

e-Planning Roadmap Overview

June 2007

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What is the e-Planning Roadmap?

The e-Planning Roadmap is a five year strategy to guide the future development of planning systems in Victoria. It outlines a way for all planning stakeholders to collaborate to provide a range of effective, integrated computer-based services to planning stakeholders.

Background

Over the past ten years, DSE and councils in Victoria have developed computer systems to support their role in the planning process. DSE systems support planning applications online, planning schemes and maps online and planning permit activity reporting. There are over 70 Victorian councils who use proprietary software systems from 13 private vendors.

In 2006, the Federal Government provided \$40 million to the local government sector nationally to improve the electronic service delivery capacity of local government through the Regulation Reduction Incentive Fund, much of which targeted improved planning processes.

Despite e-Planning systems becoming a major business activity for stakeholders, there is presently no strategic view about how these systems should be developed or integrated in the future leading to:

- duplication of effort
- lack of alignment between systems and legislation
- high costs
- lack of common standards
- scarcity of skills and resources
- lack of a forum for coordinating activities
- lack of clarity about roles and responsibilities.

Policy context

The planning process is a key component of the development industry and the Victorian economy. e-Planning systems that streamline the planning process and reduce costs for all stakeholders will make a significant contribution towards increasing Victoria's competitive advantage. For this reason, e-Planning is a key component of the:

- COAG Regulatory Reform Plan (April 2007)
- Local Government and Planning Ministers' Council target to automate planning processes nationally by 2009
- *Cutting red tape in planning* report adopted in 2006 (Action 2).

Preparation of the e-Planning Roadmap

In September 2006, a steering group was established to develop an e-Planning Strategy and Roadmap. The steering group comprised the MAV, two local councils and DSE. Consultants, e-Centric Innovations, were appointed to prepare the strategy and consult with planning industry stakeholders including peak industry groups, local councils, related project groups and software vendors.

The strategy produced an industry wide e-Planning vision, along with a series of supporting goals and initiatives to guide effort by all planning stakeholders in Victoria to:

- provide e-Planning systems that streamline and support better outcomes from the planning process

- establish Victoria as a best practice provider of e-Planning systems
- harness the efforts of all stakeholders to develop e-Planning systems
- improve the range and quality of planning systems and electronic information
- achieve business value in developing e-Planning systems (reward vs cost and effort)
- optimise the cost of developing and maintaining e-Planning systems.

e-Planning Deliverables

The e-Planning Roadmap will deliver:

- ✓ a blueprint to guide the future technical evolution of all relevant systems
- ✓ online planning applications, integrated with council systems
- ✓ council systems with the capability for process changes to be quickly 'operationalised'
- ✓ various address and map based online services to improve user access to planning information and resources
- ✓ a dashboard of Victorian planning transactions (applications and amendments) to support monitoring and continuous improvement of the planning process
- ✓ improved planning information and resources available via the DSE website.

DSE and the MAV intend to enter into an agreement to partner in the implementation of the e-Planning Roadmap. By co-ordinating the efforts of all e-Planning stakeholders, the Roadmap will deliver a comprehensive range of planning services online by 2011.

One of the major challenges is the integration of government systems with council systems. Simplified system interoperability and integration is key to the successful delivery of e-Planning.

The staging of the deliverables is included in the *Staging of e-Planning Deliverables* on page 3.

Stage 1 is well advanced and funding is currently being sourced for Stage 2 projects.

What projects and systems are part of the e-Planning Roadmap?

Any information system that supports planning in Victoria is encompassed by the Roadmap. It includes:

- council planning systems
- systems in use by referral authorities and practitioners
- government systems including SPEAR, Planning Permit Activity Reporting System, Planning Maps Online
- eDA schema and NeDA project
- EasyBiz project
- The Victorian Government World Class Service Initiative and business.vic.gov.au online service platform.

Current projects and initiatives that are part of the e-Planning Roadmap

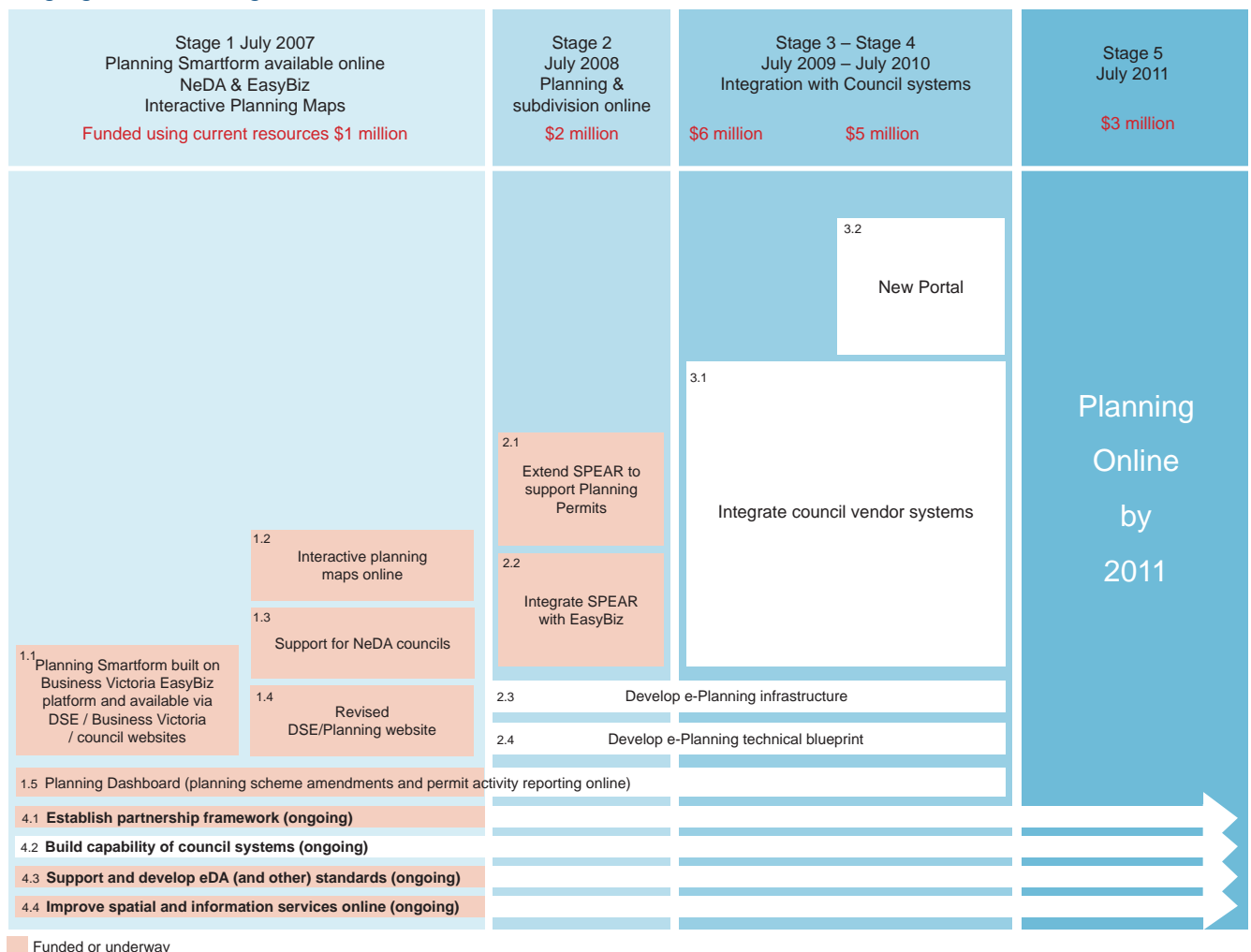


Who are the e-Planning Roadmap stakeholders?

The e-Planning Roadmap is designed to align the efforts of all e-Planning stakeholders. It is an industry-wide roadmap for:

- councils
- government agencies
- peak industry groups and practitioners
- software vendors
- referral agencies
- applicants
- objectors

Staging of e-Planning Deliverables



Benefits of the e-Planning Roadmap

Reform to e-Planning will produce several benefits. In February 2004, the eDA Cost Benefit Analysis prepared for the national Development Assessment Forum by Stenning and Associates, calculated the benefit of all planning permits being automated at \$141 million over 10 years.

The e-Planning Roadmap is designed to bring together all stakeholders to collectively address barriers and achieve high adoption rates. It will achieve greater value-for-money for system stakeholders and improved electronic service delivery through better co-ordination of effort and resources. It will also support process standardisation in Victoria and improve synergies with other states through the adoption of suitable standards such as the eDA standard (to be mandated by COAG from July 2007).

For councils, the Roadmap prioritises the need for e-Planning systems to be integrated with council systems as this is considered to be key in being able

to reduce the administrative burden of the planning process on councils through less data entry, reduced effort in collecting missing information, reduced contact time needed with applicants and referral staff, reduced administration, faster processing, centralised tracking and improved access to information services.

For applicants, improved, integrated e-Planning systems will be more convenient, more transparent, provide the ability to track the progress of an application online, enable faster processing and better information services.

Referral authorities will benefit through greater process transparency, reduced data entry, faster referrals and improved version control.

For software vendors, greater integration opportunities with government systems will support a wide range of functional enhancements to software resulting in better systems, happier clientele, reduced costs, and clearer system requirements.

e-Planning Strategy 2007 – 2011

Where are we today?	Where are we going?	How are we going to get there?
<p>Analysis "The Compelling Case"</p> <p>Pains</p> <ul style="list-style-type: none"> No strategic view of how planning systems integrate/co-exist. Duplication of effort among government and stakeholders in planning systems development. Low consideration of impacts of process/legislation changes on systems. Difficulty in demonstrating value of investment – capital and operation expenses (business value assessment). Opportunity cost of not exploiting technology. Lack of common standards for systems and data exchange. Scarcity of skills and resources across all stakeholders. Lack of a common forum for coordinating activities and collaboration. Lack of roles and responsibilities in owning, funding, developing and operating planning systems. <p>Opportunities</p> <ul style="list-style-type: none"> Planning process can be improved with better system management (lack of it hampers planning reform). Better alignment of planning process with planning systems. Lower the costs of planning systems across the industry. Cater for needs of stakeholders. Exploit new technologies. Provide leadership and set benchmarks in planning systems development. Improve the quality of planning systems, data and information. Re-engineer existing systems – eliminate outdated methods and replace with new ones. Collaborate with other stakeholders in the provision of planning systems. Create a blue print for the future to guide evolution of all systems. <p>Key Forces</p> <ul style="list-style-type: none"> Caroline report for "Cutting Red Tape in Planning". Federal Government initiatives such as NeDA and RRF. COAG requirements. Victorian Government World Class Service to improve regulatory service to Government. 	<p>Goals</p> <p>Partnership approach Define the roles and responsibilities of all e-Planning stakeholders in delivering and using systems to maximise benefits to all parties.</p> <p>Better communication, coordination and collaboration Improve communication across all stakeholders and provide a framework for coordination of activities and collaboration on e-Planning systems.</p> <p>High system uptake Ensure e-Planning systems are effectively deployed and widely used by relevant stakeholders.</p> <p>Develop high quality systems Develop well designed, easy to use and integrated systems with reliable and up to date data that is secure and trustworthy.</p> <p>Smart spatial services Lever Victoria's VicMap infrastructure and incorporate smart spatial and mapping services into e-Planning systems.</p> <p>Create trust and provide security Develop e-Planning systems that are secure and reliable for all stakeholders.</p> <p>Dedicated, ongoing funding Ensure adequate, ongoing funding is available to support the cost effective execution of the e-Planning strategy.</p>	<p>Initiatives How will we achieve our goals and objectives?</p> <ol style="list-style-type: none"> Facilitate a partnership model to support e-Planning in Victoria to: <ul style="list-style-type: none"> improve collaboration promote knowledge sharing improve communication optimise expenditure and effort leverage skills and capabilities clarify roles and responsibilities guide effective implementation Establish a governance model where activities are effectively monitored and co-ordinated. Ensure councils have a base level of systems capability and that process changes can be quickly 'operationalised' in council systems. Establish an e-Planning Blueprint for the evolution of e-Planning systems that contains service orientated architecture standards, support for a range of services and systems, a single security model, support for mature open standards and integration with multiple third party systems including ownership, roles and responsibilities. Enable everyone to be able to lodge a planning application online in Victoria (odge, track, refer). Provide a range of address and map based, online services that improve user access to planning information and resources. Improve the range and quality of planning information and resources available on the internet to provide greater clarity about the planning process. Ensure business cases are prepared for e-Planning initiatives that are quantified, canvassed with stakeholders and monitored throughout project development. Provide a dashboard of Victorian planning transactions (such as planning applications and amendments and their status) across Victoria to support monitoring and continuous improvement of the planning process in Victoria.
<p>Improving Planning through technology</p> <p>Missions</p> <p>Mission 1 Provide e-Planning systems that streamline and support better outcomes in the planning process.</p> <p>Mission 2 Establish Victoria as a best practice provider of e-Planning systems.</p> <p>Mission 3 Harness the power of all stakeholders collaborating in the development of e-Planning systems.</p> <p>Mission 4 Improve the range and quality of planning systems and electronic information (e-Planning systems).</p> <p>Mission 5 Achieve business value in developing e-Planning systems (reward vs cost & effort).</p> <p>Mission 6 Optimise the cost of developing and maintaining e-Planning systems across the planning industry in Victoria.</p>	<p>Imperatives (Critical Success Factors) What do we have to do to achieve our goals?</p> <p>Work collaboratively with stakeholders – Working with a range of stakeholders is essential to identifying needs, defining system solutions, effectively communicating and leveraging capabilities and resources.</p> <p>Adequate and sustainable funding – Funding should take into account Total Cost of Ownership (TCO) across the various stakeholders to ensure successful implementation and on-going operation.</p> <p>Effective change management – Effective communication and training methods are required to support e-Planning system implementation.</p> <p>Ownership and sponsorship – Identify a sponsor and owner for each system and project to establish the scope, secure resources, manage issues and risks and report on progress against milestones.</p> <p>Well designed systems aligned to user needs – Systems should be easy to use, reflect statutory requirements, support automation, be integrated, secure and trustworthy. System design influences take up which impacts on benefit realisation.</p> <p>Standards – Support, develop, and use appropriate data standards that define common data elements and the required integration approach.</p> <p>Better information management – Planning resources and information should be concise and consistent and focused on the information needs of the audience. Where possible, information should be accessed via an address search to increase the contextual relevance of information.</p> <p>Clear value proposition – Provide a compelling value proposition for every e-Planning initiative. This will ensure buy-in, ownership, participation and support from the stakeholders and increase the likelihood of successful implementation.</p> <p>Monitoring and continuous improvement – Monitor the ongoing effectiveness of e-Planning systems to ensure that they support alignment between systems and processes.</p>	<p>Business Risks</p> <ul style="list-style-type: none"> Lack of ownership/ sponsorship of the e-Planning strategy. Lack of appropriate funds for on-going operations of e-Planning systems beyond initial deployment. Stakeholder confusion about positioning of e-Planning initiatives. No buy-in to the need for a "new way of doing things". Lack of uptake of e-Planning systems. Poorly designed architecture and infrastructure for e-Planning systems. Inadequate skilled resources for managing evolution of e-Planning systems. Solutions lack the security to win users trust and confidence. Poor usability of systems. <p>Project Risks</p> <ul style="list-style-type: none"> Poorly defined governance model. Uncoordinated and ineffective implementation. Project complexity e.g. a large number of stakeholders. Inadequate requirements definition, and use of technology. Loss of key skilled resources in planning. Data quality issues. <p>People and process Risk</p> <ul style="list-style-type: none"> Shortage of skilled staff. Inability to collaborate relevant stakeholders. Developing the necessary skills and resources.
		<p>Owners</p> <p>DSE Statutory Systems Group</p>
		<p>Milestones / Dates</p> <p>Stage 1 – e-Planning Council and Agreement June 2007</p>
		<p>Owners</p> <p>DSE Statutory Systems Group</p>
		<p>Milestones / Dates</p> <p>Stage 2</p>
		<p>Owners</p> <p>DSE Statutory Systems and Land Victoria</p>
		<p>Milestones / Dates</p> <p>Stage 1 – Launch revamped property Report Stage 5 – Planning Permit History online</p>
		<p>Owners</p> <p>DSE Statutory Systems Group</p>
		<p>Milestones / Dates</p> <p>Stage 1 – Improved basic website Stage 3 Portal</p>
		<p>Owners</p> <p>DSE Statutory Systems Group</p>
		<p>Milestones / Dates</p> <p>Stage 1 – Investment Decision Logic framework employed for all business cases</p>
		<p>Owners</p> <p>DSE Statutory Systems Group</p>
		<p>Milestones / Dates</p> <p>Phased delivery</p>

Where to from here?

- An e-Planning council will be established to oversee implementation of the Roadmap.
- Work will commence in June 2007 to extend the SPEAR system to support online lodgement, referral and tracking of planning permits.
- A new, improved planning application "Smartform" will be available from 1 July 2007 to all Victorian councils. The form is reduced in length and can be completed online, saved or printed. The Smartform is part of the forms platform developed in partnership with 30 local councils participating in the Easybiz project. It is hoped this will become the common front door for all planning applications lodged electronically with councils.
- The e-Planning Blueprint will begin to establish the best way to integrate state government and council systems in stages 3 and 4.

- New interactive mapping services will be available from July 2007 enabling searching of planning scheme maps by property address with links to planning scheme provisions.
- A new improved planning section of the DSE website will be complete by July 2007.

Further information

If you have any questions or are interested in finding out more about these e-Planning initiatives, further information is available from:

- Melissa Harris, Manager e-Planning Services, DSE, phone 9637 9490
email: melissa.harris@dse.vic.gov.au
- Liz Johnstone, Senior Planning Policy Adviser, MAV, phone 9667 5585
email: ljohnstone@mav.asn.au

Councils currently participating in NeDA, SPEAR, EasyBiz and Business Victoria as at June 2007

Council	NeDA	SPEAR	EasyBiz	BusVic	Council	NeDA	SPEAR	EasyBiz	BusVic	Council	NeDA	SPEAR	EasyBiz	BusVic
Alpine	☑				Gt Shepparton		⊗	☑	☑	Moyn				
Ararat		⊗			Hepburn	☑	⊗			Murrindindi			☑	
Ballarat	☑	☑	☑	☑	Hindmarsh					Nillumbik			☑	
Banyule	☑	☑		☑	Hobsons Bay					Northern Grampians			☑	☑
Bass Coast	☑			☑	Horsham	☑				Port Phillip	☑			☑
Baw Baw				☑	Hume	☑		☑	☑	Pyrenees				
Bayside		⊗		☑	Indigo					Queenscliffe	☑			
Benalla					Kingston				☑	South Gippsland				☑
Boroondara				☑	Knox				☑	Southern Grampians			☑	
Brimbank	☑	⊗	☑		Latrobe	☑		☑	☑	Stonnington			☑	☑
Buloke					Loddon	☑		☑		Strathbogie				
Campaspe			☑		Macedon Ranges					Surf Coast	☑	⊗	☑	☑
Cardinia	☑		☑	☑	Manningham		☑	☑		Swan Hill	☑	⊗	☑	
Casey		☑		☑	Mansfield					Towong		⊗		
Central Goldfields					Maribyrnong			☑	☑	Wangaratta				
Colac-Otway	☑				Maroondah	☑	⊗			Warrnambool				
Corangamite					Melbourne		☑	☑		Wellington			☑	☑
Darebin	☑		☑	☑	Melton		⊗	☑		West Wimmera				
East Gippsland			☑	☑	Mildura	☑		☑		Whitehorse	☑		☑	
Frankston				☑	Mitchell					Whittlesea	☑	☑	☑	☑
Gannawarra					Moira					Wodonga				
Glen Eira					Monash			☑	☑	Wyndham	☑	☑	☑	☑
Glenelg		☑			Moonee Valley	☑	⊗			Yarra		☑	☑	
Golden Plains	☑				Moorabool	☑				Yarra Ranges			☑	☑
Gt Bendigo					Moreland		⊗			Yarriambiack				
Gt Dandenong	☑	☑		☑	Mornington Pen	☑		☑	☑					
Gt Geelong	☑	⊗			Mount Alexander									
											28	23	30	29

☑ Operational; ⊗ Under development

What is...

SPEAR

SPEAR is the Victorian Government system that manages electronic development applications. The SPEAR website (www.landexchange.vic.gov.au/spear) currently supports subdivision applications only and is used by councils, applicants, referral authorities and Land Registry. SPEAR is also designed to integrate directly with third party systems.

SPEAR is a major plank in the future vision for e-Planning as the key statewide service for online development applications. In future, it is important that:

- SPEAR expands to support planning permit applications, which will commence in July 2007
- council and referral authority systems integrate with SPEAR
- the SPEAR website is available for applicants, councils, referral authorities and members of the public
- SPEAR integrates with the Planning Smartform, soon to be available to councils as part of the EasyBiz project.

eDA schema or protocol

The eDA schema is a national data standard for electronic development assessment applications (planning and subdivision applications). It has been prepared with input from every state and territory in Australia through the eDA sub committee, facilitated by the Development Assessment Forum www.DAF.gov.au.

The eDA schema began in 2002 in recognition of the need for data standards for eDA systems to assist all property industry stakeholders in minimising the cost of system development and maximising the benefits of interoperability of systems. Use of the eDA schema has been mandated by the Council of Australian Governments for all eDA system development in Australia from July 2007.

NeDA

NeDA is a project funded under the Federal Government's Regulation Reduction Incentive Program to implement the eDA schema in around 90 council systems across Australia. The project is designed to

streamline the data structures of council systems to enable them to more easily interoperate with other eDA systems. It is approaching its final stages.

The e-Planning Roadmap includes support for relevant standards that assist the exchange of planning data from one system to another. The NeDA project is the first nationally funded project to implement the standard in council systems. This is vital work in achieving future integration between council systems and other systems such as SPEAR. Councils participating in the NeDA project are now closer than ever to being able to seamlessly integrate with the SPEAR system.

PPAR

PPAR or Planning Permit Activity Reporting is a project designed to collect standardised planning permit data from local councils for the purpose of statewide reporting and monitoring. In conjunction with system vendors and councils, the project has commissioned the development of enhancements to council systems to enable planning data to be standardised and easily sent to DSE on a monthly basis. In return, a new website will shortly be available to councils providing access to a range of detailed reports to assist with benchmarking, measurement and resource management.

The PPAR project is approaching critical timeframes with new format reporting scheduled to commence from 1 July 2007. The PPAR system enhancements commissioned by DSE are compliant with the eDA standard and form an essential component of the e-Planning Roadmap (Action 1.5 Planning Dashboard on page 3).

EasyBiz

EasyBiz is a project funded under the Federal Government's Regulation Reduction Incentive Program to provide a common online platform for a range of local government regulatory forms and processes used by small business in Victoria.

Managed by the City of Whittlesea and its consultants, SKM, the project has delivered around 25 regulatory forms using Adobe Smartform technology. Councils have the option to receive each form manually, via email or as data directly into their systems. The forms

will be available through the council websites as well as through the Business Victoria website www.business.vic.gov.au.

Approaching its final stages, most forms will be in use by participating councils by June 2007. EasyBiz has been developed as an extension of the infrastructure supporting the Business Victoria website. In future, the infrastructure will be made available to other councils and managed by the MAV.

business.vic.gov.au and World Class Service

The business.vic.gov.au website brings together government services from all three levels of government for the Victorian business community. These services are provided as part of the Victorian Government's World Class Service program, designed to enhance government services to business. The Business Victoria infrastructure now includes the EasyBiz infrastructure. The Business Victoria platform also includes advanced online learning tools such as interactive step-by-step guides, online and phone customer support facilities, and an online account through which permits, licences, and registrations can be managed.

Planning Smartform

The Planning Smartform has been developed through a partnership between DSE, World Class Service and EasyBiz. The intention is to provide one Victorian planning application form for use by applicants and councils. The form will be launched in July 2007 and will be able to be accessed from council websites, the DSE website and www.business.vic.gov.au. It features individual council branding and contact details on each form as well as the ability to save the form. The next step for the Planning Smartform is to integrate it with the SPEAR system to enable applications to be lodged electronically with councils.

ZAPP

ZAPP is a content management system developed by DSE to manage planning schemes in Victoria. The project has converted 60,000 pages of planning scheme content to data, enabling planning scheme amendments to be electronically prepared and managed.

Deployment of the ZAPP system is currently on hold pending the availability of further funding to support its rollout with local councils.

"My council has been investing in IT for years – what does this mean for us?"

It is widely recognised and understood that many councils have made significant investments in their core systems. All of these projects are designed to complement and in some cases, integrate with council systems. System vendors are important e-Planning stakeholders.

"My software vendor also supports online lodgement of planning applications – how does this fit in with the e-Planning Roadmap?"

Software vendors have developed a wide range of value added services designed to enhance their systems and fulfil the requirements of their system users.

The e-Planning roadmap requires the collaboration of key system vendors.

The intention short term is to work with all stakeholders to avoid duplication of effort, reduce costs and achieve the best possible capability improvement through better communication and support for vendors and other stakeholders.

Long term this may mean that some features of vendor systems are duplicated. In some cases, this may not matter. In other cases, common sense will dictate that over time the most suitable services that meet the widest number of stakeholder requirements will prevail. The details of how this evolves will be determined in the e-Planning blueprint (Action 2.4 on page 3).

"I am a council with limited time and resources with lots of e-Planning projects competing for my attention. Which ones should I be treating as a priority?"

All the current e-Planning projects are important for different reasons. Some of the current projects are approaching critical project milestones. They are:

- PPAR system enhancements should be implemented by all councils by mid-2007
- NeDA compliant software modules to be installed at participating councils by June 2007.
- EasyBiz participating councils are expected to have all processes deployed by mid-2007.

SPEAR has been in operation for several years. However, the faster that councils, referral authorities and applicants start using the system, the sooner they can experience the operational efficiencies that the system provides. The more that stakeholders use SPEAR, the more benefits they receive.

“My council has no system or online services – where do I start?”

Councils now have access to a range of online tools that assist with service delivery to the community. They include:

- the Business Victoria forms and processes
- SPEAR to manage online subdivision applications
- Planning Permit Activity Reporting for performance monitoring.

The following additional services will be available from July 2007:

- new planning application Smartform
- new interactive planning maps.

“How involved should my council be in e-Planning?”

This will vary from one organisation to another. Some councils, for example, currently spend a lot of time and effort developing their e-Planning capability

while others don't use any systems at all. The level of participation in the e-Planning Roadmap is scalable based on priorities and resources. If a council is actively engaged or planning significant system based activities, they should contact DSE or MAV to discuss specific requirements. Alternatively, regular updates will be provided and opportunities to participate in e-Planning programs will be identified.

“Will the e-Planning roadmap cost us money?”

The e-Planning Roadmap has been designed to focus the current and future efforts of e-Planning stakeholders, to save money and effort by removing duplication and improving co-ordination. MAV and DSE will identify funding opportunities for some or all of the Roadmap.

Further information

Further information is available from:

- Melissa Harris, Manager e-Planning Services, DSE, phone 9637 9490
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