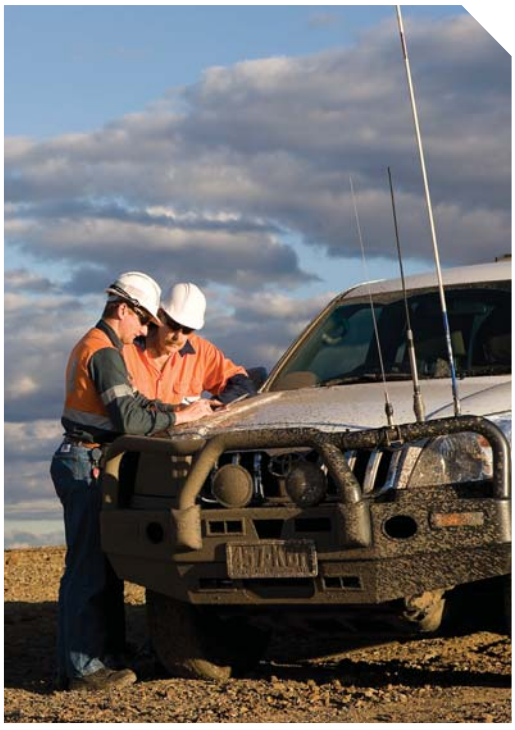
Queensland Mines and Energy
Department of Employment, Economic Development and Innovation

Streamlining Approvals Project

Mining and Petroleum Tenure Approval Process

November 2009



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Queensland Government

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Executive Summary

Mining is a proven contributor to economic prosperity in Queensland. Combining the known economics of mining with the new dimensions of a Liquefied Natural Gas (LNG) industry, Queensland Mines and Energy (QME) within the Department of Employment, Economic Development and Innovation (DEEDI), can significantly contribute to the Government's goal to generate 100,000 jobs in Queensland. The creation of these employment opportunities is directly related to DEEDI's ability to streamline the approvals process and offer transparency and accountability to industry to secure necessary financial investment decisions. With the slow down of the economy as a result of the global financial crisis, there was an urgent need to assess the inhibitors to a more timely progression of mining and petroleum approvals.

On 27 January 2009, the then Department of Mines and Energy, now within DEEDI, at the direction of the Premier, announced an initiative to streamline exploration and development approvals processes as they relate to the mining and petroleum industries in Queensland.

The Streamlining Approvals Project recommends efficiency improvements to regulatory and other approval processes for mining and petroleum projects while maintaining strict environmental and land use approval processes. This initiative is a key component in delivering a strong economy as part of Queensland's Towards Q2 ambitions.

The project reviewed the legislative requirements and administrative systems for environmental, native title, and land use assessments. A key finding was that the assessment process is heavily reliant on paper files and hard copy documentation that constrains the flow of information between proponents and regulatory agencies and between agencies. A paper based approvals system also limits the ability of agencies to maximise the pool of processing officers by reallocating work across its regional offices. The report recommends an integrated management information and electronic document workflow system be scoped and costed.

Benefits of an integrated, electronic approvals system include:

- Transparency and clarity of process to industry;
- A reduction in time taken to process applications;
- Earlier commencement of resource projects and employment;
- A platform to build an online approval tracking solution;
- A single, transparent process across government agencies; and
- A more flexible service delivery model.

An electronic document management and work flow system presents an opportunity to transform the administration of mining, petroleum and gas tenures in Queensland to best practice technologies and information solutions. Western Australia has invested heavily in electronic document management and online tracking in response to industry demands for transparency and accountability.

Adoption of the recommendations will have a direct impact on employment in Queensland. A Government commissioned viability and economic impact study on the Queensland LNG industry is indicating upwards of 18,000 new jobs based on a 28 million tonne per annum LNG industry. A new platform provides an opportunity for the Government to:

- introduce a more flexible service delivery model,
- to improve transparency of process as required by industry and
- to reduce processing time for applications.

QME is committed to the Q2 Strong Economy target and has reallocated $1.5 million in base funding from the 2009-10 budget to support the immediate implementation of many initiatives highlighted in this report. These resources are funding three business analysts to scope system based initiatives, a competency based training program to drive knowledge-based efficiencies, and 10 additional tenures and technical staff to process applications from the burgeoning coal seam gas (CSG) industry.

More significant enhancements to the management information system have been proposed based on the recommendation that the Government consider a longer term strategic move to an integrated electronic environment similar to the model adopted in Western Australia.

Introduction of an integrated management information and electronic document workflow system together with the initiatives being implemented and maintenance of current staff levels, could achieve up to a 20% reduction in approvals assessment time. An E-business platform would allow Government to respond more effectively to the needs of a booming resources industry.

The State Government is establishing an Industry Working Party to review the efficiency of government tenure approval and regulatory processes. This report will be presented for review by the Industry Working Party. The Industry Working Party will then make recommendations to Government about how the regulatory approval regimes for mining and petroleum tenures can be made more efficient, and about how Government agencies can more effectively regulate tenure conditions. The Industry Working Party will also be asked to consider whether the appropriate resources are available to the regulatory agencies, and identify funding options that may be appropriate.

1. INTRODUCTION

1.1 Objectives

The objective of the streamlining project was to identify areas to improve the efficiency of Queensland's regulatory and other approval processes in relation to mining and petroleum projects while maintaining strict environmental and land use standards. The streamlining project is an important part of the Government's commitment to a strong economy and to maintaining and expanding employment in the minerals and petroleum sectors.

The project examined how the various assessment processes are delivered with a view to identifying opportunities for streamlining processes. Other matters examined included the level of understanding and consistency in dealings between proponents and government agencies, methods for managing performance and the costs and benefits of various options.

Greater predictability in the timing of approvals for grants of mining and petroleum tenure enables proponents to secure and make investment decisions, provides opportunity for broader regional investment and development and stimulates job creation. Security of tenure provides certainty for industry and assists workforce continuity projections. It also allows companies to be better placed to return to full production as the economy begins to rebound.

1.2 Background

On 27 January 2009, the Department of Mines and Energy (now Queensland Mines and Energy (QME) within the Department of Employment, Economic Development and Innovation (DEEDI)), at the direction of the Premier, established arrangements to streamline Queensland's mining and petroleum exploration and development approval processes.

DEEDI was assigned as lead agency for guiding projects, other than State significant projects, through all parts of the regulatory approvals process across relevant agencies, including the Department of Environment and Resource Management (DERM) and the Department of Infrastructure and Planning (DIP).

A team was established to undertake the Streamlining Approvals Project (the Project) and develop a case management model for guiding mining and petroleum exploration and development projects through all parts of the approvals process.

1.3 Project Methodology

The methodology used for this project had two components. Firstly, there was an assessment of current applications to identify priority projects for streamlined processing based on their job-creating capacity in the constrained economic environment. The second component was to identify initiatives that would lead to sustained streamlined assessment.

This report and its recommendations focus on the second component, the process used to identify bottlenecks or time lags in regulatory processes and the findings in relation to effective and inadequate practices and procedures including the capacity and capability of regulatory agencies' systems and resourcing.

The process involved examination of current regulatory approval processes for granting mining and petroleum production tenures, identification of opportunities for improvement in timeliness of granting of tenures and development of a case management model for guiding projects through all approval processes.

The various assessment levels for mining and petroleum environmental and native title approvals were identified and process flow charts for tracking each step on the path to grant of tenure were reviewed.

The project also investigated the current availability of up to date information and guidelines outlining the regulatory approval processes, methods for engagement with proponents and how interaction and exchange of information and documentation occurred between agencies.

The project team worked closely with relevant officers from DERM and DIP to progress arrangements for streamlining approval processes.

The project team also met with mining and petroleum companies and industry representative bodies to identify points of delay in the process from their experiences with specific resource developments, to discuss findings and consider streamlining options.

1.4 Project Scope

DEEDI in its lead agency role tasked the project team with putting in place the necessary arrangements to streamline Queensland's mining and petroleum exploration and development approval processes across all relevant agencies, particularly DERM and DIP. This also involved co-ordinating the timely assessments of Environmental Impact Statements, apart from those which are the responsibility of the Coordinator-General under the *State Development and Public Works Organisation Act 1971* (SDPWO).

Additional information was gathered after a comparative review of the approvals reform process currently being undertaken by the Department of Mines and Petroleum (DMP) in Western Australia (WA). The project team, accompanied by DEEDI's Director of Information Services, travelled to Perth and over two days compared processes and reforms being undertaken in both State departments for mining and petroleum.

1.5 Project Governance

The Project team reported on a weekly basis to the Premier's office. The Associate Directors-General of the relevant agencies met regularly to monitor the status of the project activities.

A sub-group of the Mining Industry Working Group (MIWG), a group established by the former Minister for Mines and Energy to address the impact of the economic crisis on jobs in the resources sector, includes representatives from the Queensland Resources Council (QRC), DEEDI, DERM and DIP. The group meets regularly to confirm and update priority project status and to discuss opportunities to expedite assessment for project approvals. DEEDI keeps the group informed of progress through updated activity lists and project tables with status column and estimated time frame for decision.

DEEDI and DERM also meet regularly with the Australian Petroleum Production and Exploration Association (APPEA) to maintain dialogue on whole of industry issues and to discuss progress of approvals process streamlining for identified petroleum projects.

This report will be presented for review by the Industry Working Party. The Industry Working Party will then make recommendations to Government about how the regulatory approval regimes for mining and petroleum tenures can be made more efficient, and about how Government agencies can more effectively regulate tenure conditions. The Industry Working Party will also be asked to consider whether the appropriate resources are available to the regulatory agencies, and identify funding options that may be appropriate

2. COMPONENTS OF STREAMLINING INITIATIVE

2.1 Priority Mining and Petroleum Project Identification

In consultation with QRC and APPEA, a number of current tenure applications have been identified for streamlined processing as priority projects. These selected projects, with tenure applications at various stages of approval, are undergoing a more integrated, streamlined approvals process across government agencies by following due process as quickly as possible in order to get mine expansions and new mines up and running.

This component of the streamlining project has identified 16 mining and two petroleum projects to go through a rigorous but streamlined tenure assessment and approval process. The projects range from significant expansions of existing mining and petroleum operations to greenfield applications and they have the potential to generate more than 1700 construction and 1450 operational jobs.

With the ongoing work of the Project Team the priority project list was finalised with the MIWG and has not been expanded. As other projects have come to the attention of DEEDI, for which proponents seek priority processing, appropriate arrangements have been put in place to appoint interim case managers to guide these projects in a similar manner to the projects on the established list.

2.1.1 Project Recording and Tracking

All mining and petroleum tenures are recorded in the Minerals and Energy Resource Location and Information Network (MERLIN) managed by DEEDI and environmental authorities recorded in EcoTrack (attribute data) and Ecomaps (spatial data) by DERM. Mining and petroleum registrars and the Ecoaccess Customer Service Unit (DERM) or environmental project managers regularly update these systems to record and track the status of various approvals required to grant a tenure or authority.

Priority projects and projects under case management are also captured in a dedicated data base in MERLIN that enables more detailed scrutiny and recording of information and reporting of the performance of process steps against agreed milestones. The ability to mirror DEEDI's high priority project list and monitoring/reporting processes within DERM's Ecoaccess data system is under investigation.

Mining registrars and regional environmental managers update the data base weekly to track the progress of the various approval processes for priority project tenure applications. The data base is then monitored by DEEDI case managers to identify areas that need follow up either with the proponent or a relevant agency and compile an overall status report manually every week.

2.2 Review of Current Approvals Process

2.2.1 Identified Regulatory Approvals

The starting point for determining the various regulatory approval processes associated with mining and petroleum tenure applications was to review the current flow charts developed under DEEDI's Mining and Petroleum Tenures Administration Program (MAPTA). MAPTA is based on the *Mineral Resources Act 1989* (MRA) and the *Petroleum Act 1923* and the *Petroleum and Gas (Production and Safety) Act 2004* (collectively P&G Act). It maps out all steps required to comply with the provisions of the legislation and indicates where and when in the process stream for the grant of the tenure referrals are made for resource assessment, environmental assessment, native title assessment, land use and other tenure process approvals.

Similarly, DERM has interrogated existing legislative and regulatory frameworks and corporate policy and procedure documentation to distil the core components, and attendant timing of its environmental approval system for mining and petroleum projects. This has provided pointers to the parts of the process that generally occupy the most time and to improvements that may facilitate greater efficiency and reduced processing times.

2.2.2 Approvals Processes Flow Charts

The approval flow charts for mining leases have been reviewed by all relevant agencies to include all regulatory approval processes. DEEDI met with DIP and DERM at assessment decision officer level to analyse and confirm process steps in the relevant parts of the overall approval process, and identified areas of past performance impacting on efficiencies, opportunities to improve quality of information products (forms and guidelines) and general overall areas where improvement was needed.

Particular attention has been given to mapping the Environmental Impact Statement (EIS) process for mining projects under the *Environmental Protection Act 1994* (EP Act) managed by DERM and ensuring consistency with the EIS process for projects declared by the Coordinator-General as significant projects under the SDPWO Act and managed by DIP.

2.2.3 Milestones and Timelines for each process

The timelines for the various steps in each approval process and identified milestones have been established through consultation with agencies and provided to the QRC to match with the reasonable expectations of industry. DEEDI met with DIP and DERM at operational officer level to draft performance timeframes in respect to current capacity and agency capability and has considered options for more efficient document exchange and internal resource realignments.

3. ANALYSIS AND FINDINGS

Analysis focused on the main components of the mining and petroleum development approvals process: technical assessment, environment, native title, legislative reform, resourcing and systems.

A key finding of the review of processes was that in a number of cases the flow of assessment has the potential to end up being sequential rather than concurrent or parallel. The statutory requirements can be highly complex and the referral of documents for assessment was in paper form and no advantage was taken where the process is in idle mode or not able to be in action. Related issues include:

- Not leveraging the intellectual capital and experience in DEEDI or positioning to keep pace with resource developments and resource economics.
- Administratively intensive, working harder not smarter.
- Stretching the functionality of MERLIN, increasing its use beyond the initial purpose of a register to meet legislative requirements. MERLIN should be used to capture all related environmental and native title approvals for processing a tenure through to grant.
- No online interface and self serve access. Further analysis needs to be undertaken as to the capability of the current system to deliver these solutions.
- Paper-based systems and transactions limit the speed and flexibility of information exchange within and between agencies and with clients.
- Service model is not keeping pace with what technologies can now provide. Industry has reasonable expectations operating in a global market to do business electronically.

- The project found a consistent short term approach to updating systems which only serves to further constrain development and implementation of online solutions for more efficient tenure approval regimes.
- There is an identified need for continuous education and engagement with staff and industry on evolving regulatory and industry practice.
- There is an identified need for ensuring ongoing competently trained staff to improve productivity and provide for succession in the tenures processing area.

3.1 Environmental Assessment

DERM has approached the project's goal of process efficiency and streamlining of approvals on the basis that any system changes would not jeopardise existing environmental protection/management standards.

Many steps in the environmental approvals process for mining projects are subject to statutory timeframes defined by the EP Act or regulations, though there are avenues for some of these to be extended by the issue of information requests to the applicant or by the issue of extension notices. DERM is committed to meeting its statutory timeframes to the maximum extent possible and will only extend processes if it is necessary to ensure that satisfactory environmental documentation is lodged as the basis of its decisions about Environmental Authorities (EA).

Significant components of the EA approval process (e.g. preparation of an Environmental Management (EM) Plan or EIS), and their time duration, are primarily the applicant's responsibility. DERM provides sufficient guidance (through pre-design meetings, Guidelines and information materials) to assist applicants lodge documentation of the required standard. It should also be noted that the EP Act contains provisions to suspend any application that has not been progressed within 12 months of the date that the applicant could take the next step, if that step (e.g. lodgement of an EM Plan) has not occurred.

3.1.1 Information and Guidelines

Potential exists for delays in the approval process following lodgement of the EM Plan. Analysis has shown that a series of delays could occur if additional or supporting documentation is requested by DERM to conduct the required environmental assessment and prepare the necessary environmental approval for a project to proceed.

Proponents and their consultants perceive that assessment requirements differ between regions and assessment officers. At the same time DERM observes that proponents and their consultants do not adequately respond to the process steps involved in the environmental assessment, and many rely on the assessment officers to advise on the process and its requirements. The review identified that standardised flow charts with milestones would serve to better articulate significant process steps and timeframes to expedite industry's participation in the regulatory process.

DERM is reviewing and consolidating all of the guidelines that it issues to assist proponents and their consultants in complying with the legislative and content requirements of the approval process, to ensure they reflect current environmental standards.

DERM is currently developing guidelines for preparing EM Plans for mining and petroleum projects in Queensland as required under the provisions of the EP Act. These guidelines will provide a clear and comprehensive guide to industry, government agencies and the community on managing environmental impacts and stating the potential adverse and beneficial impacts on environmental values. They will provide explicit direction on the scope of matters to be covered within an EM Plan, recommended impact assessment methods and suggested examples of mitigation strategies.

The guidelines will assist in streamlining the application processes for new mining and petroleum projects by proposing environmental protection commitments which are incorporated by the administering authority as conditions of the relevant environmental authority for the application. Conditions in the environmental authority are set to articulate clear performance standards to achieve the desired environmental outcomes and to ensure that the general environmental duty is met by the holder of the environmental authority.

As part of the EIS process, DIP has completed a substantial simplification of the Terms of Reference documentation and produced a generic template that can be used across projects. DIP is also preparing a public version of its internal "Business Guide for the Administration of the EIS process for Declared Significant Projects". This documentation should be available early 2010 to assist proponents through the approval process.

3.1.2 Flow Charts

Analysis and documentation of the principal steps in mining and petroleum project approvals has allowed preparation of simplified process flowcharts that illustrate key decision points or milestones in the process and their attendant timeframes. These will contribute to and underpin the approval tracking and case management initiatives designed to reduce approval processing times. Enhancements to corporate data recording and reporting systems will be necessary to provide the foundation for these initiatives.

3.1.3 Standard Conditions

DERM is currently preparing a set of standard conditions to streamline the assessment of level one mining projects. While these standard conditions will not constrain a delegate's decision and ability to set site specific conditions, this set of conditions will:

- Assist mining companies prepare applications for environmental authorities.
- Increase the efficiency with which applications are assessed by DERM.
- Provide for more consistent conditioning of projects across the State.
- minimise costs of environmental mitigation for future mining projects.

DERM is currently liaising with the QRC regarding the final form and wording of these conditions. It is anticipated that a working set of conditions will be finalised by March 2010.

3.1.4 Data Transfer – Duplication

While an automated data transfer exchange is available between DERM and DEEDI it needs to be updated to reflect all tenure types and legislative changes. There should be modifications made to the automated data sharing arrangement to ensure that it matches and draws on data required in each of the systems and that all relevant updates are captured, and the arrangement should be supported by a formal data sharing agreement between the respective business owners of the systems.

3.1.5 Spatial Layers – Duplication and Inconsistency

While spatial information is transferred between agencies, not all tenure information is forwarded by DEEDI to DERM. This mostly impacts P&G Act tenures such as survey and pipeline licences. In addition, as DERM releases national park data, DEEDI is redrawing this spatial information rather than taking a spatial extract and incorporating it into the DEEDI graphical system. While not directly related to approvals, 50% of DEEDI cartography resources are dedicated to updating spatial layers which could be streamed into DEEDI. These resources could then be allocated to ensure the accuracy of tenure descriptions on the graphical system and assessment of exploration applications over designated land.

3.1.6 Administrative Hurdles Impeding Efficient Use of Resources

For environmental authorities (EAs) related to mining tenures, DERM assesses the requirement for lodgement of a financial assurance (FA) for compliance with the provisions of the EP Act and the conditions of the EA. This amount is advised to QME who requests lodgement of the FA by the company, either as a monetary security or a bank guarantee. QME manages these FAs on behalf of DERM and information is exchanged as necessary for subsequent dealings affecting the FA amount. Improvements to FA data exchange capability between the two Departments using MERLIN and Ecotrack are being investigated. In contrast, FAs for P&G Act tenures are managed exclusively by DERM, with management records maintained within a spreadsheet-based system. Transfer of these data to Ecotrack is envisaged in the future.

Legislative requirements (MR Act and EP Act) stipulate the preparation and forwarding of various notices and correspondence between QME, DERM and other agencies for particular tenure and authority dealings, such as variations/ amendments and assignments/transfers, for information purposes. This results in an administrative load for both organisations. A significant portion of this correspondence could be automated and system-driven via reports and emails, enabling resources to be reallocated to value-added functions such as assessment and customer service rather than administrative functions.

3.1.7 Information System Constraints

DERM and DEEDI each maintain sophisticated systems for the recording and management of data in relation to the legislative approvals required for mining and petroleum and gas operations. Under the EP Act mining and petroleum and gas are environmentally relevant activities, and the approval of these activities is managed within the same enterprise project management system that is used by DERM for the management of all environmental approvals. The use of Ecotrack ensures that the wide range of statutory interests exercised by DERM is, as far as possible, integrated into a single project approval.

There are 4 possible workflows for a mining or petroleum and gas lease; level 2 code compliant, level 2 non-code compliant, level 1 and level 1 with an EIS. Free form text boxes allow for the information to be recorded but without dedicated record fields and a standard approach it is difficult to effectively performance manage approvals and have evidence-based discussions on delays.

DERM and DEEDI are reviewing the reallocation of resources to collaborate on upgrading Ecotrack to ensure that the necessary dedicated record fields to support an improved case management approach are inserted in the system. This integration between the DERM and DEEDI systems will provide a level of transparency between agencies. Over time, the implementation of a single management system for mining and petroleum development approvals across all relevant agencies (DIP, DEEDI, and DERM inclusive) would provide the transparency and accountability industry and Government require. There is significant opportunity for streamlining the administrative process using systems enhancements..

3.2 Native Title Assessment

The Government is consolidating native title services relating to mining into one department (DEEDI). As part of the required Machinery of Government changes, DERM and DEEDI are finalising the transfer of relevant functions and associated staff and budget.

To complete the Machinery of Government changes, Administrative Arrangements Order (No. 1) 2009 must be amended. For completeness, it is proposed that amendments to provide DEEDI with administrative responsibility for certain sections of the *Aboriginal Land Act 1991* and the *Torres Strait Islander Land Act 1991* relating to mining also be made.

Once the consolidation of relevant native title processes into DEEDI takes effect, greater opportunities to streamline native title processes can be realised whilst still providing clear accountability and direction for industry and native title parties. Some initiatives to be addressed in this area include:

- Agree and publish timelines for Right to Negotiate (RTN) process and Indigenous Land Use Agreements (ILUA)
- Single point of contact to consult about potential to further streamline processes
- Review the batching process for processing exploration permits through the expedited procedure
- Review the form and content of advertised notices
- Review delegations for approval to advertise notices for quicker commencement of processes

DEEDI will be charged in the future with the relevant roles/responsibilities and resources to manage and report the status of the native title processes from commencement through to completion. This would allow for more streamlined processes realising savings to administration, timely grants of tenure and better accountability with reporting to more accurately reflect processing performance.

DEEDI will also be responsible for reviewing all current policies and procedures relating to native title to ensure, in consultation with DERM, they are up to date and reflect and align with the current legal and policy position of the State and the tenure management regime.

3.2.1 Ministerial Delegations, Section 29 Notices

Currently Ministerial signoff within DERM is required before a Section 29 notice can be initiated under the expedited procedure and RTN process for exploration permits and mining leases. It is estimated that the consolidating of the approval process within one department could generate a reduction in processing time between one and three months.

A review of native title delegations, particularly in regards to the initial notifications, may also result in significant time savings.

3.2.2 Upfront Payment

One of the major time consuming factors within native title processing is the requesting of information or payment from applicants to progress through the process. DEEDI requests payment for any advertising before the notifications can be placed. There is the ability for the applicant to significantly delay any notification by not paying. By including the public notification costs in the initial application, there would be a significant reduction in the communication between the department and the applicant after lodgement.

Furthermore, it allows the department to assess the readiness of the applicant to engage in any native title process at the time of application, reducing possible delays in the approvals process.

Progressing this initiative will require a review of the advertising notices to develop, where possible, a fixed cost model to enable the advertising fee to be determined in advance.

3.2.3 Batching of Approvals

The ‘batching’ of small scale mining applications and exploration permits allows for significant cost reductions on behalf of all parties. Miners and explorers are able to share advertising and meeting costs to achieve agreements, and native title parties can maximise their time by engaging multiple proponents with similar tenures.

DEEDI can allocate and plan to apply dedicated resources within tenure administration and native title units to the 'batching' process across the State. DEEDI will look to dedicate resources taking account of specific times throughout the year when native title notifications take place. It would give both the proponents and the native title parties certainty of process and reduce the processing time of new applications.

3.2.4 Use of National Native Title Tribunal

The State will look at utilising and enforcing the timeframes and services available set out in the *Native Title Act (Cth) 1993*. This would involve including the National Native Title Tribunal (NNTT) in negotiations which have stalled and in referring and supporting matters to hearing which are not progressing in a timely manner.

To strictly enforce these statutory timeframes DEEDI native title officers would consult with DERM and maintain constant contact with the parties to ensure that matters are progressing and to assess at an early stage matters which may require more resources or referral.

3.3 Legislative Opportunities

3.3.1 Land Court

The project team referenced the findings of previous business improvement and MRA reviews to capture areas identified by mining registrars and tenure processing officers to streamline administrative processes and free up time to cope with the growing complexity of the regulatory process.

The MRA currently provides that mining registrars must refer all applications for mining leases to the Land Court regardless of whether any objections have been lodged. If no objections are made to a mining lease application, the Land Court recommendation is made on the papers presented, without holding a hearing.

By way of comparison, mining legislation in Western Australia does not require mining lease applications to be referred to the Warden's Court unless objections are lodged. This has been the practice for some time and as advised by the WA Department of Mines and Petroleum (WA DMP) is necessary, as it takes a considerable amount of time to get recommendations from the Warden's Court for contested applications. In Queensland approximately 70% of mining lease applications attract no objections and removing the need for the Land Court to process these applications would significantly reduce the workload of the Land Court and the time it takes to process applications. It can take up to three months for the Land Court to process a mining lease application that has no objections.

It is proposed that an application only be referred by the Mining Registrar to the Land Court where an objection to the application has been lodged. Where the application is uncontested, the application should be referred directly to the Minister, who will retain the discretion to refer it to the Land Court for a recommendation if considered necessary.

3.3.2 Small Scale Mining

A "one size fits all" approach in the MRA requires mining lease applications to undertake the same degree of assessment for approval regardless of the size, complexity or impact of the proposed resource development. The majority of mining lease applications are for small scale mining developments taking up considerable processing time, Land Court consideration and recommendations regardless of whether objections are made to the applications. These tenures are required to also go through Executive Council processes to be granted.

In the environmental assessment process, small scale mining proposals have the opportunity to comply with a pre-determining environmental code; thereby the assessment process for environmental approvals has been streamlined.

DEEDI has commenced investigating similar standardised approaches to simplify the application of MRA provisions.

3.3.3 Governor in Council

The MRA currently provides for the Minister to recommend to the Governor in Council that a mining lease be granted. It would be more time and cost efficient to provide for the Minister to approve the grant of mining leases for small scale mining developments rather than the Minister recommending that the Governor in Council action the grant. Between 2004 and 2008, 497 mining leases were granted by the Governor in Council. 42% of leases granted were for less than 100 hectares, and 58% of these leases (100 hectares or lease) were for a term of 10 years or less.

State Land Asset Management (SLAM) in DERM has realigned this decision-making process to the Minister in relation to SLAM tenures. Petroleum, Geothermal and Greenhouse Gas tenures under their associated Acts are also granted by the Minister. An amendment to the MRA to align the mining legislation would bring consistency to processes across Government regulatory approval frameworks.

Under the Western Australia *Mining Act 1978* the Minister has the power to grant or refuse a mining lease as the Minister thinks fit, and the Minister can grant to a holder one or more mining leases on such terms and conditions as the Minister considers reasonable.

3.3.4 Environmental Protection Act 1994 Amendments

Legislative changes are recommended to the EP Act to provide for Land Court recommendations on environmental matters to be directed to the Environment Minister for consideration and decision, with copies of the recommendations being sent to the MRA Minister (and in certain circumstances, the Minister responsible for the SDPWO) who would be able to make submissions to the Environment Minister. This would replace a time-consuming process for exchange of information that is currently mandated in the EP Act.

3.4 Resourcing

3.4.1 Training

To ensure efficient and consistent processing of tenures approvals, DEEDI must develop and maintain expertise in tenures management, ensuring succession planning to deal with loss of experienced officers and ongoing skilling for staff in this area of business.

Quality procedures are essential for processing consistent applications throughout the State, and DEEDI must continue to develop and maintain MAPTA. The project team has identified that while MAPTA is widely complied with and has been supported by tenures officers for some time, MAPTA is about consistency of process and cannot provide the required judgement and merits-based decision making ability required of tenures officers.

As a result of this finding, QME has reallocated base funding to support the delivery of a competency-based training program. This training will build capacity and capability in the business and ensure accuracy and quality of processing. It will ensure new recruits and promoted officers are work ready for greater productivity.

The fundamental baseline induction module essential for all tenures staff to operate has been completed and the first course will be held in November 2009. Western Australia expressed keen interest in the development of this initiative and DEEDI has agreed to share and exchange information and development of material in formation in this and in the area of information systems enhancements.

3.4.2 Petroleum & Gas Assessment Unit DEEDI

The petroleum and gas industry is growing rapidly and has quickly become a significant source of employment and revenue in Queensland. Industry has indicated a four-fold increase in production and retention tenure applications from January 2010 to secure CSG resources to support proposed LNG developments. This has not been fully matched in the tenures area.

Given the burgeoning growth in CSG exploration and development, QME has proactively reallocated base funding in the 09/10 budget to support the P&G unit. Part of these funds will provide for 10 additional tenures and technical assessment officers to progress applications through the approvals process. The recruitment has commenced and it is envisaged that the P&G unit will be at a sufficient complement to meet industry's needs by July 2010.

Recognising the importance of the P&G Unit in supporting the LNG Industry, QME has moved the P&G Unit into Central Office. This proximity to the MAPTA team is helping in the formulation of work instructions, development of training material, support in applying legislation and better practical policy development.

Concerns expressed to the Project team from the Geological Survey of Queensland and DIP about the resourcing required to process CSG well data and water data, given the acceleration of the CSG industry, have also been addressed. However, while QME has secured funding to recruit additional technical officers; there will be a need to monitor resource levels to ensure continual assessment of compliance against the Petroleum and Gas (Production and Safety) Regulation 2004 (P&G Regulation).

The additional resources allocated to the P&G unit will only meet the need of the CSG workload and it is envisaged that an additional 4 tenures officers will be needed to administer GHG. Geothermal legislation has not been finalised and resourcing levels to administer this regulatory framework have not yet been confirmed.

3.4.3 Environmental P&G Assessment Unit DERM

With the significant expansion in CSG related exploration and development DERM has also reallocated resources to establish a Petroleum and Gas Unit. In addition to these changes DERM has had an additional $1.2 million added to base funding to administer and assess Environmental Impact Statements as a result of the increase in the number of projects requiring EIS's. The emerging sectors of greenhouse gas capture and storage, geothermal energy extraction and underground coal gasification will likely require DERM to review current resourcing levels in order to meet the emerging demands that these new industries are likely to generate.

3.4.4 Exploration Tenure Management

Better front end emphasis on resource development tenures is serviced by providing mining and petroleum registrars with the ability to monitor status from towards the end of the exploration cycle to commence managing the potential for resource development and streamlining the process to secure production tenure.

Presently exploration processing for pre and post grant is managed centrally through the Southern Regional Office of Statewide Services at Woolloongabba. In 2008 there was a 400% increase in applications for exploration permits for coal over the prior year. This sustained high demand for exploration ground by industry has meant a huge workload for the Exploration Unit to cope with and potential is there now with the reforms underway in tenures management to consider better utilisation of the overall tenure processing capability across the State.

The ability to roll out the post grant functions to the District where the exploration activity occurs is dependent upon the ongoing development and implementation of the competency based training program, systems enhancements and ensuring necessary resourcing is provided for the districts/regions of high levels of permit numbers and/or activity.

What is proposed and under investigation is that Southern Region would continue to be responsible for processing all exploration permits through to grant and upon grant, the file is sent to the relevant district for the local mining registrar to advise the holder and initiate the ongoing relationship. This initiative also assists DEEDI in ensuring land access and conduct and compensation agreements developed by the Land Access Working Group are effectively monitored and local and regional contacts and specifics taken into consideration.

To implement this initiative additional tenures officers and geologists will be needed in the regions to support mineral and coal exploration developments to move to production leases.

3.4.5 Findings from Western Australia

A comparison between QME and WA DMP has been carried out and shows a disparity between resourcing levels to process the volumes of applications and levels of activities associated with mining and petroleum tenures. While it is recognised that WA has greater volumes, they do not face the complexity of competitive resource management with overlapping interests which is an increasing issue for tenure approvals in Queensland.

A key finding or learning from the WA experience was that electronic systems with status tracking capability was resulting in a 50% reduction in phone and written enquiries or follow ups. In order to achieve this they developed over 3-4 years specific systems for mining and petroleum titles and each of those divisions had dedicated specialist systems analysts with business solutions people for tenures approvals processing.

E-business is a key element in streamlining approvals processes to enable a scalable service delivery model that will enable DEEDI to better utilise resources to support the mining and petroleum industries.

3.5 Management Information Systems

The other identified critical area for streamlining approvals is enhancements to information systems and this has been identified by industry as an area of concern, with MERLIN now 20 years in operation.

MERLIN is an electronic register designed to meet legislative requirements under the MRA. It has been enhanced and modified since implementation in 1990 to include register obligations under the P&G Act and is now requiring additional modifications to meet government obligations under the GHG and proposed Geothermal Energy legislation.

MERLIN reflects the legislation and provides for the management of approvals, tenure by tenure. It is difficult to view tenures are they relate to companies, projects, regions, status or complexity. The architecture of the MERLIN register is a contributing factor to the lengthy learning curve of staff. Since its inception in 1990 enhancements have been made; these enhancements are driven by legislative necessity and have not encompassed the transformation of the industry with the resources boom or leveraged new technologies.

While the basic table structure and underlying architecture is sound, the user interface and configurability limitations will constrain any transformation of the regulatory approvals process for mining and petroleum in Queensland.

In 2004 the P&G Act came into effect changing the tenure administration process by introducing the concept of “linked” tenures – i.e. tenure can only exist if another is present and operational. These “linked” tenures have separate renewal, rent and compliance components that can operate independently of the primary tenure. As MERLIN did not accommodate such arrangements these “linked” tenures have been managed manually in spreadsheets and a paper register. This potential risk has been identified under the streamlining project and MERLIN enhancements are currently in user acceptance testing with implementation due in December 2009.

Without electronic access to these tenures, tenures officers are not readily able to identify relationships between tenures impeding assessment and causing delays.

The MERLIN system is still undergoing enhancements to meet legislative requirements and the management of the tenure process continues to be difficult given the inadequacies of the system. It had been assumed that, given similarities between the P&G Act, the GHG and Geothermal Energy legislation, the management of these new resource tenures would amalgamate into the P&G unit.

A reliance on hard copy paper files restricts the ability to move work around the state to maximise efficient use of resources. Paper copies must be printed and mailed to DERM and other approval agencies. Valuable resources are dedicated to basic administration functions which could be handled by new technologies.

WA DMP was in a similar predicament four years ago and has undertaken an overhaul of its information management system. WA DMP has developed two inter-related systems. The first allows for the management of tenures as per regulatory requirements with workflow and electronic document management. The second is an external-facing performance tracking portal which links to, but operates independently from the register. Recognising the call by industry for transparency and performance management, WA DMP elected to develop the external interface to provide transparency on the approvals and then re-built their internal register to offer a more streamlined approach to overall tenures management and have included an electronic document management and workflow system.

As part of this transformation, WA DMP is commencing the roll out of online applications, payment gateways and online register searches. WA DMP has 6 dedicated Business Analysts and 3 dedicated programmers for their Mineral Titles Team, as distinct from the WA Petroleum and Geothermal Unit. DEEDI are responding in a similar vein allocating business analysts to scope possible system solutions to deliver streamlining efficiencies.

The Project has identified a number of initiatives involving system capability. Areas being scoped/developed include:

- Online Approvals Tracking
- Centralised Client Relationship Management System & Project Reporting
- Electronic Document Management & Workflow System
- Electronic Payment Gateway with e-delivery of searches/reports
- Performance Management Reporting against milestones (data warehouse)
- Environmental Management Reporting & Information Exchange
- Notice of Entry Management and Recording
- Expenditure and Production Reporting Platforms

To deliver the maximum benefit from any major system reforms, there should to be a centralised repository of information. DIP, DERM and DEEDI should be able to access common records, removing duplication and miscommunication as information is accessible across all regulatory bodies.

This will provide for an effective case management approach and allow for the opportunity for online tracking by industry of the progress of projects and individual tenures.

Implementation of a workflow, online entry and electronic document management system, will over time reduce the administrative elements of tenure management and move from a data entry and hard copy to assessment and compliance environment. It should enhance the value-added functions like technical assessment and field work (compliance, land use conflict and industry performance) in the regions – this would include mineral and coal exploration tenure and in the longer term P&G tenures.

3.5.1 Information, Communication and Education

From small scale mining through to major mine developments there is a need to regularly inform and educate proponents about policy and procedures/guidelines to meet requirements for process approvals.

Feedback from industry was positive in valuing opportunities for face-to-face engagement with decision makers. Regular workshops/seminars involving all relevant agency officers to communicate legislative and policy changes and their impacts were identified as worth pursuing. The WA DMP has an annual Open Day that provides opportunities to meet with Departmental representatives and address issues confronting resource development.

DERM's pre-design, and DEEDI's pre-lodgement meetings, are considered as an invaluable aid, by Government and proponents, to assist in the smooth processing of applications and to set upfront expectations for assessment requirements to secure timely approval.

There is scope for improving web-based information about how Government agencies distribute information and interact with proponents when assessing applications. Electronic interface and self-service options require further investigation.

There is also potential for quicker exchange of information and necessary statutory referrals between agencies and in issuing reminders for proponents to action. Areas of opportunity include automated communication driven from DEEDI MERLIN dealing codes and to incorporate information about environmental assessment steps.

3.6 Funding Options

The Industry Working Party will consider appropriate funding options, including whether the appropriate resources are available to the regulatory agencies.

3.6.1 Approval Efficiencies Delivered Through Systems

A preliminary analysis of the QME information management system was prepared in 2008 and detailed a funding requirement of $3.9 million operational and $4.7 million capital to deliver an electronic workflow management system into MERLIN. After further consultation within DEEDI and other states it is the project team's submission that the 2008 analysis was optimistic. It did not allow for a sufficient contingency, a rebuild of MERLIN or options for the migration of current active files to an electronic platform. It is estimated the costs are closer to $15 million for full implementation. Further evaluation is needed so that the potential to leverage applications across DEEDI and other agencies can be considered.

The working documents behind the preliminary analysis suggest up to 20% efficiency savings in tenure processing, driven purely by system enhancements. The majority of those savings are realised through an electronic document management system, automated workflow, and online lodgement of forms and applications.

A 20 % reduction in application processing times could be achieved by introduction of a fully integrated management information, electronic document management and workflow system, in addition to the initiatives being implemented and maintenance of current staff levels,

4. CASE MANAGEMENT OPTIONS

Case management has been identified to apply at a number of levels to properly capture all tenures – Local through the District Mining Registrar (small to medium projects), Regional across agency level involving Regional Managers/Directors and State (Central Office) level depending on the level of impact assessment driven, by either DERM or the Coordinator-General.

DIP provides administrative support for the Coordinator-General, assigning a Project Manager and project support staff for each declared “project of state significance”. The Project Manager case manages the EIS process and facilitates related aspects of the project as required. Using a similar methodology DEEDI has developed a project management approach to be applied to various levels to assist proponents as required.

4.1 Case Management Methodology

With agreed milestones and timelines in place DEEDI has developed a case management model to guide all mining and petroleum tenures through all approvals processes. DEEDI has taken into account the DIP Case Management Model in respect to projects of state significance and the methodology for Case Management is detailed in **Attachment A**.

The WA DMP is also considering establishing a case management and Lead Agency model for development approvals and DEEDI through QME will continue to exchange information and ideas as the models in both States get established.

QME, in developing a Case Management Model to streamline the processing of projects through the regulatory system, has established a data base to track the progress of tenures through to grant. Depending on the nature and number of complex issues involved the allocation of a case manager at the appropriate level will be recorded and notified.

4.2 Case Management Allocation

Case Management will incorporate:

- Management of identified petroleum, coal and mineral projects at the appropriate level given the exploration and production tenure status and approvals for environmental authorities and native title agreements.
- Active monitoring and intervention in the internal and external approval processes of petroleum, coal and mineral projects to secure earliest approval possible.
- Coordination of ancillary components and approvals for water, road, rail, power, skills needs and downstream effects.
- Three levels for minerals and coal tenure projects – 1) local Mining Registrar office level (for tenure with only localised impacts), 2) regional manager office level (for tenures with broader regional impacts) and 3) central executive office level (for tenures with high impact significance).
- A central office based manager being assigned by company for petroleum and gas projects and allocated to a central office based manager.

Through the dedication of case managers DEEDI can continue to work with DERM to identify improvements to tenure, environmental and native title processes for mining and petroleum projects and for all tenures. DERM has project/case management arrangements in place with more important projects being allocated to a Project Director and Project Manager and, for projects undergoing an EIS process, an EIS Coordinator.

5. PERFORMANCE MANAGEMENT

With the focus of the project being on process improvement, where it has been identified that streamlining with case management will minimise dead time or lags in activity, it is essential that an effective performance management and reporting system is developed and implemented. It needs to be system driven so as not to delay operational staff by requiring them to compile reports.

It has been a fundamental principle for the project that information on regulatory process requirements and expected timelines and milestones be transparent and provide predictability for proponents and processing officers.

Similarly transparency and accountability for record management and performance against process timelines need to be established. This will clearly demonstrate where any delays in processing are occurring, with any agency or with the proponent. The predictability of the process flow and improvements to pre-lodgement meetings and information accessibility will assist proponents to plan ahead for ensuring availability of necessary expertise familiar with the required regulatory process steps.

Clear business performance standards for each regulatory approval process with the ability to measure and report against standards are under development and a sample is set out at **Attachment B**

5.1 Performance Management System

For all regulatory approval processes it is critical that information systems are capable of properly recording, tracking and reporting on progress or status of each step or milestone identified in each assessment area. Published flow charts with agreed milestones and process timeframes need to be reflected in management information systems and allow for effective performance monitoring and support the case management of all regulatory approvals to secure the earliest grant of mining and petroleum tenures.

Further opportunities are also being pursued for use of electronic mail sent with links to prescribed forms, and how-to documents.

6. ACTION TAKEN TO DATE

Improvements to processes and information provided to proponents have been made as a direct consequence of the project. A reallocation of base funding within DEEDI has also enabled more significant initiatives to be implemented, including the doubling of staff within the DEEDI P&G Unit, and appointment of Business Analysts to scope and design minor system enhancements.

Below is a summary of initiatives being implemented to streamline processing of applications:

6.1 Environmental Assessment

Issue Identified	Action Taken
Environmental Management Plan guidelines and supporting information sheets be updated to reflect the minimum requirements.	Undertaken by DERM, date for completion to be specified.
Links to information sheets and guides should be emailed to proponents on acceptance of tenure application.	Business Analyst engaged to scope system solution.
Flow charts with key milestones, anticipated timelines and responsibilities be developed and published on DERM website.	Flow charts and milestones have been developed and agreed, to be formalised and published.
Flow chart and milestone information to be forwarded electronically to all proponents upon application for an Environmental Authority.	Business Analyst engaged to scope system solution.
A template of the Terms of Reference be prepared as a reference tool for EIS assessments.	DIP has completed a template and producing a proponent guide to the assessment process for distribution in early 2010.
Data transferred between DERM and DEEDI is out-of-date and not reflective of all tenure types and legislative changes.	Data link between DERM and DEEDI has been updated and is available in DERM Spatial System. Enhancements under development by DERM to display in Ecotrack.
DERM spatial layers for gazetted sterile and proposed sterile land are forwarded to DEEDI allowing DEEDI cartography resources to provide greater assistance in the assessment of applications.	Project commenced, phase one complete.
Administration of financial assurances within DERM and DEEDI management information systems	Project commenced, Business Analyst assigned to review information transferral between DERM and DEEDI.
A review of the volume and flow of correspondence between agencies.	Business Analyst engaged to scope system solution.

6.2 Native Title Assessment

Issue Identified	Action Taken
Agree and publish reviewed timelines for RTN and ILUA agreements	Draft complete, waiting Administrative Arrangements Order (No.1) 2009 prior to publishing.
Review of advertising content for notices, benchmarked against other states, whilst maintaining legislative requirements	Discussions commenced with Crown Law and DERM.
Dedication of resources for processing exploration permits through expedited procedure.	Review of batching process commenced.

6.3 Legislative Opportunities

Issue Identified	Action Taken
Land Court referrals to be required only where objections lodged or Minister determines	Draft completed for consideration by Legislation Management Committee.
Authority to grant applications and renewals of mining leases with Minister rather than needing to go to Governor in Council	Submissions prepared in response to review by the Office of Cabinet, of the role and decision making required of the Governor in Council

6.4 Resourcing Constraints

Issue Identified	Action Taken
The competency-based training initiative to be continued to deliver a formalised training regime to reduce the lead time in training tenures officers to required level of competence.	Program endorsed and departmental funding secured for program implementation. Induction module complete and further modules under development.
Additional resources required in the DEEDI Petroleum & Gas Unit to manage the CSG boom and the implementation of Geothermal and Greenhouse Gas Storage tenures	Funding secured and recruitment process is underway. GHG Implementation Project Team to be established.
Case managers be allocated to Directorate to facilitate coal, mineral and petroleum developments.	One case manager allocated for coal.

6.5 Management Information Systems

Issue Identified	Action Taken
Business analysts be incorporated in to QME Statewide Service tenures business areas for continuous business improvement and promote and facilitate ongoing system enhancements to maximise the use of technology.	Business Analysts have been allocated from DEEDI's centralised ICT Division and funding has been provided to engage additional Analysts.
Need for programming skills/staff to be available to modify management information systems once need identified.	Capital allocation made available for programmers where it adds value to the MIS asset.
Limited staff resources are dedicated to non-value added functions, such as data entry. Improved system design, such as online lodgement of notices of entry and capturing of expenditure data, could allow for a redirection of resources to application assessment.	Business Analyst assigned to a project to find system solutions to non-assessment functions performed by tenures officers.

7. RECOMMENDATIONS

7.1 Environmental Assessment

No.	Recommendation
1	Recommend resource legislation be aligned to better provide for consistency of administration by agencies of like approval processes, such as financial assurance and transfers, and to provide a consistent and clear service model to industry.
2	Recommend a business analyst work with DERM to scope a solution that would enable a single system for mining approvals with appropriate milestone recording and still allow DERM its enterprise management system for environmental assessment.

7.2 Native Title Assessment

No.	Recommendation
3	Recommend within the first three months of effecting the transfer of roles, responsibilities for mining and petroleum native title to DEEDI that an overall evaluation of the programs, resourcing and work procedures and delegations be undertaken within DEEDI to ensure appropriate future service delivery capability.

7.3 Legislative Amendments

No.	Recommendation
4	Recommend that amendments to the MRA be endorsed to allow for Ministerial discretion to send a mining lease application to the Land Court if no objections have been lodged.
5	Recommend a simplified small scale mining policy with procedures be developed to enable more streamlined approval processes for these low impact mining activities and investigate need for supporting legislative changes.
6	Recommend that amendments be made to the MRA ,in line with recommendation 5, for grant and renewal of small scale mining leases to be undertaken by the Minister rather than the Governor in Council
7	Recommend that amendments be made to the EP Act to provide for Land Court recommendation on environmental matters to be directed to the Environmental Minister for consideration and decision.

7.4 Resourcing Constraints

No.	Recommendation
8	Recommend DERM under take a review of the ongoing resources required in its Petroleum & Gas Unit to assist in the timely progression of Environmental Authorities for CSG tenure and to prepare for the implementation of Geothermal and Greenhouse Gas Storage tenures.
9	Recommend that in order to support GHG implementation and to facilitate the processing of post grant dealings for mineral and coal exploration in relevant regional mining districts additional resources are allocated.
10	Two additional case manager positions at AO8 level to be created as resource realignment within DEEDI allows, to facilitate petroleum and mineral development proposals of high level significance and be part of Statewide Services, Tenures Management Unit.

7.5 Management Information Systems

No.	Recommendation
11	Recommend a detailed analysis be undertaken to move to integrated information management and tracking system across relevant government agencies for Mining & Petroleum exploration and development approvals in Queensland.
12	Recommend that a submission be presented for Government consideration in the 2010-11 Budget to fund a number of systems enhancements, identified in this report, in particular online application lodgement, approval status tracking ability, and electronic workflow and electronic document management system with scanning technology.

7.6 Funding Options

No.	Recommendation
13	Subject to the Industry Working Party recommendations to Government, and in accordance with the election commitment, that the Industry Working Party review whether appropriate resources are available to the regulatory agencies to deliver against the recommendations and, where applicable identify funding options.

Attachment A

Case Management Initiative

What is a Case?

A package of regulatory approvals required to bring a mining or petroleum resource development tenure application to determination of grant. It may also entail relationships with infrastructure provisioning necessary for project commissioning.

Case Management Goals

1. To guide a range of mining and petroleum resource development proposals through the regulatory approvals processes according to agreed performance milestones to secure grant of tenure.
2. Provide greater certainty for investment decisions and enable production and the potential to create jobs and sustain economic development in regional Queensland.
3. To advance mineral and petroleum resource development through the development life cycle to a higher level of certainty, enhance the overall investment climate and make Queensland a more attractive resources and investment destination.
4. To recognise projects with potential for value-adding and downstream multiplier effects and liaise within DEEDI and externally as appropriate to advance opportunities.

Case Management will Involve

1 Preliminary Evaluation For Case Management Level

- Identify potential resource development proposals (and the tenure elements of them) with the proponents as early as possible (most likely at advanced exploration stage).
- Evaluate the level of potential impact of the proposed resource development using Ecologically Sustainable Development (ESD) based criteria together with associated level of infrastructure requirements.
- Link with the relevant Regional Tenures and Environmental Managers to determine the most appropriate level of case management for the proposed development and establish tenure application and environmental authority application pre-lodgement meeting arrangements and critical timelines to match expectations to relevant approvals process charts.
- Ensure recording of details in resource data base and or tenure register as relevant to the level of case management.
- Report to management on the progress to tenure approval in accordance with agreed process performance reporting regime.
- Case management levels for minerals and coal tenure projects can range from the local Mining Registrar office level (for tenure with only localised district based impacts), Regional Manager Office level (for tenures with broader regional based impacts) to Central Office level (for tenures with high impact significance).
- Case management levels for petroleum and gas projects to be by company and allocated to a central office based manager.

2 Active Case Management

Upon selection and acceptance of the level of case management, whether or not a pre-lodgement meeting has been convened, the case manager will have responsibility for guiding the resource development proposal through all regulatory approval processes. This will entail:

- Linking the proponent to the relevant mining or petroleum registrar's office to secure recording of the tenure application and environmental application
- Ongoing engagement with the proponent
- Immediate engagement with relevant environmental assessment manager and native title process manager and regular agreed follow up
- Ensuring proper recording of application details into information systems
- Establishing the process charts for the proposal and tracking milestones for each charted approval process
- Ensuring information systems are maintained and data is up to date for tracking completion of relevant process steps.
- Actively monitor and report on progress of the proposal and take immediate action or intervene as required when milestones not achieved and update expected completion and monitor ongoing until achieved.
- If necessary identifying constraints or blockages in the process to the proposal moving forward in accordance with the mapped time lines in the approvals process charts and bring parties together to bring the issue or issues causing delays to a determination.
- Analyse the impediment or impasse, prepare an intervention strategy, and intervene to resole issues as appropriate.
- Negotiate and facilitate negotiations between proponents and stakeholders as required and involve higher Departmental management as necessary.
- Close out the proposal upon grant or other determination of tenure by ensuring information system records closed and report to management as per agreed reporting process.
- Mining Registrars and Petroleum Registrar to then manage ongoing operational performance of development in accordance with understanding between DEEDI and DERM.

3 Ancillary Approvals and Project Components

Most likely to be projects of significance in which case the case manager will be at Central Office level and role will be to collaborate and assist as appropriate on discussions and planned project activities ancillary to the mining or petroleum resource development. These ancillary components would normally entail considerations for access to and use of power, rail, port and water.

Requirements for case management

- Dedicated case managers at each level
- Flow charts of each approval process
- Information system functionality and compatibility
- Designated contacts within approval agencies
- Performance management and reporting framework
- Up to date guidelines and practice directions
- Informative web site and published processes
- Ongoing formal competency based training program
- Critical maintained mass of processing officers.

Key components

- Case managers must be suited to the role
- Early up front assessment of Case management level
- Pre-lodgement meetings involving all relevant parties
- Effective use of functional information systems
- Certainty of process and access to up to date information
- Ongoing maintenance of relationships with all stakeholders
- Active tracking and intervention to ensure delays are addressed

Attachment B

Below is a draft format of a proposed performance management report.

Summary Report

ML's for the month ending

Received	27	Open as at 1st of Month	Open as at month end
Granted	5	Opened in the month	Open & Closed within the month
Pending	400		

ML Related Dealings

Mining Leases - 12 month Period

	NATIVE TITLE																		DME Process - closed records					
	Native Title		EPA				Exclus. Land	ASPS		ILUA (NTC)		RTN		RTN				Over laping issues	Obj. Period	Land Court (LCT)	Com (CMP)	Referral to Land Court	Ready for Grant	Granted
			EA		EIS									s29 signed		Advertised								
	Open	Closed	Open	Closed	Open	Closed		Open	Closed	Open	Closed	Open	Closed	Open	Closed	Open	Closed	RTN						
Within Standard	5	5	25				75			5	12	121		30	24	60	48	40						
> 30 days from standard	20	370	20	25			38			13	16			10	41	27	52	22						
> 60 days from standard			23	31						23	7			35	22			6						
> 90 days from standard			38	46						5	3			23										
> 120 days from standard			42	22						3	2			12										
> 180 days from standard			18	43						2				8								31		
> 270 days from standard			29	38					6	1														5
	25	375	195	205			113	0	6	52	40	121	118	87	100	87	100	68	0	0	0	0	31	5
Sub Total	400		400															400						

Acronyms

APPEA	Australian Petroleum Production and Exploration Association
DEEDI	Department of Employment, Economic Development and Innovation
DERM	Department of Environment and Resource Management
DIP	Department of Infrastructure and Planning
EP Act	*Environmental Protect Act 1994*
GHG	Greenhouse Gas Legislation
MAPTA	Mining and Petroleum Tenures Administration Program
MERLIN	Minerals and Energy Resource Location and Information Network
MIS	Management Information System
MIWG	Mining Industry Working Group
MRA	*Mineral Resources Act 1989*
P&G Act	Collectively *Petroleum Act 1923* and the *Petroleum and Gas (Production and Safety) Act 2004*
QDEX	Queensland Digital Exploration Reports
QRC	Queensland Resources Council
SDPWO	*State Development and Public Works Organisation Act 1971*
SLAM	State Land Asset Management
WA DMP	Western Australia, Department of Mines & Petroleum