdale City Council.
- ◆ The project will be managed by LGSA Online with consortium leadership from Rockdale City Council.

What is the project actually going to do?

- ◆ It will streamline planning regulations and processes between councils and their small business stakeholders through an integrated series of steps, including the following:
 - Technology solutions
 - Business process change
 - A communication program.
- The project framework is based on 3 phases:
 - Capacity building phase
 - Engagement phase
 - Showcase phase.



What outcomes will be achieved?

- ◆ Bridging broader RRIF aims with practical realities of Council culture and local business practices.
- ◆ Focusing on delivering an outcome to small businesses through Councils.
- ◆ Stakeholder mobilisation through content, systems and effective communication strategies.
- ◆ A national framework and materials for ongoing use.
- ◆ Maximising the incentive to reduce regulation.



Governance: How will it work?

What is the Federal funding body actually requiring?

- ◆ Technology-centred solutions that deliver measurable outcomes to the small business sector, especially home-based businesses.
- ◆ Quantified by Council indicators:
 - Numbers of small businesses impacted
 - Impact on time spent on processes
 - Savings to small business per council.
 - Not measured by enhanced capacity and benefit to Councils.

What is the consortium structure and key responsibilities?

- ◆ Rockdale as lead council
 - Acting as an agent for the consortium with the Commonwealth.
 - Overall reporting and accountability
- ◆ LGSA Online as project manager
 - Manage end-to-end delivery of project
 - Development and delivery of shared elements
 - Coordination and support for individual council activities.
- ◆ Participating consortium Councils
 - Each Council is party to the Deed of Agreement with the Commonwealth.
 - Key project liaison personnel to have inter-departmental capacity.
 - Each Council to undertake an agreed program of work that is self-nominated by Council following an initial scoping process.
- ◆ Project advisory groups and regional working parties will be established.

What are the binding commitments by Councils to the funding body?

- The following is proposed and subject to negotiation with the Commonwealth:
 - April 2006—Scoping reports for council capacity

- April 2006—Development of council capacity plans
- Sept 2006—Implementation of council capacity plans
- Sept 2006—Implementation of business process reform program
- March 2000—Completion of comms activities
- March 2007—Completion of council capacity plans
- March 2007—Completion of business process reform program

How will the RRIF funds be managed?

- ◆ Funding will be released to Rockdale City Council as the lead council.
- ◆ Management of core project activities will be conducted by LGSA Online. Participating Councils will receive individual project subsidies through LGSA Online.



Who gets the major financial benefit?

- ◆ Participating councils – of the \$6.2 in funding approximately half will go to councils to fund business process enhancements.

Will participating Councils have to contribute?

- ◆ As part of the bid process, Councils were nominally committed to an in-kind contribution to the (averaged) value of \$50,000.
- ◆ This contribution was calculated to include a commitment of time from relevant Council staff to the project, plus additional related costs such as travel to meetings, telephone calls, printing etc.
- ◆ Councils are not required to make a direct cash contribution to the project budget.



An ePlanning framework

What do we mean by “ePlanning”?

- ◆ Local Government planning controls, regulations and processes that can be initiated, accessed, tracked and queried using a combination of computer-based and internet-mediated systems.

What do we mean by “Local ePlanning”?

- ◆ This is envisaged as a comprehensive ePlanning system for Local Government in NSW supported by the LGSA and developed in conjunction with Councils in response to their needs and experience.
- ◆ LGSA Online, in consultation with other planning advisors and consortium Councils, will manage the development of a modular suite of ePlanning tools for Councils.
- ◆ The Local ePlanning Blueprint (through AusIndustry funding) is proposed to be the first comprehensive pilot program of 38 councils out of the 152 in NSW.
- The pilot program will trial a varying combination of these modules for a varying range of Councils among the consortium participants.

How does “Local ePlanning Blueprint” inter-connect with other Local Government planning policy?

- ◆ Important opportunity to engage with State Government.
- ◆ Project team will be liaising with the Department of Planning over the course of the project.
Opportunity to integrate activities with the electronic LEP template and associated council reform activities.

How does it inter-connect with other NSW planning policies and frameworks?

- ◆ The Local ePlanning package of online services and strategic business modules is seen as a potentially critical implementation component for planning reforms at state level.
- ◆ In particular, the LEP template will be a major consideration. The project team will be liaising with the NSW Department of Planning over the course of the project. .

“The habit of excellence is created by sticking to the blueprint”

How does the project sit in the context of wider Local Government priorities?

- ◆ A future Local ePlanning program of online services and strategic business modules is seen as a potentially critical implementation component for many of the planning reforms at state level.
- ◆ It would help position the Local Government sector in the planning reform agenda in NSW.
- ◆ Specifically it demonstrates the benefits of a multi-stream and multi-disciplinary approach to policy reform by showcasing local stakeholder engagement (eg small business, chambers of commerce) to leverage the Local Government agenda.

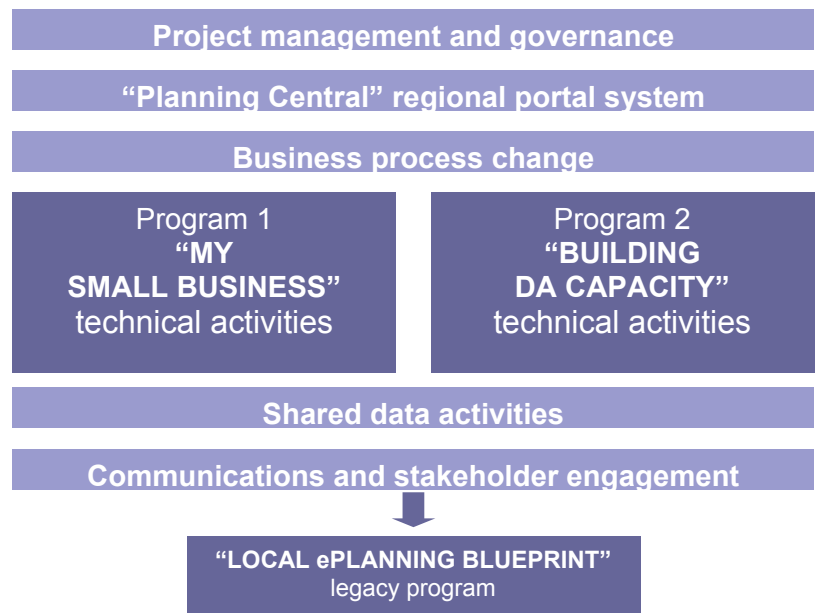
What will “Local ePlanning Blueprint” do for Local Government in NSW?

- ◆ Deliver improved, sustainable planning processes between small business and Councils by:
 - Reducing the burden by small business applicants of layers of work, and assisting with the transfer and provision of regulatory information.
 - Creation of administration efficiencies for small businesses such as the reduction of administration effort in hardcopy management and transfer.
 - Reduction in time and costs by providing the opportunity to minimise processing times, faster approvals, and reduced holding costs.
 - Supporting smaller businesses and businesses that work across jurisdictions.

What are the major features of the project?

- ◆ Enhancement of electronic planning capabilities in participating councils, including the implementation of the following functions:
 - Online DA tracking by applicants to save valuable time and resources in following their application through council processes.
 - Electronic DA Assessment by council planning staff to gain further efficiencies and savings in assessment processes.
 - Online, interactive Development Control Plans and Local Environment Plans to better inform prospective applicants.
- ◆ Development of a standard, easy-to-use entry point to query local planning control information.
- ◆ Template-based access to local planning codes that apply to small and home-based business, including the standardisation of definitions applying to small business.

- Will offer incentives to participating councils to maximise the rollout of available options.
- Will adopt additional management and workflow modules such as risk management from other bids.
- Will complement current and planned national portal infrastructure through a NSW network of regional small business / planning portals.



What will be the tangible outputs?

Two parallel, interlinked core programs for participating councils and the small business community:

◆ “My Small Business”:

a local planning/regulation enquiry system linked through common online templates which are accessible through both regional portals and local council sites.

- Will adopt or broker the relevant technology modules for online licences and permits from other RRIF-funded consortia and selected providers, and will deploy centralised resources such as BEP forms.

◆ “Building DA Capacity”:

enhancing the capacity of councils to deliver online DA tracking, assessment and compliance facilities.

- Enhancing the technical and organisational capability of councils (ie, their internal readiness) to deliver online DA tracking, assessment and compliance facilities.
- Does not propose to develop new ICT systems or software but will facilitate and support the implementation in each council of the most appropriate technical solution mix.
- Will adopt or broker the DA tracking, lodgement and assessment modules of other RRIF-funded consortia and selected providers in solution mixes.

About the “Blueprint”

So, what exactly is the “Blueprint”?

- ◆ Following this 13-month AusIndustry-funded trial, the Blueprint will draw together into a final showcase phase:
 - Best practice operational and communications activities from participating projects and councils.
 - Case studies to demonstrate how councils and small business communities can achieve quality outcomes.
- ◆ The “Blueprint” will be made available as a national resource with the cooperation of national funding partner and other participating projects.

Why is the “Blueprint” important?

- ◆ It is envisaged as the ‘legacy’ component of the pilot, providing a communications toolkit to enable other Councils to audit their ePlanning needs and potential, to engage their small business community and other planning interests and to develop a roadmap for implementing an ongoing change program.
- ◆ It is an important key to securing additional RRIF funding for Local Councils in future rounds.
- ◆ As a major contribution to the RRIF program, it consolidates the unique project proposal made to AusIndustry which (learning from the Local-e project) emphasises communications and engagement as critical to a successful local rollout.

Is the “Local ePlanning Blueprint” project a one-off?

- ◆ The project will be treated as a pilot, with the outcomes delivering ongoing benefits all NSW councils.
- ◆ If demonstrable progress on the project is made by mid-2006 and if the RRIF program offers a second round of grants, a new consortium funding bid may be put forward into this second round.
- ◆ Shared infrastructure such as portals will be developed to have an ongoing & evolving life after the project.

How can my council access “Blueprint” subsidy funding?

- ◆ As the first major milestone following signing of the Deed of Agreement, Councils will be offered an initial subsidy to undertake a preliminary scoping process. This will enable participating Councils to develop a customised project work plan based on modules and process resources made available through the consortium. Access to templates, case studies & other resources will also be available.
- ◆ Levels of subsidy funding will be commensurate with each Council's final work plan. This will enable Councils to structure a customised “Local ePlanning Blueprint” project based on their individual needs and capacity while also benefiting from the scale and support from the wider consortium. These funds will be linked to criteria and measurable outcomes.



What other value-added features are envisaged?

- ◆ Reinforcement of the commitment to a regional approach to project delivery.
- ◆ Regional portals to service cultural and economic catchment areas.
- ◆ Delivery of DA and regulation/licensing content and dynamic enquiry tools within a wider portal model on small business issues. Content expected to include Business Entry Point syndicated material.
- ◆ Development with support from leading small business organisations (national, regional, local).
- ◆ Channelling of users through to local Councils as well as other relevant destinations such as BEP.
- ◆ Adoption of DA/planning sub-portal module from another RRIF project to reduce duplication and gain consistency.
- ◆ Public identification of council involvement and level of service in a regional context to encourage new Council participation and further development of existing participants.



What are the key project management steps to this project?

- ◆ Project management & governance
 - Project initiation
 - Establishment of governance structure
 - Finalise project plan
 - Project management
 - Submit Progress Reports.

◆ Business process program

- Map councils' current capacity and scope requirements
- Develop agreed project capacity plans
- Develop shared business process reform program
- Implement business process reform program
- Monitor and evaluate outcomes.

◆ Technical development and implementation

- Map councils' current capacity and scope requirements
- Develop agreed project capacity plans
- Scope solution mixes
- Develop data models, standards and templates
- Implement templates and solution mixes
- Monitor and evaluate outcomes.

◆ 'Planning Central' portal development

- Scope requirements and develop specifications
- Select portal provider
- Build portals and integrate with council solutions
- Launch portals
- Monitor and evaluate outcomes.

◆ Project communications

- Establish communication infrastructure
- Audit stakeholder communication needs
- Develop communication strategic plan
- Develop communication creative platform and themes
- Plan paid media schedule and map PR options
- Produce kits and printed resources
- Develop and launch comms campaigns
- Evaluate and draft "Blueprint" resources
- Final communication package circulated to key stakeholders.



Project scoping tools & processes

The "Scenario Builder" tool

- ◆ This tool is an easy-to-use resource to assist Councils to approximate the some of the key costs and potential savings for their individual pilot project under the **Local ePlanning Blueprint** consortium. These are estimates only, based on NSW averages. The tool provides indicators for potential savings for the local small business community as well as Councils.
- ◆ Where users are interested, the supporting worksheets enable users to view the underlying assumptions with a breakdown of such variables as key processes, tasks, time and human resource factors, and market usage rates (eg. 20% of all small business).
- ◆ Users may experiment with alternative scenarios by adjusting some of the fields in the Scenario Builder.
- ◆ This initial tool will be followed by more comprehensive scoping resources. In this preliminary version the back-end data driving the calculations may be viewed but is locked for stability of the tool. Later versions will enable a wider range of scenario options.
- ◆ **Advisory:**
 - Estimate figures used in the Scenario Builder Tool #1 are based on NSW state averages and estimated against each Council's population statistics.
 - Most Councils have many more small businesses (particularly home-based businesses) than is usually assumed.
 - Home-based businesses are a specific focus of the consortium's RRIF funding grant. Though listed separately, the home-based business estimate is included in the total small business figure used in the tool.

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Local ePlanning

SCENARIO BUILDER

Project scoping tools
for Council planning processes

Tool #1:
Cost / savings indicators

Version 1.0

COUNCIL :

Please Select Your Council...

Council category

0

Population

0

LOCAL SMALL BUSINESS :

Number of Small Businesses

0

Reset

Number of Home-based Businesses

0

Gross Council Labour Cost (hourly) :

80

Gross Small Business Labour Cost (hourly) :

120

Summary Results :

Select	Planning Regulation	Process costs: ANNUAL		Process costs: ANNUAL SAVINGS	
		Current	Post-Reform	Council	Small Business
☒	Certificates	\$0	\$0	\$0	\$0
☐	Complaints				
☐	Construction Certificate				
☐	Development Application				
☒	Inspections	\$0	\$0	\$0	\$0
☐	LEP/DCP's				
☐	Mandatory site inspections				
☐	Pre-DA				
☐	Section 82A Review				
☐	Section 96 Application				

Estimated total annual savings:

\$0

\$0

\$0

Back to Summary Worksheet

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	
Small Business	Sub-tasks	Council	Current task	Current task	Once only	If ongoing	(Est) total	Additional	Estimated	CURRENT	Proposed	New task	New task	(Est) total	Additional	NEW																
PLANNING	REGULATION	customer	task	task	frequency	frequency	gross	expenses	number of	TOTAL	change to	change to	change to	gross	expenses	TOTAL																
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			cost)	cost)	customer	customer	current	mode	is not	per year																						
4	LEP/DCP's	Council	meeting or	meeting or	2	2	\$400.00	0	0	\$0.00	online	information	reducing	time spent	in meeting	\$120.00	\$0.00															
5	Pre judgement discussion	Customer	meeting or	meeting or	2	2	\$200.00	0	0	\$0.00	online	information	reducing	time spent	in meeting	\$60.00	\$0.00															
6	Tracking	Council	phone call	phone call	0.3	0.3	\$144.00	0	0	\$0.00	online	tracking	reducing	time spent	in meeting	\$24.00	\$0.00															
7	Tracking	Customer	phone call	phone call	0.3	0.3	\$96.00	0	0	\$0.00	online	tracking	reducing	time spent	in meeting	\$16.00	\$0.00															
8	Accessing information	Council	phone call	phone call	0.75	0.75	\$360.00	0	0	\$0.00	online	information	reducing	time spent	in meeting	\$96.00	\$0.00															
9	Accessing information	Customer	phone call	phone call	0.75	0.75	\$240.00	0	0	\$0.00	online	information	reducing	time spent	in meeting	\$64.00	\$0.00															
10	Application lodged	Council	service desk	service desk	0.2	0.2	\$24.00	0	0	\$0.00	online	information	reducing	time spent	in meeting	\$0.00	\$0.00															
11	Application lodged	Customer	service desk	service desk	0.2	0.2	\$16.00	0	0	\$0.00	online	information	reducing	time spent	in meeting	\$0.00	\$0.00															
12	Public consultation	Council	public	public	1	1	\$120.00	0	0	\$0.00	online	information	reducing	time spent	in meeting	\$120.00	\$0.00															
13	Public consultation	Customer	public	public	1	1	\$160.00	0	0	\$0.00	online	information	reducing	time spent	in meeting	\$60.00	\$0.00															

Certificate

Development Application

Inspections

LEP DCP

Councils: Benefits and impacts

What will "Local ePlanning Blueprint" do for the participating Local Councils?

- ◆ Streamline planning and regulatory compliance activities
- ◆ Reduce time and resourcing pressures from council staff
- ◆ Better relationships with small business community
- ◆ Develop council business processes
- ◆ Provide opportunities for inter-departmental team building
- ◆ Foster positive community linkages.

Can other NSW Councils benefit from the project?

- ◆ While the project will generate direct benefits for the consortium councils, the project is intended to create a legacy "Blueprint" kit that will enable other councils to benefit from the project outcomes.
- ◆ Councils who are not official participants will be invited to participate in and observe processes as well as have access to case studies and other resources.
- ◆ Potentially, councils will be invited to participate in a further funding bid later in 2006.

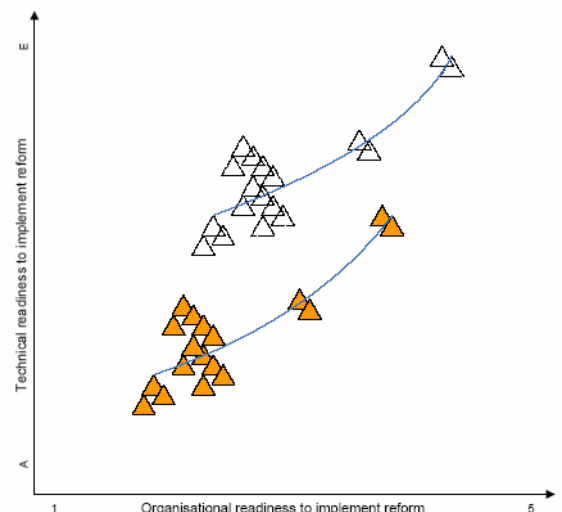
How will the project enhance the capacity of councils to streamline planning regulations and processes?

- ◆ Resourcing the technical and organisational capacity of councils to implement change.
- ◆ Requires a centrally-developed program of activities for councils with support resources.
- ◆ Economies-of-scale and shared experiences, leading to more sustainable outcomes.
- ◆ Other project implementation tools will include:
 - Seminars and training workshops
 - Business process audits
 - Online knowledge community forums
 - Self-guided learning for line staff.

- ◆ Capacity building will be facilitated through:
 - Local Government forums
 - Small business association and networks
- ◆ Private sector partnerships and business alliances.

Will all participating Councils achieve the same results?

- ◆ No, Councils will not be expected to achieve at the same level, as each Council will start from a different capacity point. (See *capacity mapping diagram below*)



My council already has online planning systems either live or in development - do we need to change them as part of the project?

- ◆ No. It is not the intention of the project to expect councils to change their existing systems or to adopt a single common system.
- ◆ However, it is anticipated that councils will have the opportunity to cost-effectively adopt additional or alternative solutions if appropriate or warranted.
- ◆ In addition, a range of common templates will be developed for the "My Small Business" stream. Which councils will be encouraged to implement in a consistent way.



Councils: Benefits and impacts (cont'd)

Does our Council have to commit to a particular technology solution?

- ◆ No. The purpose of the project is to identify for participating councils the optimal solution mix for their requirements.
- ◆ The project aims to create a modular "department store" model where councils will be able to choose from a select range of options.
- ◆ Through the "Local ePlanning Blueprint" consortium project participating Councils will also have access to all products being developed by other RRIF participants. The project team is currently investigating which of these products to include in the mix options.

What is the business case for Councils?

The project will enable Councils to deliver:

- ◆ Improved customer service through increased productivity.
- ◆ Greater value and functionality from existing council software systems.
- ◆ Increased consistency in assessment and approval outcomes.
- ◆ Scoping tools and other business resources will be provided to Councils by LGSA Online

What will Council "business process change" involve?

- ◆ Recognition that business process change is the fundamental cornerstone to successful and sustainable project outcomes.
- ◆ Management and staffing for efficiency and effectiveness at a regional level.
- ◆ Development of strategies that are responsive to the local realities of council management and small business practices in local communities.
- ◆ Implementation of a program of capacity building, stakeholder engagement and best practice review at both consortium and council level.
- ◆ Requirement for a centrally-developed and supported program of activities for councils.

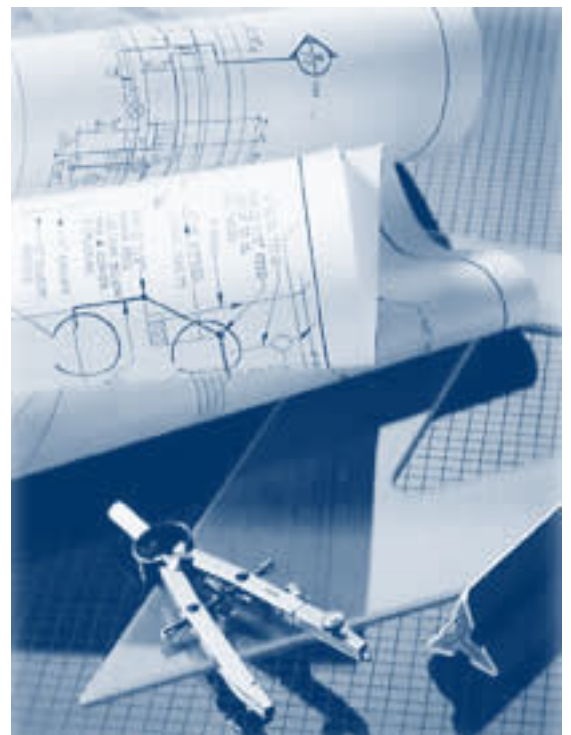
- ◆ Creation of specialist team to provide direct support to councils in business system reform.

What departments within a Council should be involved in this project?

- ◆ Council project teams will typically include representatives from planning, economic development, community liaison, communication/PR and IT during the phases of the project.
- ◆ Senior managers should also be involved from the point of view of organisational commitment to the process, particularly business process change.

Who should lead the project within a Council?

- ◆ Councils will be encouraged to establish multi-disciplinary teams within their organisations to participate in the project (not just council IT sections).
- ◆ It is expected that Council teams will be led by staff with an inter-departmental capacity and an appreciation for planning, small business and economic development issues.



Stakeholders and supporters

Potentially, who are the major stakeholders?

- ◆ The Federal Government, including Business Entry Point
- ◆ The consortium of participating councils
- ◆ Other major RRIF consortium bidders
- ◆ All other NSW Councils (as observers and long-term potential participants)
- ◆ LGSA (Corporate Services, Policy and Online)
- ◆ NSW Department of Planning
- ◆ Local Chamber of Commerce networks
- ◆ Other small business associations and peak bodies.

How will the project help to strengthen relationships with these stakeholders?

- ◆ Through project elements that require collaborative activity.
- ◆ Through working groups and consultative forums.
- ◆ Through engaging small business in communications campaigns with their members.

What other major partnerships will be developed?

- ◆ The participating consortium Councils
- ◆ Federal Government agencies such as Business entry Point (business.gov.au)
- ◆ NSW Government agencies
- ◆ A panel of expert advisors from Local Government, other tiers of government, relevant industry associations and the private sector
- ◆ Technology partners
- ◆ Communication campaign partners
- ◆ Other RRIF consortia (as appropriate)

as well as others

LOCAL SMALL BUSINESS

What is the likely impact for local business?

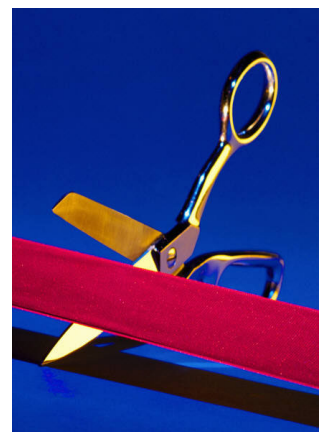
- ◆ The project will focus on delivering an outcome to small businesses through Councils.
- ◆ The project will deliver benefits to the small and home-based business community in particular through:
 - Accessible and user-friendly information on planning-related activities available online 24 hours a day, reducing the impact on core business activities during business hours.
 - Reduced time and cost in preparing and submitting applications for planning activities • More efficient and timely council assessment processes.
- ◆ More consistent application of local planning regulations to small business activities.

How will the project enhance the capacity of councils to engage with their small business community?

- ◆ Development of media and PR campaign resources designed to gain commitment from small/home-based business peak bodies, associations and local networks.
- ◆ Dynamic communication tools centrally developed as a series of templates and communication resources:

A Blueprint For Cutting Red Tape.

- ◆ Effective and sustainable engagement initiatives at the local level, customised and rolled out at local/regional levels while supported centrally.



Communication programs

Why is there so much emphasis on communication programs and processes?

- ◆ Emphasis on natural economic and cultural “communication catchment areas” which also support existing council regional strategic alliances.
- ◆ Mobilisation of committed stakeholder support through content, systems and effective communication strategies.
- ◆ Effective and sustainable engagement of businesses and networks at the local level.

What are some of the communication opportunities?

- ◆ Development of centralised and dynamic communication tools and resources as part of “A Blueprint For Cutting Red Tape” campaign.
- ◆ Coordination of campaign strategies targeting key sectors which will be customised and rolled out at local/regional levels while supported centrally.
- ◆ NSW coordination of media planning, buying and placement, particularly in small business and trade publications. This may be extended to support other consortia and/or individual council projects.
- ◆ “Local ePlanning Blueprint” communication tools may include:
 - Advertising material – customisable press ads, local radio, posters.
 - Editorial and talk radio through media kits, releases and localised material.
 - LGSA communications network – access to all councils, weekly newsletter, quarterly magazine, network meetings, Regional Organisations of Councils (ROCs), divisions, peer group meetings.
 - Promotion on council rate notices, newsletters, e-zines, mayors’ columns, presentations to local business gatherings.
 - Small business and industry newsletter content.
 - Dedicated project website with e-zine and mailing list.

- The online portal as a communication and knowledge community resource.
- Resources for partner websites such as graphics and web link-buttons, as well as text content.

Who would be sought as communication partners?

Discussions with leading business organisations such as Australian Business Ltd as well as with local Chambers of Commerce and Business Enterprise Centres (BECs) have indicated enthusiasm and a high level of projected rollout of these types of communication initiatives which combine an overarching media presence with a strong potential for local networking. The communications program will target:

- Council project staff
- Council managers and line staff in all affected departments
- Small business networks including websites
- Planning, architecture, building and construction conferences, magazines and trade shows

What communication will be run in support of organisational processes and work practices?

A significant challenge for the project will be the existing organisational cultures within some Local Government participants who resist the evolution to a new system. Equally, the take-up of Internet usage and e-commerce by Australian small business is still relatively low as some business people struggle or find it irrelevant. The project will address both these issues in a range of ways including:

- Engaging appropriate change management specialists to inform project processes
- Internal stakeholder communications programs to identify champions within Council staff and local business networks as a key to maintaining focus and program support.
- Establishing learning networks for Council management and staff as well as small business people.

