



Digitising Planning Services - Key for People Centered Planning

Naren Gangavarapu, Director of Digital and Information,
NSW Dept of Planning, Industry & Environment



NSW
GOVERNMENT

Planning,
Industry &
Environment



PEGA®

Planning and Assessment


- Assessment of State significant projects
- Digitisation of planning system
- Improve assessment practices and information systems
- Ensure industry compliance
- Support councils in rezoning's and new LEPs
- Implementing strategic planning in rural and regional NSW
- Supporting Planning Panels throughout NSW



The Broad Context

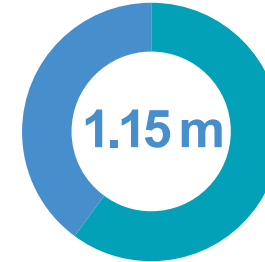
By 2036

Increase in population by **2.2 million** people

108,878 

people each year on average

Of these **1.74m** will be in Sydney and almost



of them in Western Sydney



We will need

985k

more homes



Sydney will be home to

64.7%

of NSW population



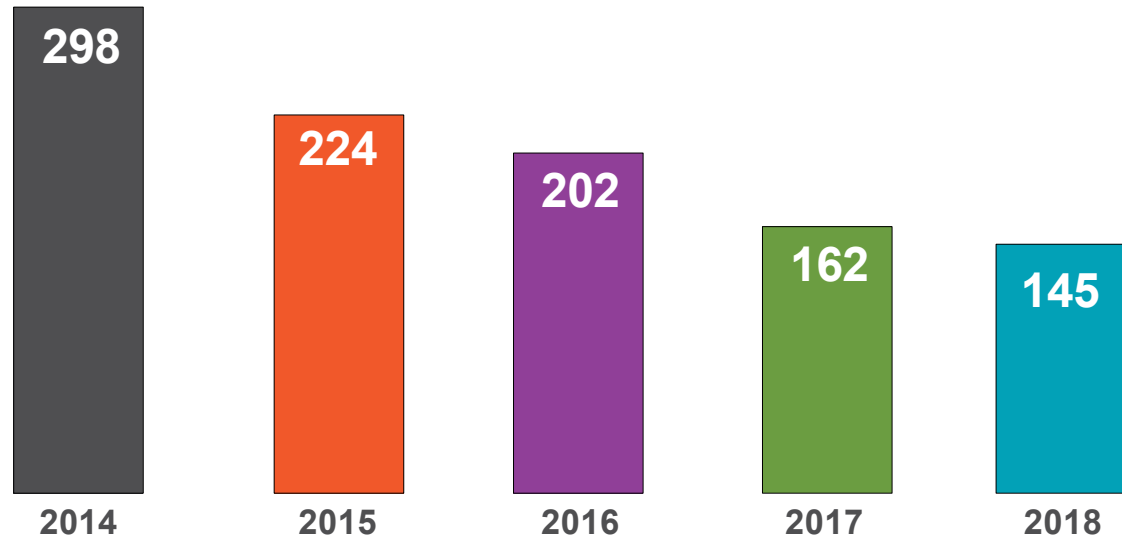
Regional NSW will grow to about

3.5m

people

State Priority (last FY)

Halve assessment time
- 149 days



Key Achievements – State Significant Projects

106 Projects
assessed

Capital Investment of
\$18B

Generating
59k 
Jobs

Key Achievements – Compliance and Enforcement





PEGA



Planning,
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Environment

There is a great awareness across the organisation that the information challenges need to be dealt with

"Several teams pay separately for the same data from agencies."
Quote from interviews

"We have a whole bunch of geo databases just on our standard network drives."
Quote from Interviews

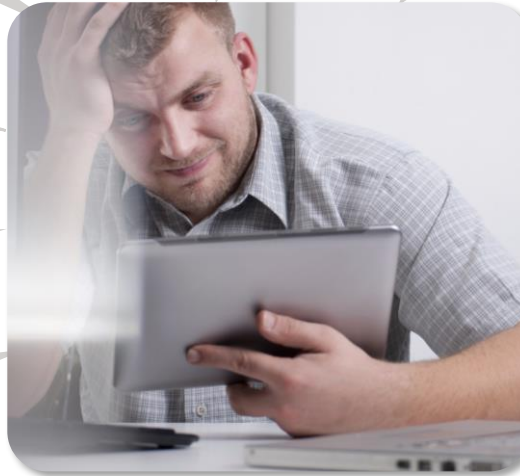
"Currently there are a lot of silos and heavy processes to deal with"
Quote from interviews

"We collect the same data as another team but they are not interpreting the same way as we are interpreting"
Quote from interviews

"And then there have been turnovers and so now the people in the department have very little knowledge of some of those systems."
Quote from Interviews

"Because part of the problem with local government is we did an audit of their information gathering, and they all collect their information differently, it is not straight forward
Quote from Interviews

"I was searching for a dataset, however no one knows where it's stored, and we have therefore lost a complete dataset."
Quote from Interviews

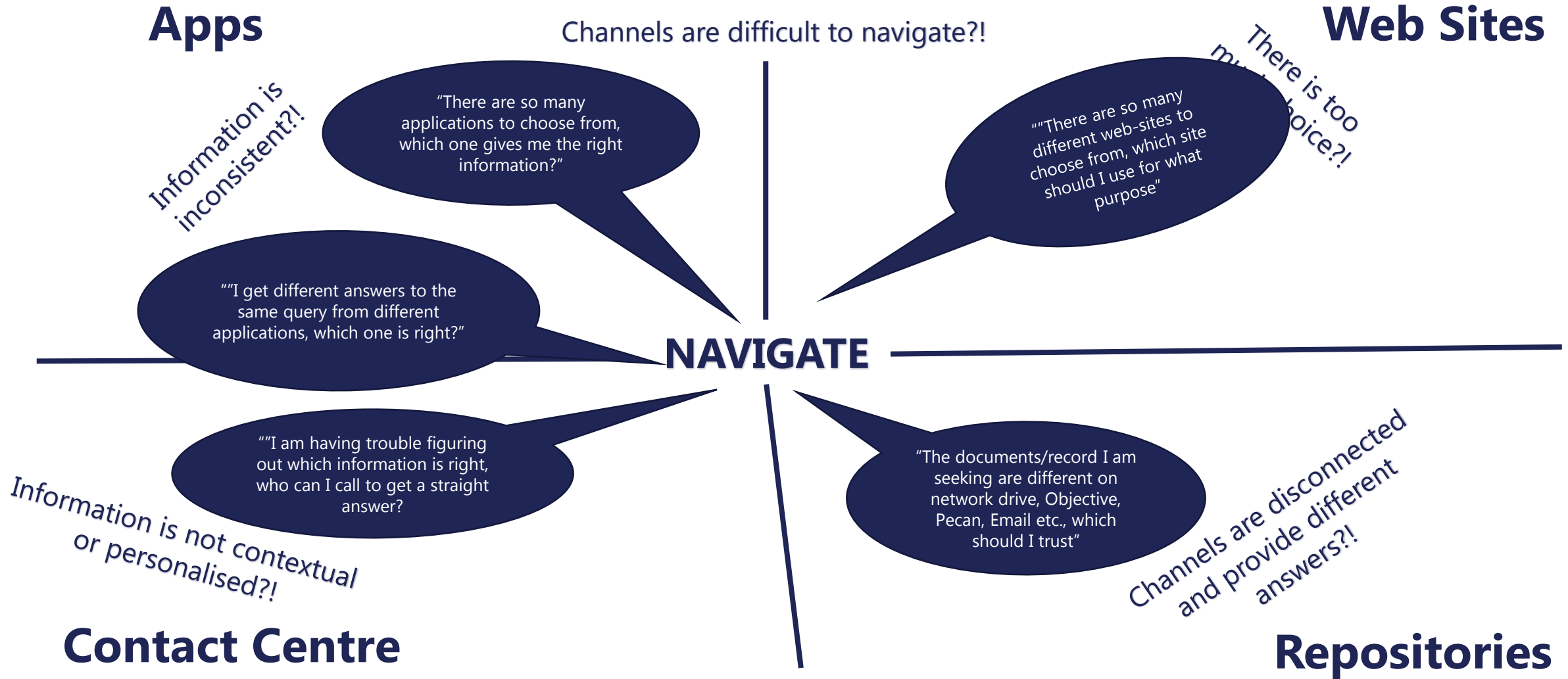


"Some external parties don't like giving us the data which is the biggest issue we have."
Quote from interviews

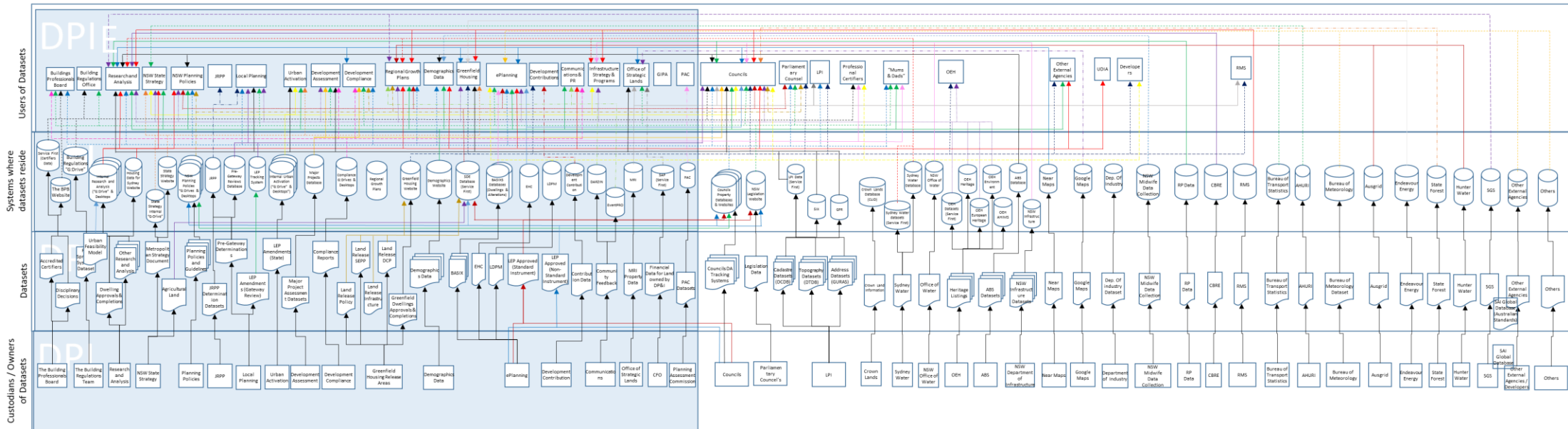
"But we know that there are other teams within the departments that are also doing the same thing, so there's a huge overlap of data going from agencies from completely different people"
Quote from interviews

"One of the key messages coming from community and stakeholders is that the current planning system is impossible to navigate, and until there is an understanding how planning works in a practical and concrete way on the ground, engagement with people is almost impossible" Quote from Interviews

Customer Perspective



The current information architecture is complex and fragmented with overlapping datasets, systems, sources and custodians



- **Custodians:** More than **50** different custodians, sources and data providers of datasets has been identified
- **Datasets:** More than **60** different datasets or groups of datasets are currently being used within the department*
- **Systems:** The datasets are dispersed across more than the **65** different systems, databases, websites that has been identified**
- **End Users:** There are more than **40** end-user groups of planning data

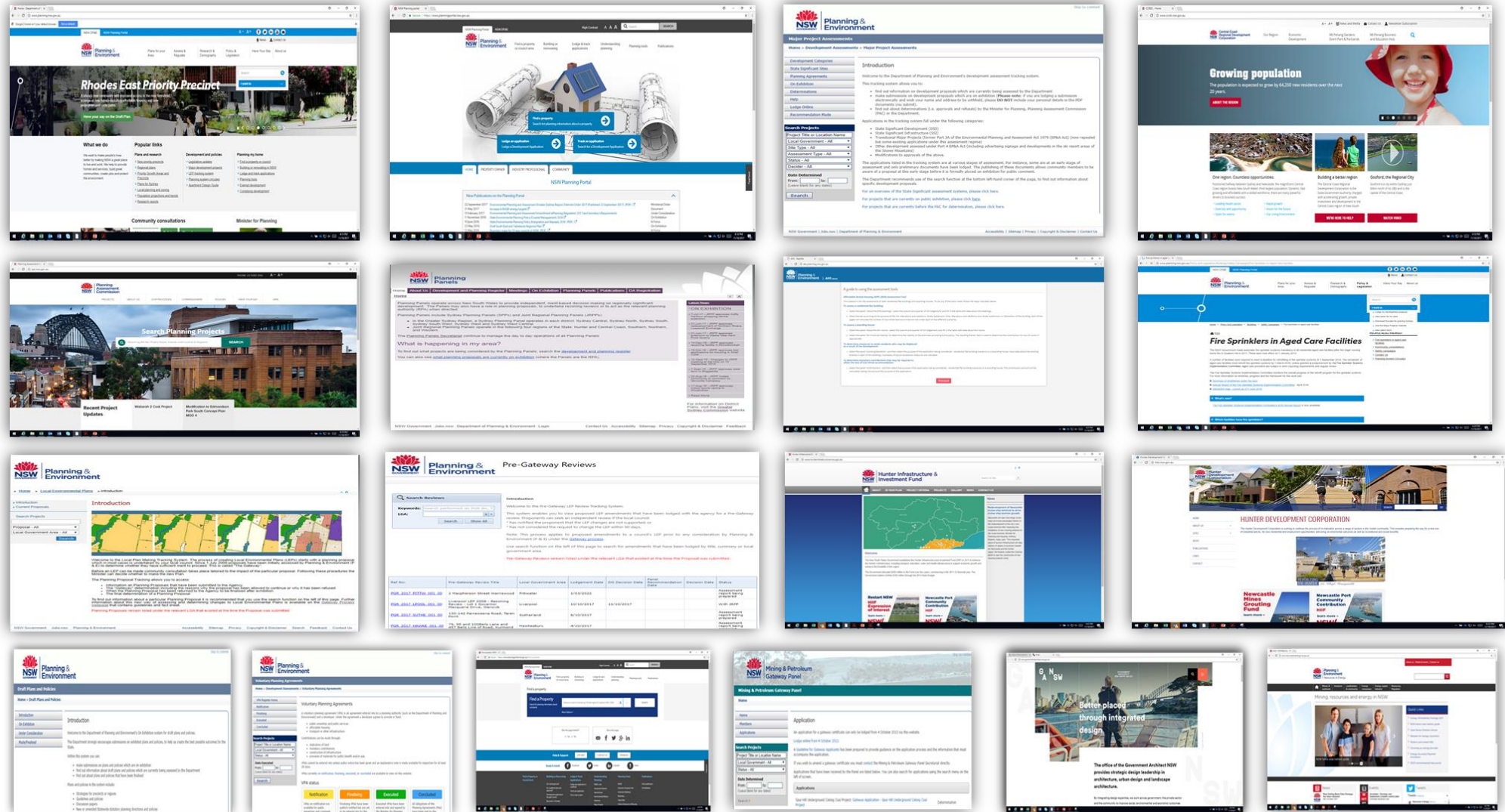
* Some of the data providers create multiple datasets

** Does not include all the variety of internal "G-Drives", Desktops, Councils different property systems etc.

There is a huge overlap of data coming from agencies into the agency.

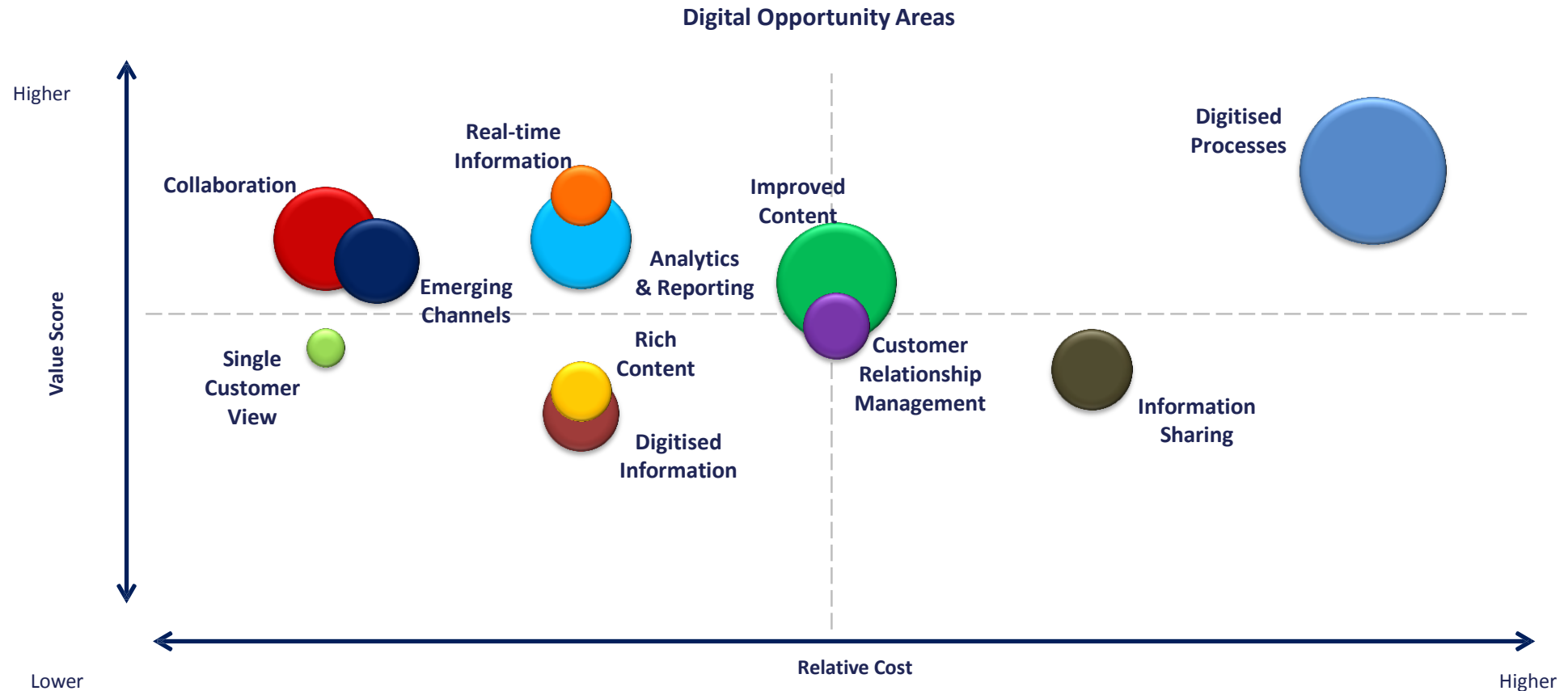
There is also a lack of transparency between what needs to be collected and who should be collecting it

Web Channels

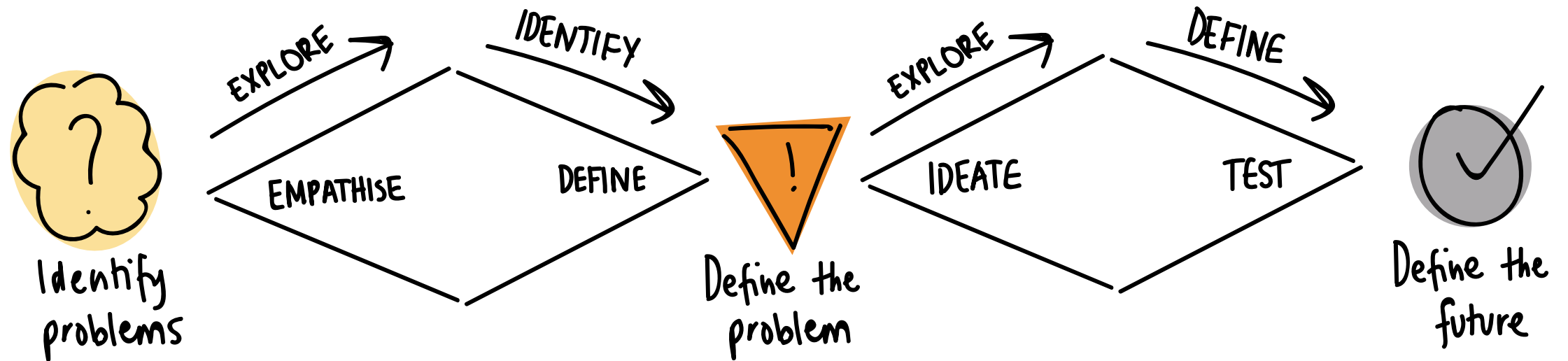


Opportunity areas by importance to DPIE

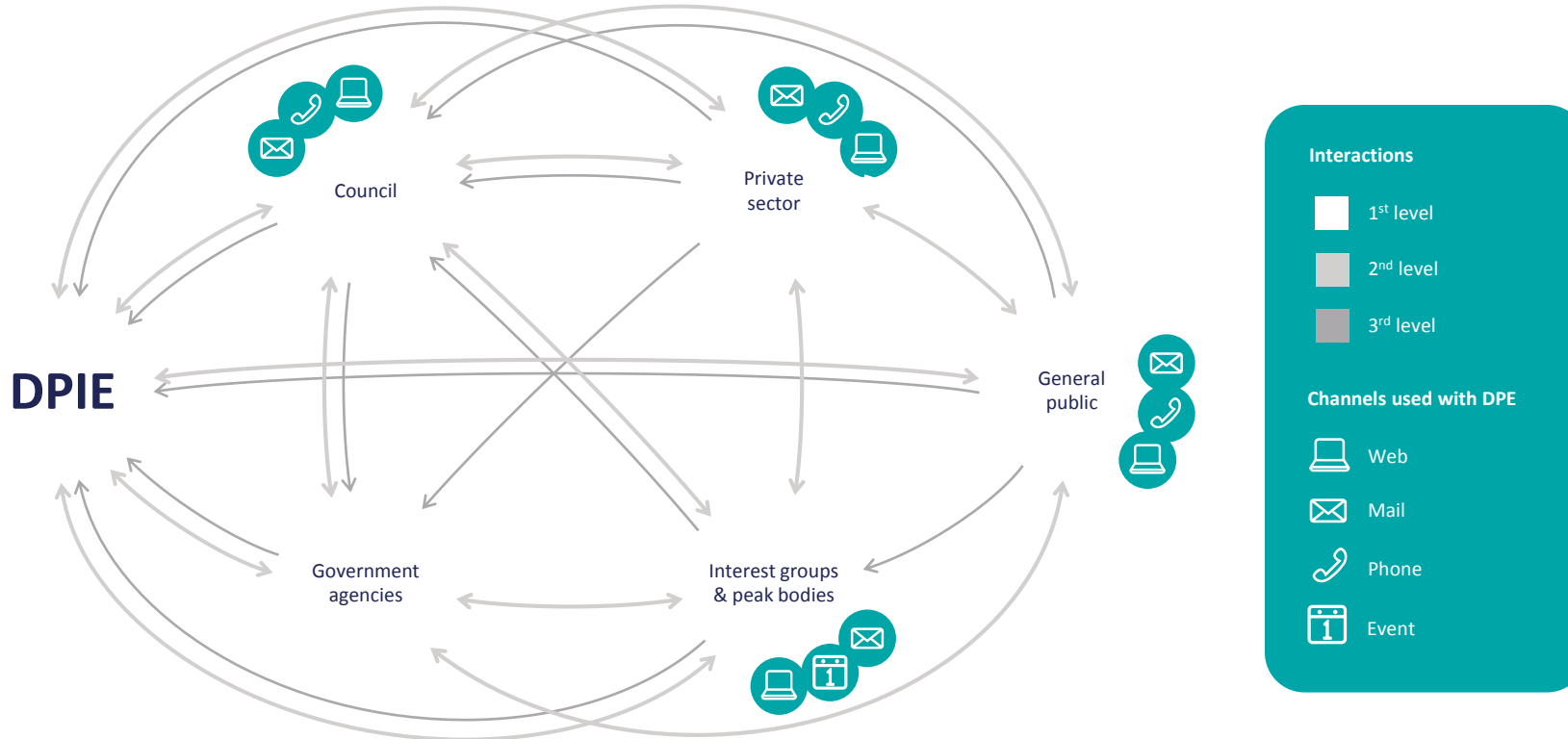
Each Opportunity Area is represented below in terms of relative importance to the organisation (the bigger the bubble the more opportunities) and measured against the strategy objectives.



Our approach was firmly founded in design thinking and human-centred design



How customers interact with you and each other



Represents the interactions customers from the research had directly and indirectly with DPE and other customers. This is not an exhaustive illustration of all possible interactions, but rather a representation of their involvement/interaction with DPE and other customers across their entire end-to-end journeys.

Users and their jobs to be done

	Assess & investigate <i>Research location based guidelines and parameters to assess feasibility or compliance. Make a decision for appropriate action based on assessment.</i>	Lodge & track <i>Collate required information for a proposal according to guidelines. Lodge proposal and track its progress through the process.</i>
Government <i>Government agencies (e.g. FACS, TfNSW) and Councils.</i>	Assess feasibility of a development idea Assess land for rezoning Assess development proposal	Lodge development/planning proposal for approval
Private sector <i>Planners, architects and developers</i>	Assess feasibility of a development idea Assess land for rezoning Certify developments	Lodge development/planning proposal for approval Lodge proposal on behalf of client
General public <i>Individuals, everyday citizens</i>	Find out if/how to build a structure to ensure they are compliant	Lodge development proposal for approval
Interest group <i>Community and interest groups</i>	Assess whether developments are compliant	

Users and their jobs to be done - continued

Keep informed

Become aware of, and consume information to stay up to date on changes to topics of interest.

Have your say

Comment on a development or policy through submission or informal channels. Digest feedback provided and respond to issues raised.

Educate & empower

Source and share specific content from different sources to inform and educate a particular audience.

Keep up to date with policy, plans, major projects and topics of interest	Create change about something of interest Consult with DPE about developments /policy Provide feedback on developments / policy	Keep community / public informed
Keep up to date with policy and plans, projects and developments	Consult with DPE about developments /policy Provide feedback on developments / policy	Educate clients on what the limitations are or why a plan doesn't comply
Be notified of changes that affect me	Create change about something of interest Provide feedback / comment about a development or rezone	
Keep up to date on topics of interest to my audience / community	Consult with DPE about developments /policy Provide feedback on developments / policy	Provide advice and inform people of their rights Active education & communications

Customer journey

A parcel of land



Many different customers interact with you through different journeys and jobs to be done. At the centre of all this is a parcel of land and its owner.

This current state journey follows the process of a piece of land from rezoning to development. It shows how different customers interact with you and some of the difficulties they encounter.

Depending on the type of owner the kind of development can vary.

Government agency

Developments can range from a new light rail route to a single residence for social housing.

Council

Developments can range from a new library or a new suburb.

Developer

Developments can range from an apartment block to a shopping centre.

Individual

Small scale developments such as a granny flat or house extension.

Development idea



I want to build something on my property.



Private sector
Assess the feasibility of client's idea.

Awareness: Changes to policy aren't effectively communicated, professionals only becoming aware from other sources or while researching that topic area.

"Notification normally doesn't come from them (DPE), I read it in the Sydney Morning Herald or Google search 'Department of Planning news'."



General public
Find out about building restrictions on my property

Jargon: The legal and technical way information is written make it difficult for the general public to understand and find the answers they are looking for.

"Too much jargon, you need to be on the 'inner' to know what things mean."

Rezone land



The land needs to be rezoned in order to build my idea.



Government
Assess planning proposal for rezoning

Consolidate information: Relevant information is scattered across different websites and related content is not always linked.

"Look at up to a dozen sources; typically DPE, LEP tracker, JRPP, MP, legislation, Council, RMS, pre-gateway, Google maps (etc.)"



Private sector
Consider the wider context to inform a planning proposal

Accessible information: Some information required comes from sources outside of what may be viewed as needed for a 'regular' development.

"Need to work out what's going to happen in the future ... what is the government doing with the city in the next couple of years?"

Create plans



I need to make sure the plans of my development are compliant.



Private sector
Ensure plans are compliant

Interpretation: There are inconsistencies in information across different levels of government and the council can interpret regulations differently to DPE, often there are grey areas where it is unclear what policies mean.

"The document is 500 pages long, legislation cannot be understood by anyone... I was told to get my own legal advice."



General public
Ensure plans are compliant

Easy access: Customers struggle to find the information they need in the place they think that information should be.

"I couldn't find any definite sizing restrictions for my zone."

Assess impact



I need to consider the impact of my development.



Interest group
Provide advice on the impact of a development

Accessibility: The format of information should make it easier for users to find the information they need not hinder their search.

"Sometimes there are documents you can't search, sometimes it's just a scanned copy. If documents are searchable it would make our lives easier."



Private sector
Lodge application on behalf of a client

Easy access: Important information is often found in different locations, spread across various documents. Users often need to download multiple PDFs to ensure they have all the information about a certain topic.

"It requires a lot of digging. I will go back and forth to double check information."

Lodge application



I lodge my development for approval before building.



Private sector
Lodge application on behalf of a client

Ease of use: It is not always clear to users where to lodge submissions and sometime struggle to find where digital lodgment sits on the websites.

"Its difficult to find where to lodge... had to call them (DPE) and googled it several times."

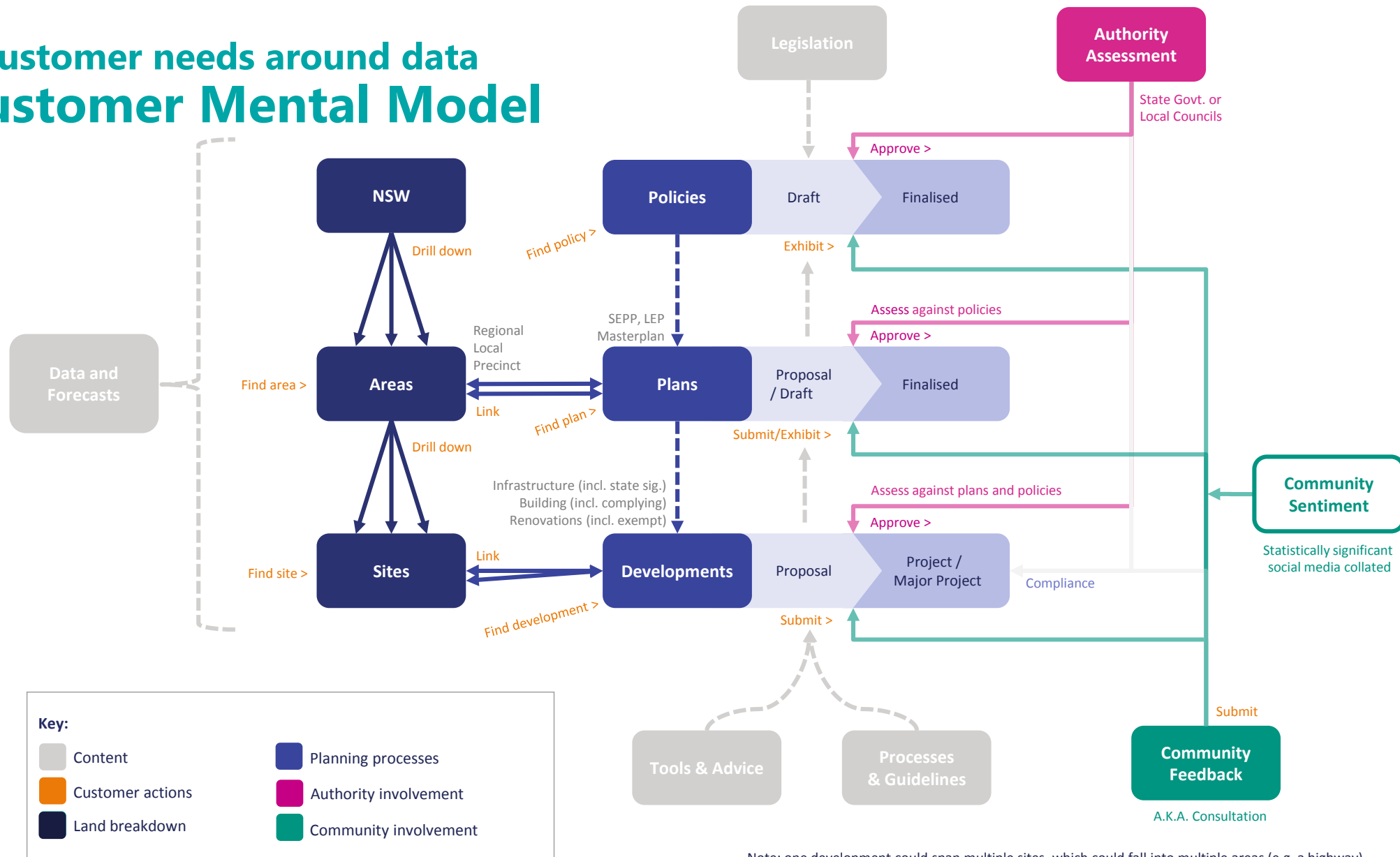


Government
Lodge application for major project

Using other channels: Digital isn't always best channel for submitting. Larger organisations prefer to send through their own internal systems or via email, making applications easier to track internally.

"We send things via email or through our internal document management system so we have a record of what we send (DPE)."

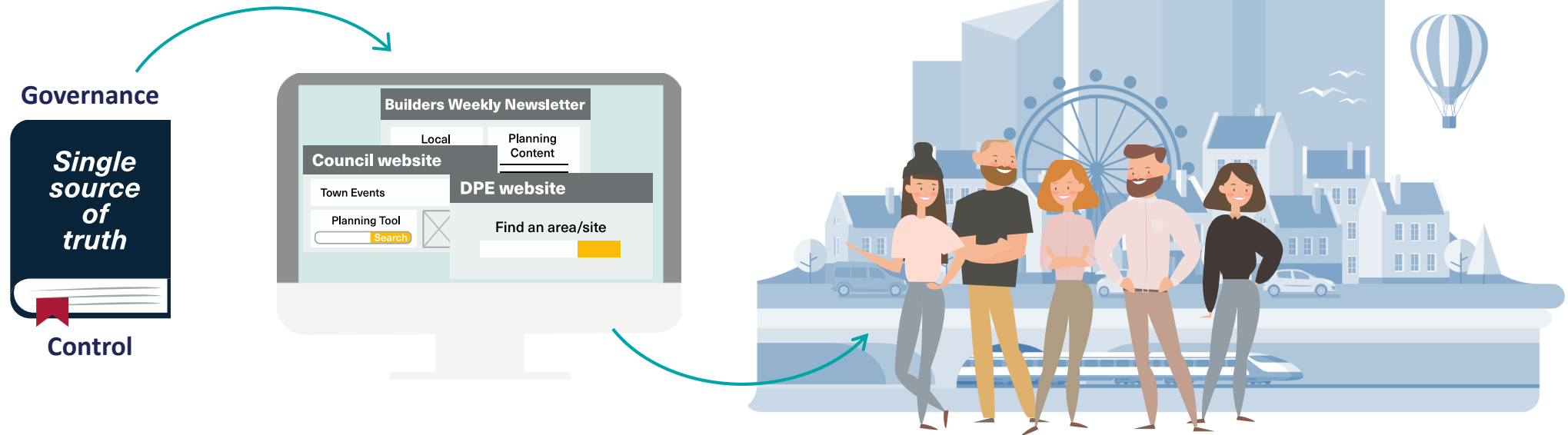
Understanding customer needs around data by building a Customer Mental Model



Note: one development could span multiple sites, which could fall into multiple areas (e.g. a highway).

The future vision for DPE is a unified digital presence

- By extending your content and services beyond DPE's own channels, you can better support customer's in their planning journey.



SYSTEMS OF ENGAGEMENT - CUSTOMERS



WEB



EMAIL



CHAT



SOCIAL



MOBILE



EVENTS



CALL CENTER

SYSTEM OF PROCESSES

Major projects

DA Online

CDC Online

LEP Tracker

Compliance

Post approval

PEGA GOVERNMENT PLATFORM

Data Model

Portals & Personas

Workflow and components

UX & Accessibility

3rd Party Integrations

Security & Compliance



Journey-Centric design

BPM

Case MGT

SYSTEM OF INTELLIGENCE

PowerBI Platform

SYSTEMS OF RECORD

SAP

CM9

ArcGIS

SALESFORCE

SYSTEMS OF ENGAGEMENT - EMPLOYEES



Microsoft Teams



OneDrive



SharePoint



Yammer



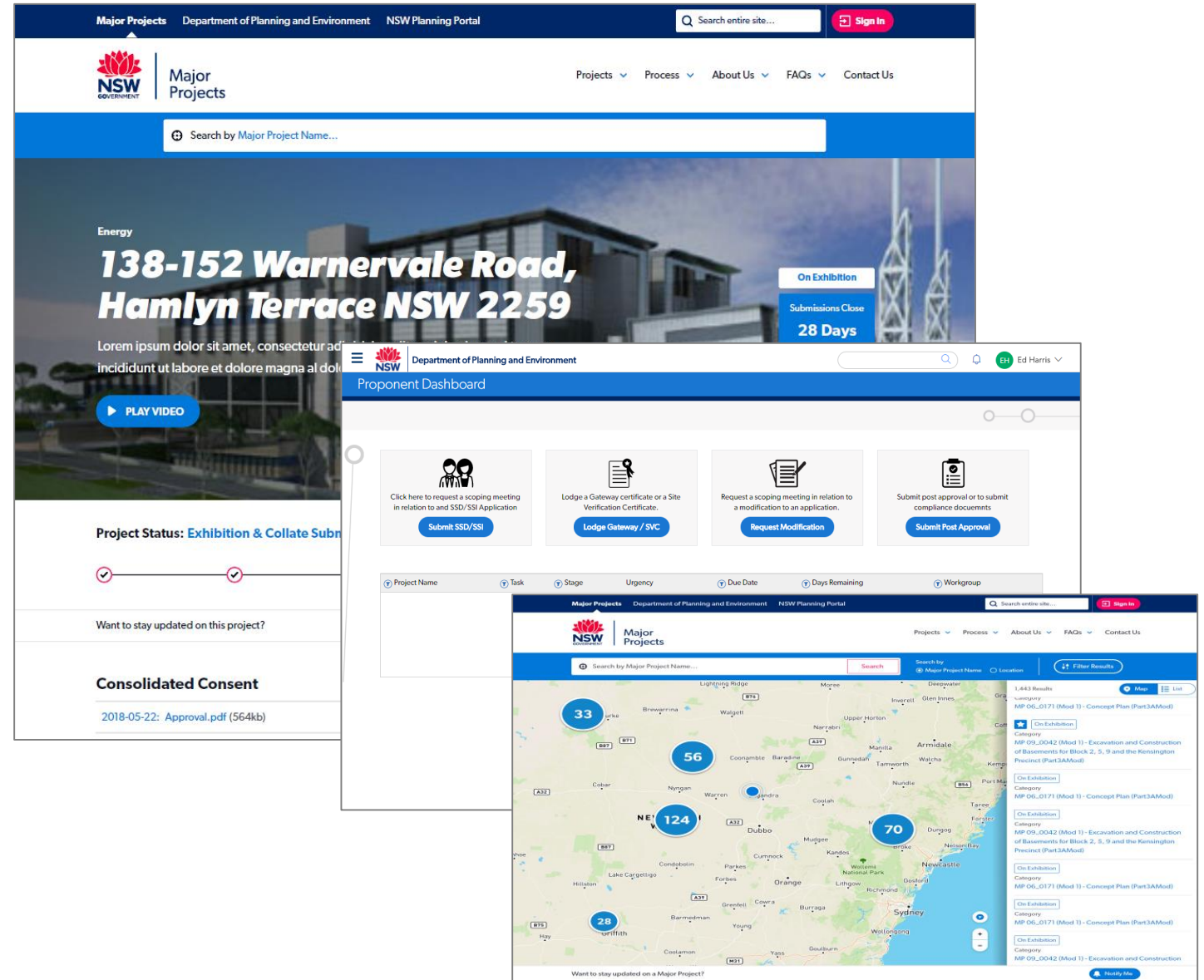
Skype



OneNote

New Planning Portal

- Making it faster and easier to do business with us.
- A 'one-stop-shop' where customers can:
 - Easily search and find what they need to prepare, lodge and track applications
 - Track the status of applications
 - Subscribe to receive project update alerts



Major Projects Application

Team Leader Dashboard

My Work

Project Name | Case ID | Task | Stage | Urgency | Goal | Due Date | Adjusted Due Date | Days Remaining

No work assigned

My Performance

My Team Benchmark

Notifications | Group Work

Pulse

Major Projects in NSW Central Park Block 2 - MOD 9
21 hours ago
Brendon Roberts
A task has been assigned to you for review and approval.

Major Projects in NSW One Carrington Street / Wynyard Place (Mod 9)
22 hours ago
Brendon Roberts
A task has been assigned to you for review and approval.

Major Projects in NSW One Carrington Street / Wynyard Place (Mod 9)
Today 23 hours ago
Brendon Roberts
A task has been assigned to you for review and approval.

Planner Dashboard

My Work

Project Name	Case ID	Task	Stage	Urgency	Goal	Due Date	Adjusted Due Date	Days
McPhillipys Gold	SVC-10008	Prepare certificate	Assessment	100		08/05/2019		-15
Queensland-Hunter Gas Pipeline-Mod 1	SS-25-MOD-1	Prepare Assessment Report	Assessment	100		19/04/2019	25/04/2019	-28
Hera Gold-Mod-5	SS-4384-MOD-5	Prepare Assessment Report	Assessment	100		17/04/2019	23/04/2019	-30
Dargues Reef Gold-Mod-4	SS-3871-MOD-4	Prepare Assessment Report	Assessment	100		21/02/2019	27/02/2019	-85
Hera Gold-Mod-5	EXH-893	Review RTS	Review RTS	100				
Green Gas Trial	SSD-10313	Prepare SEARs	SEARs	0				

Test Project

State Significant Development (SSD-578)

Prepare SEARs

Engagements

To consult with Public Authorities create an Engagement.

Current Engagements

Public Authority	Case ID	Due Date	Status
No cases			

SEARs and Cover Letter

You can now draft SEARs using the template provided below. Ensure that you have completed the following:

- Review any agency advice
- Incorporate any relevant agency responses
- Ensure that any engagements have been resolved

Modify Documents

- Issued SEARs [Edit]
- Issued SEARs Cover Letter [Edit]

Add Additional Documents

Add Attachment +

Summary

Due Date | Days Remaining | Urgency

Details | Attachments

Current Stage

SEARs

- Initiate
- Update Status
- Review SEARs Request
- Make Documents Public
- Prepare SEARs
- Finalise SEARs
- Save Records
- Lodge Application
- Review EIS
- Exhibition Arrangement
- Assessment
- Determination
- Close

Participants

dev pronoment Initiator

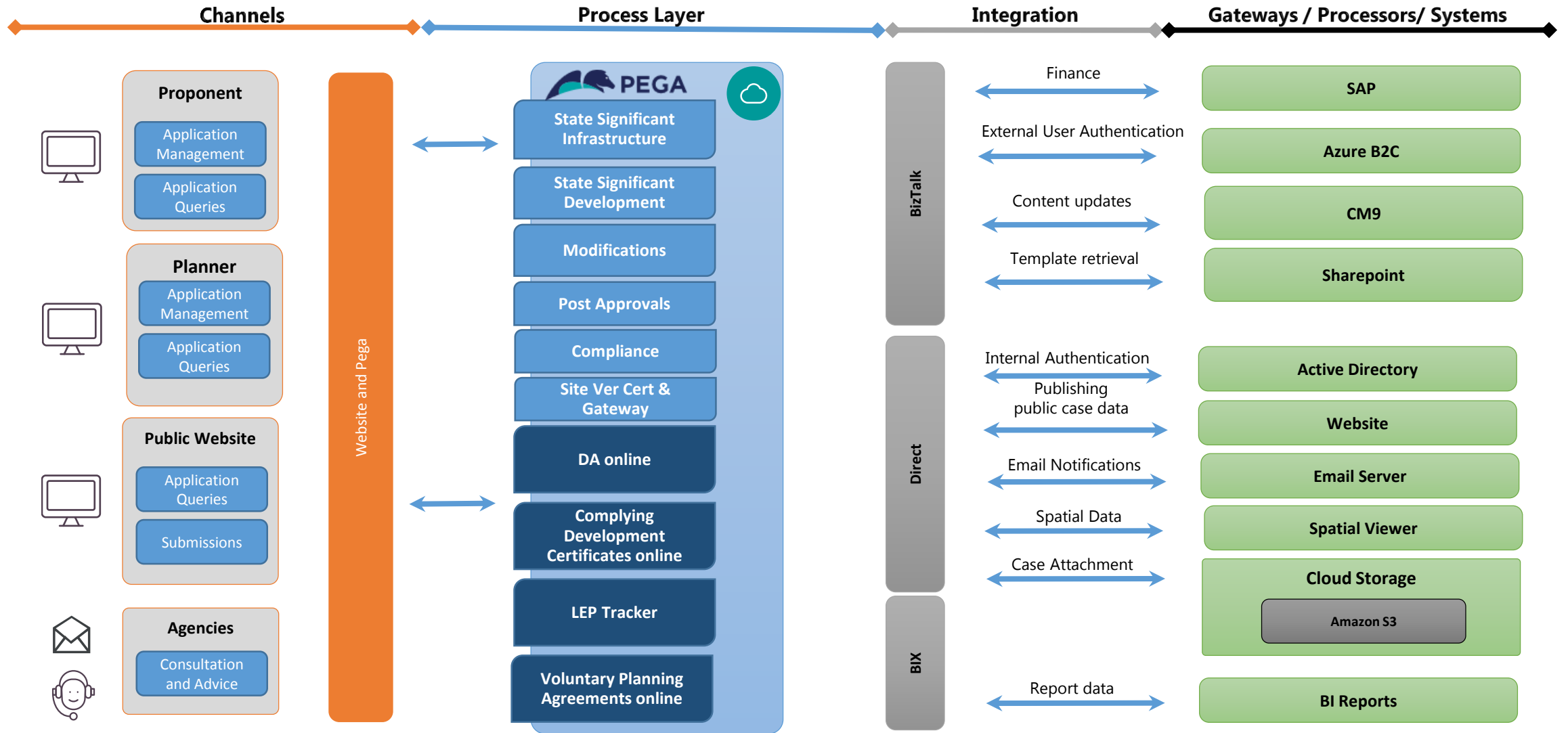
Cancel | Application | Save | Submit

My Team Forecast

My Team Performance by Stage

View Report

High Level Architecture*



* Does not list all projects being delivered

Pega Government Platform

Data model

Portals & personas

Government workflows & components



Major Projects Application – User Statistics



Companies

465



Govt. Entities

64



Public Submitters

3K+



Internal Users

200+



Website – New Users

79K+

Applicants



Make it easier for applicants and consultants to transact with the Department by allowing all services (assessment, post approval and compliance) to be conducted online.

Functionality	Legacy	Major Projects
Lodge Applications	✓	✓
Amend and Withdraw Applications	✗	✓
Submit Supplementary Information	✗	✓
Lodge Post Approval & Compliance Documents*	✗	✓
Track Post Approval Matters and Timeframes*	✗	✓
Report Environmental Incidents*	✗	✓

Community



Make it easier for the public to stay informed and to have their say on major projects.

Functionality	Legacy	Major Projects
Make Submissions	✓	✓
Track Applications	✓	✓
Receive Email Alerts	✗	✓
View Post Approval Decisions*	✗	✓
View Compliance Actions*	✗	✓
Make Complaints*	✗	✓
Provide Feedback Outside the Exhibition Period*	✗	✓

Authorities



Improve collaboration by streamlining the way the Department requests and receives advice from Government agencies.

Functionality	Legacy	Major Projects
Make Submissions	✓	✓
Provide Assessment Advice	✗	✓
Forecast Upcoming Requests for Advice	✗	✓
Review Performance	✗	✓
Receive and Respond to Consultation from Proponents*	✗	✓

Value Add To Our Customers

The new Major Projects website and digital platform is designed to address customer feedback and deliver a far more user friendly experience



1. Search

Make it easier for people to browse and find projects



2. Up-to-date Information

Display up-to-date information on project pages that is relevant overtime



3. Navigation

Improve navigation between projects, modifications and other related projects



4. Subscriptions

Enable people to stay informed about projects that matter to them



5. Submissions

Improve the submission making process



6. One-Stop-Shop

Create a one-stop-shop for lodging applications and documents



7. Agency Advice

Simplify the way the Department seeks and receives agency advice



8. Process Information

Provide information about the State significant assessment process



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Build for Change[®]