

CASE STUDY:

The Queensland Government Department of State Development, Infrastructure and Planning

The Queensland Government Department of State Development, Infrastructure and Planning (DSDIP) plays a key role in driving the success of multiple state initiatives and strategies to ensure economic development to the greater Queensland area of Australia. Queensland DSDIP is tasked with managing the state's role in the assessment of development applications covering everything from high-rise building permits to clearing vegetation.

CHALLENGE

The greater Queensland development industry recognized that it needed to improve the way in which development application assessments were processed, planned and approved by the state, in order to facilitate sustained economic growth.

The state's role in development assessment was shared between eight different departments and involved over 75 referral triggers and eight assessment manager roles. Both internal and external parties involved recognized a new agency needed to be established, as assessment processes were complex and time consuming, ultimately leading to a range of projects being delayed hindering development.

APPROACH

DSDIP set out to overhaul the Queensland Government's planning practices and create a central lodgement platform to ensure the most efficient development assessment. The organization needed to adopt a business model that would allow for efficient processing of development applications with improved state agency involvement, regular review of legislative frameworks, and accurate reporting of key processing metrics.

Leveraging a BPM platform in the cloud would allow the organization to accelerate smarter decision-making and business actions across core processes to improve time-to-business outcome for development projects. Cloud delivery was necessary for external stakeholders who would need access to project-critical data, while reducing internal

IT costs at the same time. In addition to cloud delivery, improved collaboration was essential, as email-based communication and paper documentation created delays in project development.

DSDIP sought Appian to build a completely new system that would support the efficient on-line operations for the entire department, additional state agencies, consultants, and developers. A modernized system would need to deliver a more streamlined, coordinated and reasonable approach to the state's role in development assessment

SOLUTION

A key component of the DSDIP planning reform agenda was the creation of the State Assessment and Referral Agency (SARA). Using Appian Cloud, DSDIP launched SARA to reorganize and streamline the development assessment processes undertaken by the state, ensuring a modern application platform that would empower employees and stakeholders to make smart and efficient business decisions.

SARA's central operating system is called MyDAS (My Development Assessment System), a new online business support system that allows applicants to prepare and lodge applications efficiently. MyDAS takes applications directly from the web using Appian business workflows, then coordinates the process of assessment by DSDIP with potential input from multiple state agencies. This allows for the efficient assessment of a range of issues based on legislated criteria – while helping both internal and external facing users manage service levels, saving applicants time and money.



Further solution enhancements to SARA are underway including an expansion to incorporate Appian's newsfeed event stream as a social collaboration tool. Appian Records will act as a CRM solution, providing a centralized view of customer and application data. The use of Records will allow Queensland staff and key stakeholders to have instant access to project statuses in the development process.

RESULTS

The implementation of SARA created an entirely new business operating model including new processes and procedures, and a new IT System – MyDAS, creating a new state-wide application process. SARA is all about delivering a more streamlined, coordinated and reasonable approach to the state's role in development assessments. Over time, SARA will save applicants time and money while enabling the state to make high valued assessment decisions.

The initial solution was developed and deployed within 16 weeks, demonstrating Appian's speed of development. From the commencement of SARA on July 1, 2013 to June 30, 2014, Almost 6,640 applications and requests of all types have been lodged with SARA.

SARA is also facilitating a large number of pre-lodgement meetings between applicants and technical agencies, coordinated by case managers across the 11 DSDIP regional offices. A new emphasis on quality pre-lodgement meetings under SARA will reduce information requests, saving applicants further time and money. From July 1, 2013 to June 30, 2014, 845 requests have been made for pre-lodgement advice from SARA.

DSDIP was recognized for the SARA program as the overall winner of the Planning Institute of Australia's (PIA) 2013 Queensland Awards for Planning Excellence. SARA not only won the 2013 Improving Planning Processes and Practices Award, but also took the Queensland Overall Winner Award from a field of 14 finalists and a total of 70 nominees. SARA then went on to take out the national PIA award in the same category. More recently, SARA was recognized by Gartner as the 2014 BPM Excellence Award recipient for the Asia-Pacific region.

Industry confidence was demonstrated in the March 2014 Quarter of the Property Council/ANZ Property Industry Confidence Survey. The Regional Government Performance index measures responses to the question "...is the State/ Territory Government where you primarily operate doing a good job planning and managing growth." Queensland is the only state which has consistently improved its rating in response to the question over the last four quarters and currently has the best rating.

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