

# Appendix one – Response from agencies

## Response from Byron Shire Council

Page 1 of 1

#E2022/121248  
Your ref: D2224116/PA6690



7 December 2022

Margaret Crawford  
Auditor-General for New South Wales  
by email: [REDACTED]

Dear Ms Crawford

**Performance Audit - Development applications: assessment and determination stages**

Thank you for providing the NSW Audit Office final report on Development applications: assessment and determination. Council appreciates the opportunity to provide a response to be included in the published report.

Council has considered and accepts each of the recommendations. We have already implemented some of these changes and will work towards finalising those remaining by June 2023.

The response also provides background information in relation to the audit reporting period. Between July 2019 and June 2021 there were significant challenges and changes that impacted our development assessment processes that should be considered with the final report.

Please do not hesitate to contact me if you have any further questions.

Your sincerely

A handwritten signature in black ink, appearing to read "Mark Arnold".

Mark Arnold  
General Manager

*Enc. Council's response to Audit (#E2022/121251)*

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Traditional home of the Bundjalung People

## Response to Performance Audit



### Background

Continual improvement is important to Council. The opportunity to have our development assessment processes reviewed through this audit is welcome. It gave Council the opportunity to further finetune processes and procedures and consider more recent changes that have been introduced quickly either by legislative requirements or other by circumstances outside Council's control, such as the Covid 19 response.

The reporting period was between July 2019 and June 2021. Some of these changes include:

- **Manual to electronic lodgement and assessment processes**

During the period, there was a rapid transition from a hardcopy /paper-based development application (DA) lodgement and assessment process to support a completely electronic process.

The implementation of these electronic processes was fast-tracked by Covid 19 restrictions and working from home arrangements. Lockdowns also provided challenges with state border closures preventing key planning staff travelling from Queensland to NSW to work for extended periods.

During the second half of 2020 maintaining hardcopy files became unworkable and were phased out when staff were unable to attend the office. From January 2021 all hardcopy files were transitioned to digital versions.

- **Introduction of the NSW Planning Portal**

Council was an early adopter of the NSW Planning Portal ('the Portal') prior to it being mandated by the NSW Government for all Councils in 2020.

At the beginning of the audit review period, on 1 July 2019 Council opened the Portal as a non-mandatory option for lodging DAs.

It was planned to phase out hardcopy DA lodgements by 1 July 2020. But due to Covid 19 public health orders and the closure of the customer service centre we were forced to transition in March 2020. While it had its challenges, it provided the community the ability to continue submitting DAs and our planners to be able to assess them during the lockdown and subsequent Queensland/NSW border closures.

The Portal has continued to evolve rapidly with major changes being regularly introduced by the NSW Government. Our processes are continually being reviewed and new procedures introduced as a result.

- **Impacts of Covid 19:**

From March 2020 the response to Covid 19 provided many challenges. Over the next 18 months, the impacts of the measures were felt in many ways that had direct impact on the ability to continue business-as-usual in development assessment.

Some of these impacts include

- Lockdowns
- Transitioning to working electronically from home
- Legislation changes to support the Governments Covid 19 response

- Border closures preventing Queensland based staff from entering NSW for extended periods.
- Government incentives to stimulate the economy (impacts explained below)
- Regional migration (impacts explained below)

- **Increase in development**

As a consequence of measures introduced to assist with the impacts of Covid 19, there was a sharp increase in development in the Byron Shire over the reporting period.

This included

- Increased migration from locked down cities to regional areas.
- Increased property prices and major development activity.
- Introduction of the Federal Government 'HomeBuilder' program to encourage construction of new builds or renovations.
- Inability to travel freely, both nationally and internationally increased residential development.

The result of these impacts placed increased pressure on development staff by creating an increase in development applications. The increased workload seen staff assessing up to 80 DAs at a time during the period, all while dealing with the Covid 19 challenges outlined above.

As an indication of the impact of this increase on staff and processing of DAs, the [Department of Planning Best Practice Guide](#) recommends "...assessing officers are capable of achieving the 40 day assessment timeframe when they manage up to 25 relatively straightforward DAs at any one time. Where officers have more than 25 relatively straightforward DAs, and/or where a significant proportion of the applications are complex, assessment timeframes increase proportionally."

The increase in DAs continued through into 2022.

In closing, during a time of enormous change and pressure, staff were able to continue assessing development applications to meet the community expectations and should be congratulated on their performance. The audit outcomes are an indication of the significant changes and challenges experienced during unprecedented times.

The recommendations and comments from the audit will be used to improve our systems and processes.

## Conclusions

- Byron Shire Council has established clear roles, responsibilities and delegations for assessment and determination of development applications. However, the effectiveness of the Council's approach is limited by gaps in governance, risk management and internal controls.

Byron Shire Council has established clear roles, responsibilities and delegations for assessment and determination of development applications. However, The Council does not have a consolidated policy and procedure for development assessment; has not adequately followed up on the outcomes of internal reviews that identified opportunities to strengthen its assessment and determination procedures and approach; and has not demonstrated that it has managed relevant risks effectively.

The Council has not ensured that delegations have been consistently followed in the assessment of development applications.

### Response:

Council has developed procedures for the lodgement, assessment, and determination of development applications. While these procedures are not within a consolidated form, staff are aware of the processes and senior staff provide guidance where necessary.

These procedures have been developed over a period of increased workload and significant change. They will be consolidated into a standard operating procedure as recommended.

- Byron Shire Council's approach to managing conflicts of interest in development assessments does not provide transparency over potential conflicts of interest.

Byron Shire Council manages the risk of conflicts of interest for development assessment under its Code of Conduct. The Council has also implemented a separate policy that details additional requirements for managing conflicts of interest relevant to the development assessment process but has not regularly updated this policy and requirements between it and the Code of Conduct have not been aligned. This creates a risk that planning staff may be following inconsistent or outdated advice in managing conflicts of interest.

Across the period of review, the Council did not require staff to provide a disclosure of interest for individual development applications to be contained within assessment reports. Including these disclosures would increase transparency and ensure that staff are sufficiently considering any conflicts of interest relevant to each separate assessment process.

### Response:

Council has a code of conduct that applies to all members of staff. It is based on the Model Code of Conduct for Local Councils in NSW which has been prescribed under the Local Government (General) Regulation 2021. It is the principal document used by staff to manage conflicts of interest. Separate to this, and to minimise the potential for conflicts of interest arising from assessment of development applications, the Management of Conflicts of Interest in Development Matters Procedure was developed to support the Code of Conduct.

Staff are aware of both the policy and procedure, and act accordingly. As a result of the Audit, a declaration has been included in the assessment template of each development application (including modifications and reviews) to endorse this.

- Byron Shire Council has processes that promote compliance with legislation, regulation and government policy, but can improve how it undertakes some aspects of these that would ensure transparency, quality and consistency.

Our review of a sample of completed development applications from the Council indicated that most assessments were completed in compliance with relevant legislation, regulations, and government guidance, but that there were some

opportunities to improve elements of the assessment process including: transparency of any conflicts of interest involved in the assessment process; ensuring compliance with delegated authority limits; and consideration of modification application provisions.

The Council has established templates to guide planners through relevant assessment considerations required by legislation, regulations, and other guidance. However, it could do more to strengthen its approach to peer or manager review; monitoring legislative changes; and how it monitors the completion of relevant training by planning staff.

**Response:**

As a result of recommendations from this Audit, Council has made some minor changes to improve transparency, quality, and consistency. These are outlined below in the relevant commentary.

It is however noted the issues raised were of a minor nature and may have been a result of the excessive workloads over the reporting period as outlined in the background information above.

## Recommendations:

Council has considered and accepts each of the recommendations. We have already implemented some of these changes and will work towards finalising the remaining recommendations by June 2023.

### As a matter of priority, Byron Shire Council should:

Recommendation	Response
1. ensure all delegations for determination of development applications are followed.	Assessment report templates have been amended to provide a means for delegations to be identified.

### By June 2023, Byron Shire Council should:

Recommendation	Response
2. finalise and implement a consolidated policies and procedures manual for development assessment	Consolidation of processes and procedures has commenced.
3. strengthen transparency over conflicts of interest within development applications assessment by: a. requiring a declaration of any interests to be made within assessment reports b. aligning or consolidating its policies that govern conflicts of interest management c. ensuring Councillors' conflicts of interest declarations are retained in all meetings discussing or considering development applications	Transparency over conflicts of interest will be resolved as follows: a. Development assessment reports now include a declaration that the assessing officer does not have a conflict of interest. b. The <i>Management of Conflicts of Interest in Development Applications Procedure</i> will be reviewed when the Code of Conduct is reviewed to ensure consistency. c. The Planning Review Committee are now required to declare any conflicts of interest in development applications discussed at meetings.
4. strengthen its peer review process to ensure development application assessment reports meet quality and consistency requirements.	The development assessment report template has been updated to minimise future errors.

## Commentary

### 2.1 Governance, risk management and internal controls for development application assessment and determination

#### **Byron Shire Council has established clear roles, responsibilities and delegations for assessment and determination of development applications**

Noted.

#### **Byron Shire Council has not effectively ensured that delegations for determining development applications have been followed**

As discussed above in the Background information, during the reporting period there were significant pressures placed on development planners. There were 6 applications, from over 1,700 (or 0.4%) whereby there were minor breaches in delegation.

The Director has since undertaken a due diligence review of these approvals and is satisfied that no further action is warranted, nor would the outcome have been different if the correct delegation was applied.

To address this in the future, development assessment reports have been amended to ensure the correct delegations are applied to officer recommendations.

#### **Byron Shire Council does not have a consolidated policy and procedure manual for assessment and determination**

Council has developed procedures for the lodgement, assessment, and determination of development applications. While these procedures are not within a consolidated format, staff are aware of them, and senior staff provide guidance where necessary.

A number of these procedures have been developed during the reporting period in response to the significant changes that occurred, such as mandating the Portal due to Covid 19 restrictions and transitioning to a fully electronic lodgement and assessment process.

Council has a suite of templates that also guide this process.

The procedures and templates will be consolidated into a standard operating procedures manual.

#### **Two recent examples of Byron Shire Council's Director in charge of Planning assessing complex development applications did not ensure segregation of duties**

The Director did not assess the development applications. The assessment was undertaken by the Major Development Planner, who resigned prior to finalising the DAs. The Director completed the assessment, supported by the Planning Manager and relevant senior engineer, environmental health and ecology officers. Both applications were outside the Director's delegations and required determination by Council and the Northern Regional Planning Panel respectively.

Additionally, the applications were the first major DAs assessed against the Byron Bay Town Centre LEP requirements. There was a need to ensure assessment standards were set for future major development in the town centre. This required a level of seniority and experience in management and assessment of significant development applications. Future DAs will be assessed by senior staff.

#### **Byron Shire Council has not clearly demonstrated how it manages risks and implements controls relevant to development assessment to within accepted tolerances**

Council has identified the need to review the current Risk Management System, including the type, rating and actions across the organisation.

The review has been delayed due to Covid and the natural disaster response. It is anticipated this review will be undertaken in the next financial year.

**Byron Shire Council has undertaken internal audits of development assessments but has not followed up on the audit outcomes and recommendations**

Previous audit recommendations were commenced, but due to restructures and other matters arising within the relevant business areas were not completed.

The most recent audit was undertaken during 2020. Processes within the development assessment area have been revised with the introduction of electronic lodgement and assessment, and the NSW Planning Portal. As such, these processes are not contained within one standard operating procedure but have been developed and are currently in use.

They will be incorporated into a single standard operating manual to be finalised as per the recommendation by June 2023.

**Byron Shire Council has identified and responded to risks relating to planning skills shortages**

Council continues to experience planning skills shortages and has developed strategies to mitigate the impacts of losing staff during a period of increased development in the Shire.

These temporary strategies include seconding relevant staff from other areas of Council and the use of local consultant planners to assess development applications.

The use of consultant planners to assess development applications where Council may have a pecuniary or non-pecuniary interest has been common practice for a number of years. Consultants are required to make declarations when signing contract agreements at the commencement of their engagement. The majority of planning consultants engaged are local to the area and have relevant knowledge and experience. Most are not undertaking any other work in the area at the same time working for Council.

**Byron Shire Council has used non-qualified planning staff to support assessment of development applications**

As outlined above, Council has used the secondment of staff from other areas to backfill positions to alleviate planning skills shortages.

While the assertion is that non-qualified planning staff have been used to support assessment of development applications, the officer in question has been employed as a Development Support Officer for a number of years and has undertaken certificate qualifications in planning to develop skills in that role.

The development support role requires extensive knowledge of the planning system, local planning controls and the Shire.

Applications assessed by this officer were of a minor nature, including swimming pools, sheds, carports, etc. The role was to complete a standard template development assessment and refer it to senior staff for review and determination. This officer does not have delegations to determine applications.

The use of an experienced planning support officer was a proactive measure to assist in growing and supporting our existing workforce. It is consistent with our Workforce Plan.

## 2.2 Managing the risk of conflicts of interest

**Byron Shire Council has not aligned its two policies that govern its approach to managing potential conflicts of interest within development assessment**

As discussed in the Conclusion commentary above, Council has a code of conduct that applies to all members of staff. Separate to this, and to minimise the potential for conflicts of interest arising from assessment of development



applications, the *Management of Conflicts of Interest in Development Matters Procedure* was developed to support the Code of Conduct. Staff are aware of both the policy and procedure, and act on them accordingly.

As a result of the Audit, a declaration has been included in the assessment template of each development application (including modifications and reviews) to further endorse the Code of Conflict. Additionally, the procedure will be amended so it is regularly reviewed in conjunction with the policy.

#### **Byron Shire Council's complaints management approach does not support systematic monitoring of development assessment complaints**

Council has a Customer Request Management (CRM) system to record requests from the community that require an action. Development submissions (ie. as a result of public exhibition) are recorded in the CRM system as they are required to be considered during the assessment of an application.

Complaints in relation to a grievance or dissatisfaction with the assessment of an application are managed by an officer more senior to the assessment officer (ie. team leader, manager or director). The outcome of these complaints is recorded on the development application. Council's Complaints Procedure is currently under review.

Complaints in relation to Code of Conduct matters are managed by Council's Legal Counsel.

#### **Byron Shire Council did not respond to a development application submission that alleged Code of Conduct breaches**

The Procedures for the Administration of the Code of Conduct provide, at clause 4.2 that:

*The following are not "code of conduct complaints" for the purposes of these procedures:*

- a. complaints about the standard or level of service provided by the council or a council official*
- b. complaints that relate solely to the merits of a decision made by the council or a council official or the exercise of a discretion by the council or a council official*
- c. complaints about the policies or procedures of the council*
- d. complaints about the conduct of a council official arising from the exercise of their functions in good faith, whether or not involving error, that would not otherwise constitute a breach of the standards of conduct prescribed under the council's code of conduct.*

The Procedures in clauses 4.4 and 4.5 provide that a Code of Conduct complaint must be made within three months of the alleged conduct occurring or within three months of the complainant becoming aware of the alleged conduct and that a complaint made after three months may only be accepted if the General Manager or their delegate is satisfied that the allegations are serious and compelling grounds exist for the matter to be dealt with under the code of conduct.

The fact that a complainant may title their complaint to be a "Code of Conduct" complaint does not mean that it is, or will be assessed as, a Code of Conduct complaint.

The General Manager must be satisfied when applying the provisions in the Procedures that the complaint is, indeed, a Code of Conduct complaint.

If it is not, then there is no need to refer the complaint to the Office of Local Government.

An aggrieved complainant has the right to escalate the matter to the Office of Local Government or the NSW Ombudsman.

#### **Byron Shire Council has gaps in its procedures to identify and manage conflicts of interest for staff assessing and determining development applications**

The Code of Conduct applies to all members of council staff, including Planners. Training is provided during induction and when the policy is reviewed. Staff are also required to acknowledge the Code of Conduct regularly. Should conflicts arise with individual applications, these would be managed by senior staff.

As a result of the Audit, a declaration has been included in the assessment template of each development application (including modifications and reviews) to enforce this.

**Byron Shire Councillors have not been required to declare conflicts of interest at meetings that decide whether they should determine a development application**

The role of the Planning Review Committee is to review an application and decide if it should be determined by the full Council at an Ordinary (Planning) meeting or if it should be determined under Delegated Authority based on certain set criteria. The minutes of the Planning Review Committee are then reported to Council.

The committee does not have power to determine development applications.

A conflict-of-interest declaration has since been included in the meeting agenda and minutes.

## 2.3 Processes and procedures to ensure compliance with relevant legislation, regulations and other guidance

**Byron Shire Council has assessed and determined most applications in compliance with legislative requirements but can improve how it considers modification applications**

The audit revealed a very small number of modification applications where the type of modification application noted differed from the assessment. These were assessed correctly, in accordance with legislation.

The standard assessment template and procedures have been amended to ensure the correct titling of modification applications.

**Byron Shire Council has not formalised its approach to monitoring legislative changes**

The Landuse Planning Team have informally undertaken this role in the past. This has now been formalised.

Additionally, senior staff within the development assessment area also undertake this role through liaison with Government departments and legal avenues.

**Byron Shire Council has adequately documented development application determinations and evidence, but could improve how transparently it communicates assessment outcomes**

Council proactively publishes all development application material via the DA Tracker, regardless of the requirement to exhibit them. Determination notices are uploaded when the DA is finalised.

Assessment reports are made available to the public in accordance with Government Information (Public Access) Act 2009 (GIPA) legislation. There is no requirement to upload Assessment Reports within the Environmental Planning and Assessment Act 1979.

Subject to additional resourcing for software solutions, assessment reports may become available in the future.

## 2.4 Processes to deliver consistent, quality assessments of development applications

**Byron Shire Council can strengthen its peer review processes to ensure quality and compliance**

The peer review process allows for planners and the senior staff with appropriate delegations to review DAs and seek feedback. Where issues are raised, this feedback is saved within the Development Assessment Report or Council's Electronic Document Management System.

The errors or inconsistencies identified are likely a result of the excessive workloads over the reporting period as outlined in the background information above.

The development assessment report template has been updated to minimise future errors.

**Byron Shire Council has processes to verify and validate estimated cost of works information provided by applicants**

Noted.

**Byron Shire Council is monitoring development application workloads and throughput but is not systematically reviewing the outcomes of assessments**

An audit program of development assessment was identified in the 2020 development assessment audit. The program has been delayed due to Covid, increased development application pressures and the natural disaster response.

**Byron Shire Council can improve how it documents important elements of its processes to ensure quality and consistency of development applications**

Noted, recommendations in relation to minuting staff meetings and centralising staff training will be established.

## Response from Northern Beaches Council



northern  
beaches  
council

29 November 2022

Ms Margaret Crawford  
Auditor-General for New South Wales  
GPO Box 12  
SYDNEY NSW 2001

Email: [mail@audit.nsw.gov.au](mailto:mail@audit.nsw.gov.au)

Our Ref: 2022/749726

Dear Ms Crawford

### Development Application Performance Audit – Assessment and Determination

I refer to your letter dated 9 November 2022 and thank you for the opportunity to provide a response to the final performance audit report.

Northern Beaches Council thanks the NSW Audit Office for the opportunity to participate in the Development Application Performance Audit and acknowledges the hard work and professionalism that staff from the NSW Audit Office demonstrated throughout the audit process. We welcome the opportunity the audit provided to benchmark, validate, and further enhance Northern Beaches Council's practices, procedures, systems, and reporting.

Northern Beaches Council being an amalgamated Council has worked hard to implement a robust, transparent, and efficient development assessment system across the three former Councils, whilst maintaining the highest levels of integrity, and continuous improvement being of utmost importance.

I appreciate that the performance audit report has validated our efforts in this regard and welcome the report reflecting Northern Beaches Council's efforts to manage its development assessment and determinations functions within the very complex planning and legislative environment that we operate in, and that the report acknowledges the effectiveness of our governance and internal controls.

The findings of the audit will be reported to Councillors, senior management and the Audit and Risk Improvement Committee.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Ray Brownlee'.

Ray Brownlee PSM  
Chief Executive Officer

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## Response from The Hills Shire Council



**THE HILLS**  
Sydney's Garden Shire

**THE HILLS SHIRE COUNCIL**

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01 December 2022

Ms Margaret Crawford  
Auditor-General for New South Wales  
GPO Box 12  
SYDNEY NSW 2001

Our Ref: 20428847  
Your Ref: D2224118/PA6690

Dear Ms Crawford

**Performance Audit – Development applications: assessment and determination stages**

Thank you for the opportunity to provide a response on the above audit for incorporation into the published report.

I thank you for the audit and welcome the findings that The Hills Shire Council has established processes to support compliant, effective assessment and determination of development applications. I am pleased your audit has also found that Council has a comprehensive governance and risk management for development assessment that sets out clear roles, responsibilities and delegations.

I have considered the recommendation for The Hills Shire Council that by June 2023 The Hills Shire Council should strengthen transparency over conflicts of interest within individual development assessment processes by requiring a declaration of any interests to be documented within assessment report templates controlled by the Council. I note that this is currently managed through our Code of Conduct under which staff must declare any conflicts of interest to their Manager. Notwithstanding this, the recommendation will be implemented and I acknowledge this will improve the transparency of the process.

Should you have any further enquiries please contact Cameron McKenzie, Group Manager Development & Compliance on [REDACTED] or myself on [REDACTED].

Yours faithfully

A handwritten signature in black ink, appearing to read 'Michael Edgar'.

**Michael Edgar**  
**GENERAL MANAGER**

[www.thehills.nsw.gov.au](http://www.thehills.nsw.gov.au) | 9843 0555

## Response from Department of Planning and Environment

Department of Planning and Environment



Our ref: IRF22/4303

Your ref: D2224119/PA6690

Ms Margaret Crawford  
Auditor-General for New South Wales

Via email: [mail@audit.nsw.gov.au](mailto:mail@audit.nsw.gov.au)

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Subject: Performance Audit – Development applications: assessment and determination stages

*Margaret*  
Dear Ms Crawford

Thank you for inviting a formal response on behalf of the Department of Planning and Environment regarding the Performance Audit - Development applications: assessment and determination stages.

I welcome the performance audit's recommendations, and the Department supports all recommendations directed to the Department. Please find attached the Department of Planning and Environment's response to each of the four recommendations made in the report. Your audit recommendations will contribute to the continued improvement of the Department's support to the Planning Panels as transparent and independent expert planning bodies.

I thank the audit team for the significant work they have undertaken and their professional and collaborative approach to working with the Department.

Should you wish to discuss any aspects of the Department's response, please do not hesitate to contact me, or Marcus Ray, Deputy Secretary, NSW Planning.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Shaun Smith', written over a circular stamp.

**Shaun Smith**  
A/Secretary

Encl: DPE response to recommendations

7.12.22

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## DPE Response to Recommendations in Performance Audit - Development applications: assessment and determination stages

AO Recommendation	AO Timeframe for Implementation	DPE Implementation Response	Progress on Implementation
1. ensure all panel members have made the required annual pecuniary interest disclosures.	As a matter of priority	<ul style="list-style-type: none"> <li>Establish a Panel Coordinator within the Regionally Significant Development (RSD) Team of DPE. The Panel Coordinator shall be responsible for ensuring panel members update and submit annual declarations of pecuniary interest disclosures</li> <li>The Panel Coordinator shall report on status of pecuniary interest disclosures to the Director Regionally Significant Development</li> </ul>	<ul style="list-style-type: none"> <li>Panel Coordinator established: December 2022</li> <li>Annual pecuniary interest declarations will be sought from new panel member appointments commencing January 2023.</li> </ul>
2. update and rationalise templates and processes used to facilitate secretariat support to planning panels to ensure consistency in approach	By November 2023	<ul style="list-style-type: none"> <li>Establish a Panel Coordinator within the RSD Team of DPE.</li> <li>The Panel Coordinator shall sit within a newly established Business Improvement team of the RSD Team.</li> <li>The Panel Coordinator shall be responsible for updating templates associated with regular panel business.</li> <li>The Business Improvement team shall be responsible for maintaining and continuously innovating Panel processes to best support Panel operations, and to ensure consistency in approach.</li> <li>The Business Improvement team will be responsible for communicating and training the RSD Team on consistent processes and approaches for Panel support</li> <li>The Business Improvement team lead will report to the Director Regionally Significant Development</li> </ul>	<ul style="list-style-type: none"> <li>Panel Coordinator established: December 2022</li> <li>Business Improvement Team established December 2022</li> <li>RSD Process document (a Knowledge Management Hub) developed April 2022 is scheduled for update in January 2023.</li> <li>Update of templates due to commence in February 2023</li> <li>Process updates, training and regular feedback for update will be ongoing in the Business Improvement Team</li> </ul>
3. formalise and implement processes to obtain and share information between regional planning panel chairs, including: <ul style="list-style-type: none"> <li>good practice</li> <li>performance metrics</li> </ul>	By November 2023	<ul style="list-style-type: none"> <li>Develop and implement a Leadership Program for the induction and ongoing training of Panel members. The program shall commence with the induction of new panel recruits in February 2023. Quarterly meetings for all panel chairs and members will be held as part of the program.</li> <li>The program shall focus on <ul style="list-style-type: none"> <li>Setting expectations for standards and consistency in panel operations, which may include sessions on procedural fairness, professional standards, acceptable behaviour, skills for chairing meetings and so on.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Panel Coordinator established: December 2022</li> <li>Business Improvement Team established December 2022</li> <li>Funding for a Leadership Program was approved for FY 2022-23</li> <li>Leadership Program development commenced November 2023 including:</li> </ul>
<ul style="list-style-type: none"> <li>training opportunities</li> </ul>		<ul style="list-style-type: none"> <li>Providing continuing education as required for improving panel operations, for example, ePlanning Portal training.</li> <li>Communication from the Department about legislation, policy and other changes affecting panel operations</li> <li>Facilitated sessions to seek collaboration and feedback from panel members regarding best practise for panel business, including business systems and processes</li> <li>Communication regarding performance metrics, such as Panel and Council statistics on timeframes, number of matters and so on.</li> <li>The Leadership program will be managed by the Panel Coordinator within the RSD Team.</li> <li>Feedback arising through quarterly meetings of the program will be escalated to the Business Improvement Team lead, Senior Case Managers and the Director Regionally Significant Development as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Induction Day for new Panel Members scheduled for February 2023</li> <li>scheduling and programming for following quarterly meetings has commenced</li> </ul>
4. establish processes to collect feedback from Panels to measure the effectiveness of support it provides to Regional Planning Panels.	By November 2023	<ul style="list-style-type: none"> <li>Surveys of panel chairs and members to be established as part of feedback on and during the Leadership Program outlined above.</li> </ul>	<ul style="list-style-type: none"> <li>Funding for a Leadership Program was approved for FY 2022-23, and program development has commenced as noted above.</li> </ul>