

# 2018 Better Regulation Taskforce Report

## Queensland Government Response and Action Plan

September 2019



Queensland  
Government

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## Minister's message

Small businesses are critical to the Queensland economy. Together they number more than 438,000, representing more than 97 per cent of all businesses in the state, employ around 45 per cent of the State's private sector workforce and contribute around \$119 billion per year to our economy.

These small businesses not only touch the lives of Queenslanders, but they support Queensland's rapidly expanding population, which is projected to grow to between 6.5 million and 7.9 million by 2041. We are therefore committed to ensuring Queensland continues to be a place where small businesses can thrive.

Along with rapid population growth, the Queensland Government recognises the influence of the unprecedented pace of digital disruption on small business, bringing with it both challenges and opportunities to small businesses and how they are regulated.

In particular, we understand that the new business models that arise as a result of a digitally disrupted economy may require new or different regulations to thrive. We also recognise the opportunities that new tools and technologies present to improve how we regulate small business.

We therefore welcome the findings of the Better Regulation Taskforce's review of small business regulation in a digitally disrupted economy and will continue to work with our stakeholders and the Better Regulation Taskforce to improve regulation for small business in this unprecedented era of rapid technological change.

The Palaszczuk Government is committed to working with and supporting small business and that is why we have announced the following initiatives to further support small businesses in Queensland:

- \$885 million over four years in a series of targeted payroll tax initiatives that will deliver lower taxes for an estimated 13,200 small and medium businesses.
- \$4 million in additional grant funding for the Advancing Small Business Queensland Strategy 2016–20.
- The Queensland Small Business Procurement Commitment, making it easier for small businesses to supply the Government.
- The Queensland Government On-time Payment Policy, reducing payment timeframes for small business suppliers from 30 calendar days to 20 calendar days for eligible invoices of any value, ensuring the Queensland Government is a model payer of small business.

This 2018 Better Regulation Taskforce Report: Queensland Government Response (2018 Government Response) outlines the important work by the Queensland Government to improve small business regulation through enhanced access to information, embracing technology to develop more responsive regulation, streamlining licencing and approvals processes, and enhance the efficiency of regulatory enforcement.

**The Honourable Shannon Fentiman MP**  
Minister for Employment and Small Business  
Minister for Training and Skills Development

## 1.0 Introduction

There has never been a time when there has been such rapid technological change, creating new business models and introducing new tools and technologies.

In this era of unprecedented technological advancement and digital disruption, it is critical that regulation keeps pace with the new business models that it brings and harnesses the opportunities that new technologies and tools bestow to improve the responsiveness and relevance of small business regulation.

However small business regulation will not be as effective without the insights of small business. It is critical that all levels of government find ways to work with small business to:

- Enable regulators and small business to operate more efficiently;
- Reduce the burden of regulatory compliance and monitoring;
- Improve the small business customer experience when working with government;
- Streamline services, licencing and compliance requirements, and access to information for small businesses; and
- Ensure regulations remain responsive and relevant, particularly for emerging industries.

This 2018 Government Response demonstrates the commitment of the Queensland Government to continue to work collaboratively with small business and other levels of Government to embrace the opportunities that come with digital disruption to improve outcomes for small business through enhanced regulation.

## 2.0 The Better Regulation Taskforce (BRT)

The BRT was established as a sub-committee of the Queensland Small Business Advisory Council (QSBAC) to provide advice on improving the regulatory environment to support small business, and to generate a strong, profitable, globally competitive business environment.

The 2018 Better Regulation Taskforce report (2018 Report), the second report delivered by the BRT, reviewed the future of regulation in a digitally disrupted economy, with a focus on the impacts for small business.

The Queensland Government welcomes this opportunity to consider the findings of the 2018 Report.

This 2018 Government Response focuses on current and future actions that are relevant to the recommendations.

In an era of digital disruption, the Queensland Government is committed to providing a regulatory environment in which small business can prosper and grow.

## 3.0 Making it easier for small businesses to do business

The Queensland Government recognises the importance of making it easier for small businesses to do business in a digitally disrupted environment.

To this end we are assisting small business through:

- Making it easier to do business with government.
- Improving access to regulatory and licencing information for small businesses and developing additional guidelines, explanatory papers and codes-of-practice to help small business navigate the regulatory environment.
- Streamlining licencing and compliance, and
- Working to ensure regulation remains current, effective and responsive to new business models and technologies.

### Be a responsive government

The Queensland Government wants to ensure that Queenslanders find it easy to do business with the government. That is why making Queensland Government services easier to use is a Queensland Government priority. Using advanced technology and digitisation of services, we are making it faster, easier and more efficient to access information and services. Many of the programs we are rolling out have direct benefits to small business.

We continue to roll out a range of programs to improve access to information and Queensland Government services, whether it is online, over the phone or in person, by putting the user at the core of our design. For small businesses, this includes:

- Building on the DIGITAL1ST Strategy to ensure easy-to-use, accessible, user friendly websites, and simplified transactions through a single point of contact;

- Building on the Advancing Small Business Queensland Strategy to streamline small business regulation and supporting small businesses in Queensland to start, grow and employ.

We are helping Queensland small businesses to reduce the costs of complying with regulation. The Queensland Government has secured \$60.1 million under the Australian Government's Small Business Regulatory Reform Agenda to deliver seven projects to make compliance easier for businesses. The projects range from improving trainee and apprentice management to streamlining biosecurity and food safety, giving businesses more time to grow their business. To ensure we remain responsive, the Queensland Government continues to search for and apply more innovative ways to engage with, provide information for, respond to and regulate small businesses and new business models to ensure Queensland is a place where small businesses can thrive.

## Planned Actions:

- **Small Business Regulatory Sandbox:** The Queensland Government is investigating the feasibility and scope of a suitable small business regulatory sandbox pilot for which a small business can apply to be granted a fixed-term exemption to an existing regulation (Recommendation 6).
- **Freelancing:** Freelancing is becoming an increasingly prevalent way to do business. The Queensland Government is creating a freelancing section on the Business Queensland website to provide a single point to find information on regulation that applies to freelancers and small businesses hiring freelancers, including links to relevant Business Queensland sections and federal agency websites (Freelancing Recommendation).
- **Drones:** A public education campaign for small business drone users is expected to be rolled out by the Queensland Government by December 2019. It will also direct drone users to the Civil Aviation and Safety Authority (CASA) website for regulations, standards and guidelines (Drones Recommendation).
- **Queensland Business Launch Pad:** The Queensland Government has committed to developing the Queensland Business Launch Pad, a key project of the Small Business Regulatory Reform initiative.

- This project will deliver a customer journey-based platform for small businesses in the food and beverage and residential construction industries to better understand their start-up and compliance requirements and improve their transactions with all levels of government. The platform will disentangle and streamline the complex regulatory environment that may delay or impede business (see feature box for details) (Recommendation 3).

- **Digital food safety hub:** by mid-2020, the Queensland Government will aim to deliver the digital food safety hub to provide food businesses, such as restaurants, take-aways, mobile food vans and manufacturers, with a streamlined, across government online experience to better understand legislative, licensing and training requirements for food safety, including educational materials such as self-assessment checklists, fact sheets, templates and posters (Recommendation 3).
- **Digital Transformation of Law Courts:** the Queensland Government is investing \$44 million to establish foundational ICT capability to support the digital transformation of Law Courts by December 2020, with an immediate focus on new technologies for improving case management systems to support quality client services. Through the adoption of new systems as part of this IT Strategy, Law Courts will have the ability to progress initiatives that result in enhanced online access for small business to Queensland's court processes (Digital Transformation of Law Courts Recommendation).

## Improving Small Business Regulation through collaboration, knowledge sharing, harmonisation and application of new technologies.

The Queensland Government recognises the opportunities that a digitally disrupted economy presents in regulating small business and is leveraging technology to:

- improve regulatory development through the use of artificial intelligence (AI), data analytics and behavioural insights to enhance customer experience and responsiveness of regulation;
- Increase small business regulatory compliance;
- Operate more efficiently; and
- Enhance skills and training of regulators in the use of data analytics to improve knowledge use in the development of policy and regulation (Recommendations 4 and 5).

# Case study



**The Queensland Business Launch Pad** is designed to benefit small businesses by reducing the administrative burden, saving businesses money and making it easier to start and manage a business by reducing the time businesses owners spend on filling in forms for regulatory compliance and searching for information.

The project aims to make it easier for businesses in the food and beverage and residential construction industries to transact with government by delivering an integrated single online location for businesses to sign-up and share information seamlessly – for example, to apply for licences, search for compliance information, track applications and fee payments, and receive relevant information.

The Launch Pad will be integrated into the existing Business Queensland website, allowing businesses to enter their information for a range of licences at the one location and reduce requests for the same information from various government departments.

Department of Employment, Small Business and Training (DESBT) will work with local governments to partner in the project, to enable the Launch Pad to also be accessible from participating local government websites.

## Recommendation 3

We recognise the benefits of sharing knowledge, insights, skills, processes and data across the Queensland Government to improve the way we regulate small business, engage with small business and operate more efficiently through streamlining services.

Queensland Government Regulators share knowledge and collaborate on best practice, including on skills and training of regulators through networking and events. The **Office of Best Practice Regulation (OBPR)**, Queensland Productivity Commission (QPC) provides Queensland Government departments with advice, guidance, and training on best practice regulatory approaches including the effective application of regulatory impact analysis.

The **Queensland Government Guide to Better Regulation** and the recently introduced **Queensland Government Regulator Performance Framework** together outline the Government's approach to making sure regulation is necessary, effective and efficient and encourages regulator practices that support better interaction with stakeholders, reducing regulatory burden for all parties. Recent enhancements to the Guide include encouraging consideration of risk-based approaches to regulation, more timely regulatory review, and further assessment of regulatory impacts on small business. Key Queensland Government agencies with regulatory functions will publicly report annually on their performance, with the first reports expected to be published by December 2019 (Recommendation 2).

# Case study



**Fish Recognition Technology** – The future of commercial fishing relies on Queensland’s fisheries resources being used in a sustainable way. Accurate information on species, catch and distribution of fishing effort is required for successful fisheries management to support economic viability of operators. This information is sourced from commercial fishers, who are required to complete daily log books on their catch.

Cutting edge artificial intelligence technology, including fish image recognition, is being trialled on a range of commercial fishing vessels to enable automatic collection of information on location, catch and interactions with protected species.

This trial aims to eventually enable a digital observer program to be implemented and in the longer term replace logbooks that commercial fishers currently fill in. Users will be able to upload quota detail in real-time, reducing compliance paperwork for fishers and providing government with more timely data.

Both ease of data collection and quality of data collected are expected to improve through automated and electronic data capture. Fisheries Queensland, Department of Agriculture and Fisheries (DAF), is committed to working with industry to help minimise costs and support practical approaches to data capture on commercial fishing boats.

## Recommendations 2 and 5

### Planned Actions

Regulatory agencies will report annually on their regulatory performance, including demonstrating the extent to which they are translating the model practices under the Queensland Government’s Regulator Performance Framework into business practices and outlining plans for future improvements. The first round of agency reporting will be published in late 2019 (Recommendation 2).

We are planning to hold a **Queensland Government Small Business Regulators Forum** to share knowledge and insights into improving regulation of small business. This will include the use of technology, in developing and implementing regulation, application of the regulator performance framework, regulator skills development and streamlining interactions with businesses through joining up government services (Recommendation 1 and 2).

# Case study



**Small Business Consultation Panel pilot** – A Small Business Consultation Panel pilot provides agencies with access to experienced small business operators when developing policy, including regulatory impact analysis. The pilot program commenced in 2018 with up to 40 different small business owners providing first-hand views on topics important to them. Agencies are encouraged to utilise these Panels, where appropriate, to complement their existing stakeholder engagement processes.

## Recommendation 2

The Government has accepted in principle the recommendation from the Review into Queensland Public Sector Workforce Reporting, undertaken by Professor Peter Coaldrake, to strengthen data analytics. We are considering ways to improve how data is collected and used across the Queensland Government, reducing the need for multiple requests to clients (including small businesses) from different Government Departments (Recommendation 4).

Many Queensland Departments are applying or trialling new technologies to improve regulatory outcomes. In recognition of the potential for AI to improve government productivity and the customer experience, Queensland Government Chief Information Office (QGCI), Department of Housing and Public Works (DHPW) is working to:

- raise the awareness and skill levels of appropriate agency staff in machine learning and AI; and
- identify and promote ethical opportunities for AI projects (Recommendation 5).

One example is the use of Fish Recognition Technology by Fisheries Queensland, DAF (see Case Study – Fish Recognition Technology).

To enhance awareness and skills relating to emerging technologies, including the use of technology in the development and enforcement of small business regulation such as AI, a Queensland Government Emerging Technologies Community of Practice is being established, with representatives sought from all Queensland Government Departments. This Community of Practice will also host training events to leverage online and vendor training (Recommendations 1, 2, 4 and 5).

We also work with local, state, territory and the Commonwealth Government to improve harmonisation of small business regulation and streamlining of small business services across multiple levels of government to improve the responsiveness and relevance of regulation of small businesses (Recommendations 2, 3 and 5).

## Working with small business to drive better regulatory outcomes

The Queensland Government also recognises the significant insights and the experience of small business and the benefits of tapping into this knowledge to develop improved, customer focused, small business regulation.

This is why we have established the QSBAC and, more specifically, the Better Regulation Taskforce, a sub-set of the QSBAC, to specifically focus on improving small business regulation (Recommendation 2).

We also engage with small business through a range of mechanisms where appropriate.

For example, Queensland's Sustainable Fisheries Strategy 2017–2027, delivered by DAF – Fisheries Queensland, outlines improved engagement as one of the foundational reform areas. The Sustainable Fisheries Expert Panel has been established to provide independent advice on implementation of the Sustainable Fisheries Strategy and best practice fisheries management. Fishery-specific working groups have also been established to provide operational advice on particular fisheries and assist with the development of harvest strategies. All stakeholders can still convey their views through discussion papers, surveys and regional meetings with fisheries managers from time to time.

## Planned Actions

- **Small Business Consultation Panel Program:** Building on the success of the Small Business Consultation Panel pilot, the Queensland Government has invested \$1.1 million (2018–2022) to deliver the Business Impact Statement Project that includes the continuation of the Small Business Consultation Panel program across Government agencies (Recommendation 2).
- **Small Business Friendly Council:** The Queensland Government is investigating the feasibility and scope for a Small Business Friendly Council program to facilitate discussions between small businesses and local governments on local regulatory implementation and other matters (Recommendation 2).

## 4.0 The Queensland Government Response and Action Plan

Following detailed consideration of the 2018 Report by all relevant government departments, the Queensland Government supports the intent of all of the recommendations of the 2018 Report.

An action plan has been developed for each recommendation to drive implementation of the work program to be undertaken by agencies in response to the recommendations.

In line with the government's key focus on supporting small business as a policy priority, we will be proactive in driving implementation of the Action Plan developed in response to the 2018 Report.

Given its responsibilities for driving small business regulatory reform, DESBT will oversee implementation of the response and drive any reforms as a matter of priority, with agencies being tasked with implementing actions assigned to their area and identifying and implementing any further beneficial and appropriate reforms in these areas as soon as possible.



Recommendation	Government Response	Action Plan
<p><b>Recommendation 1: Establish a Queensland Council of Regulators to drive adoption of technology, knowledge sharing and cross-institutional collaboration</b></p> <p>Establish a Queensland Council of Regulators made up of CEOs from key regulatory agencies and departments to discuss and drive action on regulatory reform in an environment of disruption, through adoption of technology to better regulate the future and fostering a culture of knowledge sharing and cross-institutional collaboration in regard to best practice regulation, including development of handbooks and shared platforms.</p> <p>The Council should provide quarterly updates to the Better Regulation Taskforce on key actions progressed by the Council members.</p>	<p>The Queensland Government is delivering cross-agency action on regulatory reform including through driving adoption of technology.</p> <p>Existing organisational arrangements will be strengthened to better regulate in the future, and foster a culture of knowledge sharing and cross-institutional collaboration in regard to best practice regulation in an environment of disruption.</p> <p><b>Organisational arrangements already in place</b></p> <p><b>Knowledge sharing and cross-institutional collaboration on best practice regulation</b></p> <p>The OBPR, Queensland Productivity Commission (QPC) provides Queensland Government departments, advice, guidance, and training on best practice regulatory approaches including the effective application of regulatory impact analysis.</p> <p><b>Driving action on regulatory reform through the adoption of technology to better regulate the future and support better government services</b></p> <p>The Responsive Government Advancing Queensland Priority takes a whole-of-government view of information sharing, data analytics and online delivery to enable effective decision making, innovation, better regulation and improved service delivery. The priority is overseen by a cross-agency Ministerial Outcome Oversight Group and Deputy Director-General Cluster Group.</p> <p>A Responsive Government Team has been established within DHPW to support whole-of-government delivery of the Responsive Government Priority.</p> <p>Queensland Government departments and regulators participate in forums, such as the Queensland Chapter of the Australian and New Zealand School of Government (ANZSOG) National Regulators Community of Practice (NRCoP) which support cross-institutional knowledge sharing (including through shared resources and presentations), collaboration in regard to best practice regulation and networking for Queensland regulators.</p>	<p>The Queensland Government will enhance coordination of regulators and regulatory responsiveness through strengthening knowledge sharing and cross-institutional collaboration on best practice regulation.</p> <p><b>Future planned actions:</b></p> <p><b>Knowledge sharing and cross-institutional collaboration on best practice regulation</b></p> <p>The CEOs from key regulatory agencies and departments will drive action on regulatory reform, including through regular updates from the Chair of the Queensland Chapter of ANZSOG NRCoP, delivering outcomes as per the ‘Queensland Council of Regulators’.</p> <p>The Chair of the Queensland Chapter of ANZSOG NRCoP will attend BRT meetings to:</p> <ul style="list-style-type: none"> <li>• Provide an update on activities of the Queensland Chapter of the ANZSOG as they relate to small business;</li> <li>• Seek BRT insights into small business needs;</li> <li>• Consider BRT insights in the development of future events of the Queensland Chapter of the ANZSOG NRCoP.</li> </ul> <p>Representatives of key agencies with small business regulatory functions will be invited to participate in a collaborative whole-of-Government forum, expected to be held by April 2020. The forum will be held by Department of Employment Small Business and Training (DESBT) and developed in consultation with Queensland Treasury (QT).</p> <p><b>Driving action on regulatory reform through the adoption of technology to better regulate the future and support better government services</b></p> <p>The Responsive Government roadmap covers a series of projects, which are being delivered to drive improved government services, enhanced digital capabilities of the government workforce and connectivity, and strengthened engagement with all Queenslanders, all of which will contribute to better regulation.</p> <p>One key project is the Business Queensland Launch Pad, (see Business Queensland Launch Pad feature box).</p>

Recommendation	Government Response	Action plan
<p><b>Recommendation 2: Progress action in the following areas of regulation – performance, guidance, engagement, flexibility, data and skills</b></p> <p>Through the Council of Regulators, regulators and the Government should consider and progress action in the following areas of regulation:</p> <ul style="list-style-type: none"> <li>• <i>Performance:</i> Specify system-wide key performance indicators (KPIs) for regulators in terms of outcomes (not just outputs), promote continuous improvement in performance, and move towards insight driven regulation.</li> <li>• <i>Guidance:</i> Increase the use of guidelines, explanatory papers and codes of conduct to assist businesses in interpreting existing rules, reducing reliance on regulation as a policy lever.</li> <li>• <i>Engagement:</i> Proactively engage with small business to improve the delivery of regulatory objectives.</li> <li>• <i>Flexibility:</i> Focus on regulatory flexibility and move from prescriptive regulation to a risk-based, outcomes-focused approach in regulating new business models.</li> <li>• <i>Data:</i> Embrace the use of data and big data analysis to inform the development and review of regulation.</li> <li>• <i>Skills:</i> Assess the current state of skills across Queensland regulators, identifying where new skills are required to build capacity, and creating a work force plan to develop skills to better prepare for a Reg Tech Future.</li> </ul>	<p>The Queensland Government is currently progressing regulatory action in the areas of performance, guidance, engagement, flexibility, data and skills as outlined below:</p> <p><b>Activities currently being delivered:</b></p> <p><b>Performance</b></p> <p><i>The Queensland Government Guide to Better Regulation</i> outlines the Government’s approach for ensuring regulation is necessary, effective and efficient with clear benefits for Queensland. Recent enhancements to the Guide that will benefit small business include encouraging consideration of riskbased approaches to regulation, more timely regulatory review, and further assessment of regulatory impacts on small business. The Guide also outlines the Government’s recently introduced <i>Regulator Performance Framework</i>.</p> <p>The new Regulator Performance Framework encourages model practices for regulators that will support better interactions with their stakeholders, resulting in reduced burden for all parties. These model practices, which are consistent with approaches in other jurisdictions, are:</p> <ul style="list-style-type: none"> <li>• ensure regulatory activity is proportionate to risk and minimises unnecessary burden;</li> <li>• consult and engage meaningfully with stakeholders;</li> <li>• provide appropriate information and support to assist compliance;</li> <li>• commit to continuous improvement; and</li> <li>• be transparent and accountable in actions.</li> </ul> <p><b>Guidance and Flexibility</b></p> <p>Office of Industrial Relations (OIR), Department of Education (DoE) jointly with Department of Natural Resources Mines and Energy (DNRME) developed the Managing respirable dust hazards in coal-fired power stations Code of Practice 2018.</p> <p>The Department of Agriculture and Fisheries (DAF) – Forestry is working with the Department of Environment and Science (DES) to review of the Code of Practice for Native Forest Timber Production on Queensland Parks and Wildlife Service Forest Estate.</p>	<p>The Responsive Government Priority is driving greater cross-agency approaches to improving performance, guidance, engagement, flexibility and skills.</p> <p>This is complemented by the collaboration of Queensland Government regulators through the Queensland Chapter of the ANZSOG NRCoP, leading to improved regulator performance and outcomes.</p> <p><b>Future planned actions:</b></p> <p>Regulator CEOs will be updated on progress of regulatory actions by the Chair of the Queensland Chapter of the ANZSOG NRCoP.</p> <p><b>Performance</b></p> <p>Under the Regulator Performance Framework, key Queensland Government regulators whose regulatory activities impact business, in particular small business, will work to report publicly on their performance, including implementation of the five model practices by December 2019. OBPR, within QPC, has oversight of the Framework’s implementation including the public reporting.</p> <p>Each year, the Queensland Better Regulation Update, which outlines small business red tape reduction achievements across government, will be published.</p> <p><b>Guidance and Flexibility</b></p> <p>A digital food safety hub is planned to be delivered by mid-2020.</p> <p><b>Engagement</b></p> <p>Queensland Government will invest \$1.1 million (2018–2022) to expand the Small Business Consultation Panel program across Government agencies.</p> <p><b>Data</b></p> <p>DESBT will work collaboratively with DHPW to share effective processes, available data, learning and insights to inform small business policy, regulation and program development.</p>

Recommendation	Government Response	Action plan
	<p>OIR, DoE is currently developing codes of practice to address emerging workplace health and safety issues. These include (but are not limited to):</p> <ul style="list-style-type: none"> <li>managing respirable silica dust exposure in the stone benchtop industry Code of Practice; and</li> <li>amusement device Code of Practice.</li> </ul> <p><b>Engagement</b></p> <p>A Small Business Consultation Panel pilot, led by DESBT, provides agencies with access to experienced small business operators when developing policy, including regulatory impact analysis.</p> <p>DESBT – investigating the feasibility and scope for a Small Business Friendly Council (SBFC) Program to facilitate discussion between small business and local governments on local regulatory concerns and other matters. A report outlining recommendations from the investigation into the SBFC Program is due September 2019, (note: initiated as part of the Queensland Government Response and Action Plan for the 2017 Better Regulation Taskforce report).</p> <p>DAF – Fisheries Queensland works with the Sustainable Fisheries Expert Panel and Fishery working groups to implement the Sustainable Fisheries Strategy 2017–2027.</p> <p><b>Data</b></p> <p>DHPW (Digital Technologies and Services Division) has developed capability to support data analytics in agencies to aid data driven policy making and decisions.</p> <p>DES are trialling the use of behavioural insights to reduce the reliance of regulation as a policy lever, including evidence based reward and recognition schemes.</p> <p><b>Skills</b></p> <p>OBPR, QPC provides training to Government officers on the process for undertaking regulatory impact analysis and the principles underpinning best practice regulation.</p> <p>The participation of Queensland Government departments and regulators in forums such as the Queensland Chapter of ANZSOG NRCoP provides regulators with access to an active network of public sector regulatory practitioners across Australia.</p>	<p><b>Skills</b></p> <p>OBPR, in consultation with QT, will work collaboratively with agencies to identify opportunities to enhance the skills of regulators to support implementation of the new Regulatory Performance Framework.</p> <p>This will include ongoing identification and facilitation of programs, knowledge sharing and networking opportunities to support regulatory skills development, including through forums and events such as those held by the Queensland Chapter of the NRCoP.</p>

Recommendation	Government Response	Action plan
<p><b>Recommendation 3: Increase streamlining of business interaction with government</b></p> <p>To increase streamlining the way small business interacts with all levels of Government to obtain the approvals and licences they need. This could be achieved through:</p> <ul style="list-style-type: none"> <li>• Developing and adopting systems for capturing and sharing information between local and state Government entities to reduce duplicated requests for information from businesses (for example similar to the Easy to do Business Initiative being progressed by the New South Wales Government).</li> <li>• Streamlining of licensing application arrangements between local and state governments to reduce application times and the need for multiple applications where there are parallel requirements from more than one regulator.</li> </ul>	<p>The Queensland Government understands the benefits of making it easier for businesses to do business and has commenced a number of initiatives to streamline business interaction with government, including engagement with local governments, when appropriate.</p> <p><b>Activities currently being delivered:</b></p> <ul style="list-style-type: none"> <li>• DESBT – investigating the feasibility and scope for a Small Business Friendly Council (SBFC) Program to facilitate discussion between small business and local governments on local regulatory and other matters. A report outlining recommendations from the investigation into the SBFC Program is expected to be completed by September 2019 (note: initiated as part of the Queensland Government Response and Action Plan for the 2017 Better Regulation Taskforce report).</li> <li>• DAF – developing standardised fisheries reporting and licensing requirements in legislation, with supporting online applications, to enable transactions to be lodged and processed through internet-based facilities.</li> <li>• DES – assessing the feasibility an online integrated permitting system to streamline the application for commercial and other licencing applications for undertaking commercial activities in parks and forests.</li> <li>• DHPW – considering options to make it easier for business to do business with government agencies. This is expected to improve the user experience for procurement and tendering.</li> <li>• Department of Transport and Main Roads (DTMR) – rationalising the Approved Product and Supplier Schemes for tendering for DTMR work to ensure that there is one scheme, with a common set of principles for pre-qualification as a supplier or contractor.</li> <li>• Department of Innovation, Tourism Industry Development and the Commonwealth Games (DITID) – investigating the permits, licencing and approvals framework for island resorts in the Great Barrier Reef to support regulatory streamlining.</li> </ul>	<p>The Queensland Government appreciates the significant contribution of small business to the Queensland economy and employment, and will deliver initiatives that make it easier for small business to do business, particularly through streamlining access to information and interactions with the Queensland Government.</p> <p><b>Future planned actions</b></p> <p>The Queensland Government has signed an agreement with the Australian Government to deliver seven projects to make compliance easier under the federal Small Business Regulatory Reform (SBRR) initiative.</p> <p>Queensland Government led SBRR initiatives planned for delivery over the next two years include:</p> <ul style="list-style-type: none"> <li>• DESBT – Queensland Business Launchpad to streamline transactions for the food and beverage and residential construction industries.</li> <li>• DAF – Biosecurity Entity Online Customer Portal to manage biosecurity entity registration and renewal.</li> <li>• DAF – Consolidation, digitalisation and modernisation of the regulatory regime for businesses using agricultural and veterinary chemicals.</li> <li>• DTMR – Permit for Access to Road and Corridor Project – an online solution for permit applications to allow businesses to conduct business activities on roads and corridors administered by the Queensland Government.</li> <li>• DESBT – Vocational Education and Training Support Program – an online platform to help small businesses hire and manage trainees and apprentices and improve compliance pathways for business, including through providing employers with alerts to remind businesses of regulatory timelines and obligations, in addition to providing key information, forms and contacts.</li> <li>• Queensland Health (QH) – Digital Food Safety Hub – an online platform providing a digital solution to support business to access information and manage food safety regulatory obligations.</li> <li>• DAF – Biosecurity Planning App to help landholders manage their biosecurity obligations, in particular, biosecurity planning information for use by landowners impacted by coal seam gas activities.</li> </ul>

Recommendation	Government Response	Action plan
<p><b>Recommendation 4: Establish an Information Unit within Government</b></p> <p>To establish an Information Unit within the Queensland Government, responsible for experimentation (for example with algorithms) and knowledge transfer across government about what works and to drive co-ordination across levels of government. This unit could be responsible for:</p> <ul style="list-style-type: none"> <li>• Mapping the extent of benefits to be gained from harmonisation of inconsistencies in regulatory requirements of different regulatory agencies.</li> <li>• Looking at the utilisation and efficacy of information that is already being collected, with a view to enhancing data collection requirements and reducing the need for multiple subsequent data requirements.</li> <li>• Developing a register of sunseting regulations.</li> <li>• Mapping interactions between different sets of regulations for different types of small business.</li> <li>• Communicating the benefits of e-document management.</li> <li>• “Joining up” government data and services (e.g. same registration codes across regulators).</li> <li>• Integrating behavioural insights to increase voluntary compliance.</li> </ul>	<p>The Queensland Government is embracing digital technology and data analytics, with activities under way to deliver co-ordination, experimentation and transferring knowledge related to regulatory information and services.</p> <p><b>Activities currently being delivered</b></p> <p>A Responsive Government Team has been established within DHPW to support whole of Government delivery of the Responsive Government Priority, collaborating across government to enable and support agencies to deliver game-changing Queensland Government services that are easy to use, including, where possible, digital services, driving co-ordination and “joining up” government data and services.</p> <p><b>Harmonisation</b></p> <p>In developing or reviewing regulation, the lead Queensland regulatory agency maps interactions between different sets of regulations to ensure harmonisation.</p> <p>Queensland works with other states, territories and the Commonwealth Government to strengthen harmonisation of regulations.</p> <p>Examples include: DTMR on transport regulations, such as road rules; DAF with agricultural and veterinary (AgVet) chemicals, and animal welfare; Department of Communities, Disability Services and Seniors (DCDSS) with the NDIS Quality and Safeguarding Framework.</p> <p><b>Enhancing data collection requirements</b></p> <p>DHPW (Digital Technology and Services Division) has developed capability to support data analytics in agencies.</p> <p>DESBT collects and analyses data relevant to small business to inform small business policy, regulation and program development. This Division also supports employment and training data analysis, providing insights into employment information and training needs of small business.</p> <p><b>Register of Sunseting Regulations</b></p> <p>The Office of the Queensland Parliamentary Counsel, Department of Premier and Cabinet (DPC), annually alerts departments to any subordinate legislation due to expire in the coming year, including legislation that may impact on small business.</p> <p><b>E-document management</b></p> <p>Queensland State Archives, DHPW, supports digital recordkeeping transformation initiatives at a whole-of-government level.</p> <p>“Joining up” government data and services Responsive Government Priority is broadly seeking to join up government data and services by multiple mechanisms.</p> <p><b>Integrating behavioural insights</b></p> <p>DES has a team of behavioural and social scientists trialling a range of interventions to improve regulatory outcomes, including an evidence-based reward and recognition scheme, to encourage quarries to comply with environmental licencing conditions.</p>	<p>Existing linkages will be strengthened to drive co-ordination across levels of government, transfer knowledge relating to best practice data collection and analysis, and streamline data collection across the Queensland Government.</p> <p><b>Future planned actions</b></p> <p>The Coaldrake Report, Review into Queensland Public Sector Workforce Reporting, recommended strengthening whole-of-government capacity in data analytics. The Government’s response accepted this in principle “to explore to what extent similar groups exist across the public service before determining how best to implement”.</p> <p>DESBT/DHPW Joint Project – DESBT, with support from DHPW, will undertake a project to enhance data collection, management, and analysis to generate insights to support small business, including the regulatory environment for business.</p> <p>The Queensland Business Launch Pad project (see Recommendation 3 for details).</p>

Recommendation	Government Response	Action plan
<p><b>Recommendation 5: Opportunities to apply Artificial Intelligence</b></p> <p>Through the Information Unit, partner with an appropriately qualified organisation such as Data61 to identify opportunities to apply artificial intelligence to optimise processes for users, decrease search and transactions costs, and coordinate across local, state and federal regulators.</p> <p>An initial pilot could be established in the area of regulation and compliance processes in the courts system in Queensland.</p>	<p>The Queensland Government recognises that new technology, including artificial intelligence (AI) brings opportunities to enhance the customer experience and improve efficiency of regulatory processes across all levels of government.</p> <p><b>Activities already being delivered</b></p> <p>In recognition of the potential for AI to improve government productivity and the customer experience, QGCIO, DHPW is working to:</p> <ul style="list-style-type: none"> <li>• raise the awareness and skill levels of appropriate agency staff in machine learning and AI, and</li> <li>• identify and promote opportunities for AI projects.</li> </ul> <p>Projects utilising AI are in development or have been delivered in partnership with private sector organisations. For example, Queensland Treasury’s Office of State Revenue (OSR) Transformation Program has leveraged innovative technologies to:</p> <ul style="list-style-type: none"> <li>• Implement machine learning capability to provide insights and recommendations that are enabling proactive and personalised client interactions.</li> <li>• Replace repetitive rule-based transactions with automated responses to improve organisational efficiencies.</li> <li>• Implement system enhancements to enable more flexible business processes.</li> </ul> <p>Examples of the initiatives delivered from OSR’s Transformation Program include the following:</p> <ul style="list-style-type: none"> <li>• An intelligent virtual assistant “Sam”, which went live on Payroll Tax related webpages in February 2018. All remaining revenue lines (Land Tax, Duties and Grants, Betting Tax, Mining and Petroleum Royalties) went live on their respective webpages in July 2019.</li> <li>• “Sam” allows tax payers access to a digital chat service, 24 hours a day, 7 days a week. Machine learning and natural language understanding is combined to allow Sam to learn from interactions and become smarter to continuously improve the client experience. To date, ‘Sam’ has logged more than 16,000 client interactions, with over 82 per cent of enquiries being resolved at the first contact.</li> <li>• A global award-winning Tax Insights solution, powered by machine learning to transform tax payer interactions and engagement, driving more timely revenue collection and debt reduction.</li> <li>• A self-service business intelligence visualisation solution that uses machine learning capability to deliver smart insights to identify and predict trends and improve business intelligence reporting.</li> </ul> <p>For an example of the application of AI to improve ease and quality of regulatory compliance data collected see Feature Box on Fish Recognition Technology.</p>	<p>As technology is advancing at a rapid rate, the Queensland Government recognises the benefits of enhancing cross-agency collaboration to share knowledge, skills and examples on the use of emerging technologies.</p> <p><b>Future planned actions</b></p> <p>A Queensland Government Emerging Technologies Community of Practice is being set up.</p> <p>From mid-2019, the Emerging Technologies Community of Practice, QGCIO, is expected to expand and will host training events to leverage online training and vendor training.</p> <p>By mid-late 2019, a cutting-edge artificial intelligence hub to upskill Queensland workers, is expected to be formed with seed funding from DITID. The AI Hub will also raise awareness of AI and enable businesses to network. It is anticipated that Queensland Government agencies will benefit as clients of the AI Hub, e.g. attendance at AI events.</p>

Recommendation	Government Response	Action plan
<p><b>Recommendation 6: Launching a Pilot Regulatory Sandbox Initiative</b></p> <p>The Chief Entrepreneur should consider launching a pilot regulatory sandbox initiative (in line with the previous recommendation of the BRT). The particular area of regulation for which small business can apply to be granted a fixed term exemption should be determined through consultations with Queensland businesses. The outcome of a successful pilot should be broader adoption of a conditions-based regulatory exemption framework by the Queensland Government.</p>	<p>The Queensland Government recognises that there may be benefits of piloting a regulatory sandbox for particular areas of regulation.</p> <p><b>Activities already underway</b></p> <p>Building on the initial work undertaken in response to the 2017 BRT Report, DESBT is leading investigation of a regulatory sandbox program, with support from the Queensland Chief Entrepreneur.</p> <p>Consultation with the New South Wales Government, the Australian Government and relevant Queensland regulators is informing the feasibility assessment of implementing a regulatory sandbox program in Queensland.</p>	<p><b>Future planned activities</b></p> <p>DESBT aims to provide a report to QT by September 2019, outlining options identified to establish a small business regulatory sandbox program in Queensland, including recommendations regarding development of a pilot program.</p> <p>Future actions will be based on the findings and recommendations of the regulatory sandbox pilot program options report.</p> <p>Subject to consideration of the report and its recommendation by the Queensland Government, a pilot may be enacted. Should the pilot progress, the outcomes of the pilot will inform consideration of further pilots and ultimately broader adoption of a conditions-based regulatory exemption framework.</p>



# Case study recommendations

Recommendation	Government Response	Action plan
<p><b>Recommendation: Guidance for Freelancing:</b></p> <p>The Queensland Government can assist in the transition to increasing freelancing in the economy through developing guidance that clarifies individuals' and small businesses' obligations and rights.</p>	<p>The Queensland Government is committed to economic growth that creates long-term, stable employment for all workers.</p> <p>The Queensland Government supports sustainable ongoing employment opportunities through Advancing Queensland Priority – Create Jobs in a Strong Economy and recognises that support for individuals and businesses to navigate freelancing opportunities is important.</p> <p><b>Activities currently being delivered</b></p> <p>The Business Queensland website provides information on regulatory obligations and rights of Queensland business. This includes links to relevant Australian Government websites where the majority of the relevant regulations of the business and work environment for freelancers resides.</p>	<p><b>Future planned actions</b></p> <p>DESBT will create a Freelancing section on the Business Queensland website, which will provide links to relevant state and federal websites. It is expected that this project will be completed by November 2019.</p> <p>Jobs Queensland aims to deliver a report exploring the future of work, including alternative work arrangements such as freelancing, and the possible implications for employment and skills policy within Queensland by December 2019.</p>
<p><b>Recommendation: Education Resources and Regulatory Obligations for Commercial Drone Users</b></p> <p>Queensland Government to build on the Queensland Drone Strategy action (to develop an education campaign targeted at safe and proper recreational use of drones) by developing education resources to help small business drone users understand their regulatory obligations.</p> <p>Queensland Government to work with industry to advocate for changes to the Beyond Visual Line of Sight (BVLOS) regulations, noting that any relaxation in BVLOS regulations should balance potential productivity gains with appropriate safeguards to ensure that the use of drones BVLOS does not pose undue threats to community safety and national security. In this regard, Queensland Government to monitor development in BVLOS regulations in international jurisdictions.</p>	<p>The Queensland Government is supporting the responsible use of drones through the Queensland Drone Strategy and understands the need for all drone users to understand their regulatory obligations and that those obligations effectively manage risk without being unnecessarily prohibitive.</p> <p><b>Activities currently being delivered</b></p> <p>Information to help business drone users is provided on the Business Queensland website with links to the CASA website where regulatory obligations for commercially flying drones are provided.</p> <p>The Queensland Government also ensures that complementary legislation is up-to-date. For example, DAF facilitated amendments to the Agricultural Chemicals Distribution Control Act 1966 to remove impediments to the use of remotely piloted aircraft for agricultural chemical distribution in Queensland.</p> <p>Queensland hosts the headquarters for the Australian Government funded Trusted Autonomous Systems Defence Cooperative Research Centre (TAS-DCRC), a collaboration between the defence industry and research organisations.</p> <p>The Queensland Government also will contribute funding to the TAS-DCRC over 6 years for:</p> <ul style="list-style-type: none"> <li>• the Brisbane-based headquarters</li> <li>• a National Accreditation Facility to support industry to develop standards for autonomous systems and the development of platform technologies for unmanned aerial systems</li> <li>• research and technology projects.</li> </ul>	<p><b>Future planned actions</b></p> <p>As an action of the Queensland Drones Strategy, led by the DPC, a public education campaign, incorporating information for small business drone users is expected to be rolled out by the end of 2019, and will include directing drone users to the CASA website for regulations, standards and guidelines.</p> <p>Due to Queensland Government support, the TAS-DCRC will deliver world-leading autonomous technologies and in conjunction with technical accreditation services. This mix is expected to make a significant contribution to best practice development of industry regulatory standards through CASA and the Defence Aviation Safety Authority.</p>

Recommendation	Government Response	Action plan
	<p>In addition, the Queensland Government is providing funding for world class, land, sea and air testing ranges for testing of autonomous systems.</p> <p>While CASA is responsible for safety regulations for commercially flying drones, and has ongoing engagement with international counterparts, the support and expertise from the TAS-DCRC can enhance the development of best practice standards and regulations (including, potentially the BVLOS regulations).</p>	
<p><b>Recommendation: Digital Transformation of Law Courts</b></p> <p>Support digital transformation of the Queensland court system through addressing legislative requirements for the use of hard copy documents, supporting dedicated retraining to drive cultural change and funding for the move to digital systems. This will reduce costs of access for small business and be foundational infrastructure to support further opportunities such as big data analysis and machine learning.</p>	<p>Being a Responsive Government is a Queensland Government priority. Digital transformation of systems such as the Queensland Court System improves efficiency and accessibility for everyone using the system, including small businesses.</p> <p><b>Activities currently being delivered</b></p> <p>Currently, electronic filing and transactions are supported across Queensland Courts.</p> <p>This was enabled by an extensive review conducted by Department of Justice and Attorney-General (DJAG), with resultant legislative amendments made in August 2018 aimed at supporting a flexible electronic filing and transactions framework for Queensland Courts.</p> <p>CITEC, a commercial business unit in DHPW, provides information brokerage services including electronic court filing (e-filing) enabling direct electronic lodgement of documents. E-filing has grown from 42.8% in calendar year 2012, to 74.8% (claims filed) in calendar year 2018.</p> <p>A multi-year IT strategy for DJAG includes a focus is on implementing new technology for case management systems to support quality client service.</p>	<p><b>Future planned actions</b></p> <p>DJAG will invest \$44 million funding to establish foundational ICT capability to support the digital transformation of Law Courts, intended to be delivered by December 2020.</p> <p>Through the adoption of new systems as part of this IT Strategy, Law Courts will have the ability to progress initiatives that result in enhanced online access for small business to Queensland’s court processes.</p>



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