

Department of Planning, Housing and Infrastructure

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Artificial Intelligence Solutions Panel Operating Guideline

Harnessing artificial intelligence to enhance local development application pre-lodgement processes

October 2024



Acknowledgement of Country

The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land, and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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1 Guideline purpose

This guideline provides information to NSW councils on how to access and use the Department of Planning, Housing and Infrastructure's Artificial Intelligence Solutions Panel (AI Solutions Panel).

This guideline should be read in conjunction with the NSW Government's Information and Communications Technology (ICT) Services Scheme Rules, the Master ICT Agreement and ICT Agreement (MICTA/ICTA) contracting framework.

If there is inconsistency between this guideline, the ICT Services Scheme Rules and the MICTA/ICTA contracting framework, the terms of the MICTA/ICTA contracting framework will prevail.

2 AI Solutions Panel background

In response to the National Housing Accord, the department is working towards improving local council assessment timeframes and streamlining assessments to enable faster delivery of housing.

As part of this initiative, we have established a panel of suppliers of artificial intelligence (AI) solutions – the AI Solutions Panel – to enable councils to engage in innovative ways to enhance the local development application (DA) process and improve assessment timeframes. All NSW councils can initiate engagements via the AI Solutions Panel.

2.1 Panel objectives

We engaged with NSW councils and industry to identify suitable AI and digital solutions to enhance the pre-lodgement DA process. This includes solutions to:

- Automate processes in council workflows for DAs
- Guide DA applicants
- Enhance documentation quality
- Increase process efficiencies at the pre-lodgement DA stage.

2.2 Panel solutions

The AI Solutions Panel comprises selected suppliers who can supply products and systems to address a minimum of one of the following priority use cases to improve the pre-lodgement DA process:

- **Pathways and requirements finder** – How might councils help prospective applicants identify site-specific development requirements (for complying development and/or DAs) so that they can expedite their development process?
- **Material self-assessment health check** – How might councils help applicants conduct a self-assessment before lodgement of their DA so they can address any potential barriers or gaps in their documentation?
- **Risk-based triage** – How might council staff quickly identify non-compliant elements within a submission (for DAs and/or complying development) so that the triage process is efficient and improves the council's productivity?

- **Site-specific documentation support** - How might council provide guidance on site specific development application documentation, so that the relevance and quality of documents improves, and the pre-lodgement process is more efficient?

Further details on these use cases are included in [Appendix A](#) within this guideline. This content was provided to suppliers within the procurement documentation for the establishment of the AI Solutions Panel and can be used by NSW council buyers to develop requirements documentation.

3 AI Solutions Panel establishment and management

3.1 Eligibility to use the panel

The AI Solutions Panel complements existing NSW panel and scheme arrangements. Organisations already sitting on existing panels and schemes still needed to apply to become qualified suppliers on this panel.

We recommend that NSW council teams use the AI Solutions Panel to procure AI products and digital solutions to improve their DA pre-lodgement processes.

Suppliers on the panel will be engaged via each council's procurement system and rules.

3.2 Panel establishment, inclusion, and duration

The AI Solutions Panel was established through requests for proposals that comprised an open approach to the market.

To be included on the AI Solutions Panel, suppliers were asked to respond to the request for proposals. We then selected suitable solutions aligned to one or more priority use cases to be on the panel.

Under the AI Solutions Panel arrangement, a standing offer agreement under the NSW Government's MICTA/ICTA contracting framework applies for an initial term of 2 years. At our discretion, we may extend the term for 3 separate additional 1-year periods.

3.3 Panel management

In the context of the MICTA, our role is largely administrative. We facilitate and administer the MICTA arrangement.

The AI Solutions Panel is managed by our AI in NSW Planning project team. The project team is responsible for day-to-day panel management, including:

- Performance management co-ordination of AI Solutions Panel members
- Panel-related complaints management/dispute resolution

- Panel-related communications.

The project team will help council buyers manage their engagements under the AI Solutions Panel through monitoring and reporting.

The project team will operate separately from the council and complement the council's procurement team. Any items not listed above are out of scope for the project team.

To contact the project team, please email ai.nsw@planning.nsw.gov.au.

3.4 Changes in supplier circumstances and conflicts of interest

Suppliers are expected to abide by the *NSW Supplier Code of Conduct* and ICAC's *Managing Conflicts of Interest in the NSW Public Sector* guidelines.

AI Solutions Panel members must advise the contact person immediately in writing of any material change to the information contained in their applications, including any substantial change in company ownership, ABN/ACN, key contact details or financial or technical capacity. The supplier must submit copies of relevant documents with the advice.

Panel members must also immediately provide us with written notice if they become aware of the existence or possibility of any conflict of interest. They must comply with any directions we give to manage that conflict of interest.

3.5 No guarantee of work

The selection of a supplier as a member of the AI Solutions Panel does not in any way guarantee:

- The supplier's continued listing on the panel over its duration
- Receipt of opportunities or invitation to tender for any procurement opportunity
- That engagements or work of any kind or quantity will be offered.

4 Purchasing services from the AI Solutions Panel

4.1 Code of conduct and ethics

We advise buyers who purchase services from the AI Solutions Panel to comply with the *Managing Conflicts of Interest in the NSW Public Sector* guidelines and all relevant guidelines (including procurement or tendering guidelines), policies and codes. This includes properly managing perceived and real conflicts of interest through declarations and potential delegation of the process.

4.2 Supplier information

Table 1 lists the documents that were submitted by each supplier as part of the request for proposals for the AI Solutions Panel. Subject to the agreement of the suppliers, these documents will be available to council buyers upon request when purchasing services under the AI Solutions Panel. This will minimise duplication, reduce the supplier's response burden and make the buyer's evaluation easier.

Table 1. Documents submitted to the department by suppliers and available upon request

Information	Details
Respondent's information	<ul style="list-style-type: none">• Legal name• Trading name• ABN/ACN• Address• Contact person details

Information	Details
Insurance details¹	<ul style="list-style-type: none"> • Public liability insurance up to \$20m • Product liability insurance up to \$20m in respect of each occurrence and in the aggregate • Professional indemnity insurance up to \$20m in respect of each occurrence and in the aggregate • Cyber security insurance up to \$20m • Data security breach or wrongful disclosure and use of performance information insurance • Workers compensation insurance
Compliance with government policies	<ul style="list-style-type: none"> • Modern slavery • Diversity and inclusion • Sustainability
Mandatory criteria	<ul style="list-style-type: none"> • Prequalification under the ICT Services Scheme SCM0020 • Risk assessment of the solution against the NSW Government Artificial Intelligence Assurance Framework (including a risk register) • Customer personal data generated is to be onshore in NSW, Australia or an alternative agreed with the department • Demonstrated compliance with the NSW Cyber Security Policy
Solution summary	<ul style="list-style-type: none"> • Alignment with use case(s) • Solution technical domain • Solution summary • Solution demonstration
Responses to evaluation criteria	<ul style="list-style-type: none"> • Applicability and fit • Deliverability
Value for money	<ul style="list-style-type: none"> • Limited implementation lump sum • Pricing for implementation (e.g. subscription models, pay-per-use models, tiered pricing, freemium models, consulting and implementation fees and transaction-based pricing.)
Other information	<ul style="list-style-type: none"> • Agreement to be bound by standard or accepted amended terms and conditions contained in the pro forma contract MICTA and ICTA • Agreement to comply with NSW Government Supplier Code of Conduct • Conflict of interest declaration

¹ Refer to specific supplier insurance coverage

4.3 Contracting framework

The AI Solutions Panel has been established under the MICTA/ICTA contracting framework that is part of the ICT Purchasing Framework.

The MICTA/ICTA contracting framework can be used by any 'eligible customer' (which includes any government agency and eligible non-government body) to procure ICT services and deliverables. A local NSW council is an eligible non-government body.

Panel suppliers have a MICTA with the department. To procure services from the AI Solutions Panel, council buyers will enter into an ICTA with their chosen supplier.

You can find further details on the MICTA/ICTA contracting framework and the elements within the ICTA in the [MICTA/ICTA user guide](#)² on the NSW Government's buy NSW website.

4.4 Developing an order

Figure 1 details the actions that council buyers must follow to engage a supplier under the AI Solutions Panel.

Note that internal council procurement processes and approvals are not included in this diagram, and the requirements and timing of these should be confirmed with each council buyer's procurement team.

² info.buy.nsw.gov.au/resources/micta-icta-user-guide

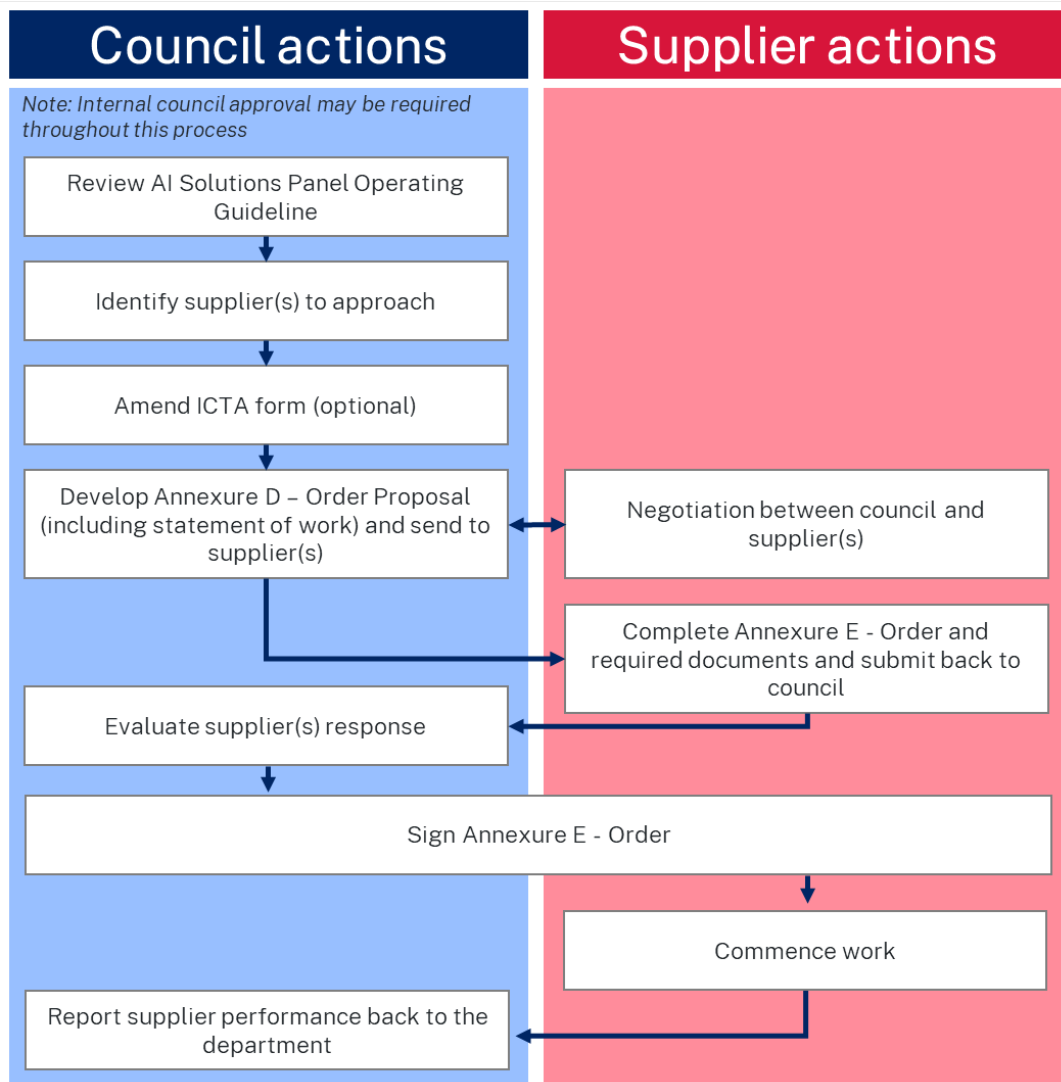


Figure 1: Developing an order flowchart

4.4.1 Identify a supplier(s)

Council buyers will need to consider whether they will approach one or several suppliers to bid for an engagement under the AI Solutions Panel. Buyers can determine the number of suppliers to be approached using the council's procurement requirements and should comply with the council's procurement guidelines.

Council buyers can follow these steps to identify the most suitable suppliers to engage with:

1. Review the AI Solutions Panel supplier list available on the [project webpage](#) to identify potential candidates and assess the short summaries of the products they offer.
2. Watch video demonstrations of shortlisted products to understand their features and functions – this includes recordings from the AI Solutions Panel Showcases.

3. Engage with the council's IT team to ensure products align with the council's digital environment and determine which products would be suitable for integration with the council's systems.

If you need help or have any questions, contact ai.nsw@planning.nsw.gov.au

4.4.2 Amend the ICTA order form

Council buyers may make appropriate beneficial variations to the MICTA/ICTA contracting framework documents.

A beneficial variation is one that clearly improves the council buyer's contractual position. This could include, for example, amendments that improve or add to the buyer's legal rights or impose additional obligations on the supplier.

Additionally, the MICTA/ICTA contracting framework provides the ability for the parties to agree on additional conditions in relation to the contracting arrangement.

The intent of additional conditions is to provide flexibility for the parties to amend particular provisions within the relevant order form or to agree on new terms and conditions to be tailored to the specific requirements of the customer.

Council buyers should discuss and agree on any amendments with the selected supplier before issuing the order form.

4.4.3 Engage with suppliers

Council buyers can get contact information for selected suppliers through the supplier list, available on the [project webpage](#).

To initiate engagement, NSW council buyers can reach out to the selected suppliers via their council's procurement systems or by email or phone, providing a brief introduction to the council and an overview of the proposed project. They should clearly state that the procurement falls under the NSW Government's AI Solutions Panel arrangement.

Council buyers can request meetings and presentations with suppliers to discuss the council's requirements, constraints, existing systems, timeline and budget information. Buyers should encourage suppliers to ask questions so that the supplier understands the project's requirements. If needed, council buyers can ask for a demonstration of a supplier's solution to allow them to assess the product's suitability firsthand.

4.4.4 Developing a statement of work

A statement of work is a document that specifies deliverables and project goals. It keeps everyone on the same page about the scope of work, timelines, milestones and project expectations. The statement of work documents the buyer's requirements and the supplier's role in delivering on those requirements.

Creating a statement of work helps buyers and suppliers stay aligned and reach the project goals together. The statement of work should be written using consistent terminology in an active voice. It should be unambiguous and accurate so that a supplier can easily understand the buyer's expectations.

The statement of work should be written in such a way that suits the purpose of the procurement based on the characteristics of the engagement. The level of detail needed will depend on the procurement stage and the type and maturity of the product being procured.

There are 2 potential approaches to creating the statement of work for products procured under the AI Solutions Panel: limited implementation and full implementation.

Table 2 describes the key differences between the 2 approaches and when each should be used.

Council buyers may wish to combine the 2 approaches and develop a statement of work for both a limited and full implementation, with the full implementation being optional and contingent on a successful limited implementation.

A sample of a statement of work for a limited implementation is included in [Appendix B](#). This can be used to guide the content development for a limited implementation statement of work as it is less standardised compared to the full implementation statement of work.

Table 2: Details of statement of work approaches

Step	Limited implementation	Full implementation
Summary	<p>A time-limited scope of requirements (expected 6–10 weeks), framed as an experiment to prove the feasibility of a solution, validate that it does what the supplier says it can do and prove that it can work in the council's environment and provide the expected data.</p> <p>Successful limited implementation outcomes may lead to a council inviting a supplier to discuss options to fully implement the solution at scale.</p>	<p>Delivering a validated, desirable, feasible and viable solution, defining all required elements in detail.</p>

Step	Limited implementation	Full implementation
Conduct when	<ul style="list-style-type: none"> • you want to discover more detail. You only want to commit to a test or trial, refine your understanding and solicit early internal feedback and come back later to re-engage a supplier if you choose to undertake implementation at scale • you want to de-risk. You already know upfront what you want to do but want to do the minimum to validate the concept and have early risk identification and plan mitigants before procuring the solution. 	<ul style="list-style-type: none"> • you know and trust the solution and assess the risk of scaling as lower, because you have undertaken a successful limited implementation • you know the solution and assess the risk of scaling as low because the solution is mature, simple to implement or has a stand-alone capability.
Draft requirements	<ul style="list-style-type: none"> • as a partly open challenge with some closed specifications that define the experiment scope and the impacted environment, including systems and data. They include: <ul style="list-style-type: none"> – a ‘how might we’ statement – user stories – business-level use cases that describe business processes, actors (including systems) and interactions – detailed use cases that describe the relevant system architecture, data model and data attributes and provide de-identified or stub data – success criteria and metrics – constraints and dependencies – out-of-scope items 	<ul style="list-style-type: none"> • as a combination of use cases, user stories and standard Institute of Electrical and Electronics Engineers specifications that describe: <ul style="list-style-type: none"> – the high-level use cases being delivered – a ‘how might we’ statement – user stories – business-level use cases that describe business processes, actors (including systems) and interactions – detailed use cases that describe the relevant system architecture, data model and data attributes – specifications that define ‘must’, ‘should’, ‘could’ and ‘will’ for business- and detailed-level use case – detailed success criteria and metrics defined as acceptance testing criteria – constraints and dependencies – out-of-scope items
Request details concerning	<ul style="list-style-type: none"> • the delivery methodology • governance, including roles and responsibilities • project plan, timelines and key milestones • supplier capability and skills to deliver • stakeholders who need to be engaged during the limited implementation • pricing – may be a request for a fixed price, time and/or time and materials for the duration of the limited implementation period, progress payments by milestone, or may have an upper limit set by the buyer. 	<ul style="list-style-type: none"> • the delivery methodology • governance, including roles and responsibilities • project plan, timelines, key milestones, capability and skills to deliver • external stakeholders who need to be engaged during the implementation period • data sovereignty, security and privacy requirements • standard pricing and pricing model options • service level agreements • business contingency plan and timeframe.

Step	Limited implementation	Full implementation
Include council information on	<ul style="list-style-type: none"> items that will be provided by the council, such as a desk, equipment, software, internet access, development and test environment, de-identifiable dummy/stub data, etc. data sovereignty, security and privacy requirements 	<ul style="list-style-type: none"> items that will be provided by the council, such as desks, equipment, software, internet access, development and test environments, etc. service level agreements required

4.4.5 Evaluate supplier responses

Table 3 captures the considerations for council buyers through the stages of the procurement engagement. The list is not exhaustive. Whether considering limited and/or full implementation, councils will need to complete due diligence throughout the engagement and procurement process.

Table 3: Considerations for evaluating supplier responses

Stage	Topic	The need	Considerations
Showcase	Value proposition	As someone in a council making decisions about investment into process improvement, I want the benefits of the product or combination of products to outweigh the effort needed to integrate them, so that connecting to the service is worth the investment.	<ul style="list-style-type: none"> How many use cases does the solution solve? How well does the solution solve the use case problems? Does the demonstration show key capabilities/features that could be included to solve future use cases? What is the impact of using the product/service? Has this solution successfully resolved the use case problem for other customers? Does the supplier have the resources and capability to deliver the product/service?
Showcase	Ease of integration	As a consumer of the product in the council, I want to know what the terms and conditions of using the service are so that I know what to integrate with the council's systems and processes.	<ul style="list-style-type: none"> What is the degree of reliance the solution has on a council's IT architecture? What integrations does it support? What are the impacts of the integration? What commercial service models does the supplier offer, e.g. on premises, software as a service, managed service, etc.? What are the integration implications for each model? What support is available for each model?

Stage	Topic	The need	Considerations
Limited implementation	Proof of feasibility	As someone responsible for technology in the council, I want a limited implementation to demonstrate that a solution is technically feasible and to uncover any unknowns so I have the confidence to fully implement the solution.	<ul style="list-style-type: none"> What is the minimum experiment that will prove the solution will function as stated? What is the minimum proof required that systems data will be referenced and/or surfaced accurately and as expected? Have the success criteria been identified that will demonstrate that the limited implementation has been successfully delivered? How long will limited implementation take? What would the suppliers need to get started? What is the indicative pricing for a limited implementation? What are the key milestones?
Limited implementation	Ease of implementation	As someone responsible for managing change in the council, I want the product to be designed for easy and efficient installation so that I can be confident that the deployment will not impact current services.	<ul style="list-style-type: none"> How long does an average implementation take? Is support provided during the implementation phase? If so, is this support part of the pricing? What is the process for data migration? What data does the product require for training? How is data model accuracy ensured? How is the model updated and improved over time? How does the product/service handle bias and fairness?
Full implementation	Ease of operation/ service reliability	As a systems operator in the council, I want to view the technical support information about the product so that I can integrate it with the council's systems or diagnose issues with the failing systems.	<ul style="list-style-type: none"> Does the product/service have service monitoring? Is it possible to diagnose what is wrong with the service?
Full implementation	Adaptability	As a systems operator in the council, I want to be able to control	<ul style="list-style-type: none"> Is the solution able to adapt to varying contexts appropriately? Is the toolset configurable? Are configuration options available via settings?

Stage	Topic	The need	Considerations
		elements of the product/service so that I can customise it to meet our unique requirements.	<ul style="list-style-type: none"> Is the toolset customisable? What customisation options are available and how much development effort is required?
Full implementation	Ease of use	As a DA assessor, I want to ensure that any product or combination of products integrated into the current assessment triage process does not degrade my current user experience so that operational efficiency is not reduced or compromised.	<ul style="list-style-type: none"> Is the product/service intuitive and easy to use, including for operators/council staff and end-users if customer-facing? Is the product/service accessible across a range of devices and/or browsers? Can the product be used with other products?
Full implementation	Customer support	As the service manager in the council, I want to have clearly defined roles and responsibilities around vendor relationships and support processes so that I can manage new responsibilities on top of my existing responsibilities.	<ul style="list-style-type: none"> Does the supplier offer service support? Does the supplier have a defined process and contacts to support council service managers? If so, what channel? 24/7? Time zone? What level of support is provided? What are the SLAs for levels of support? Are there remote diagnostic and live support service options? Are there extra support costs? Is there onboarding for staff for the new product/service? Is there training for select staff or the entire team on how to use the product/service?
Full implementation	Evidence-based product development	As someone in the council making decisions about investment into process improvement, I want to be confident that the development of the product/service is	<ul style="list-style-type: none"> Is the supplier using research/evidence to inform the solution's refinement? If so, when will this happen (e.g. as part of the limited implementation)? Does the supplier have a product roadmap?

Stage	Topic	The need	Considerations
		sustainable, there is a product roadmap and product development follows best practices and human-centred design principles so that what is being procured will continue to be usable.	

4.4.6 Internal council procurement and approval processes

NSW councils operate under their own procurement requirements and processes. In the context of procurement through the AI Solutions Panel, council buyers must recognise that additional internal approvals and/or processes may be necessary to commence and finalise panel procurement activities.

Council's internal approval processes serve to ensure compliance with regulatory standards, alignment with organisational objectives and fiscal responsibility.

We advise buyers to confirm these requirements with their internal procurement, finance and/or legal teams before proceeding with procurement activities through the AI Solutions Panel. This includes obtaining approvals from relevant individuals with delegated financial authority, adhering to budgetary constraints and complying with any established procurement policies or procedures.

4.5 Value for money

We conducted value-for-money assessments on the suppliers' proof of concept (limited implementation) solutions before including them on the AI Solutions Panel. This included:

- the extent to which a supplier demonstrated applicability and fit to one of the use cases
- the extent to which the supplier demonstrated deliverability and ease of implementation into council systems
- a comparative analysis of lump sum costs to complete limited implementation.

When requesting and assessing quotes, council buyers are still required to achieve value for money.

4.5.1 Payments

Setting up milestone payments or linking milestones to a payment schedule can be a practical way to actively manage a contract and achieve value for money. Milestones help to monitor time-dependent deliverables and control payments associated with those deliverables. Milestones facilitate timely communication with suppliers and can help to manage the contract effectively. A payment schedule setting out each expected stage of delivery can be included under the 'Fees' item of the order.

Where a supplier sets out any charges that are additional to the fees (such as product charges), the council buyer must assess whether there is a reasonable basis for any such charges when evaluating the quotation and provide an explanation for the extra expenses under the 'Fees' item of the order.

4.5.2 Contract management

Contracts should be managed consistently and actively throughout their life. This will ensure that supplier performance is satisfactory, stakeholders are well informed and all contract requirements are met. That will make sure that the contract delivers the anticipated value for money.

5 Performance management framework

5.1 Performance measures

Suppliers must maintain a high standard of quality and delivery of services by their personnel and subcontractors. This includes complying with all requirements of the MICTA/ICTA contracting framework and any additional requirements in the statement of work.

5.2 Responsibilities of the supplier

The supplier will try to meet or exceed the performance measures during the AI Solutions Panel operating period and will make all relevant key personnel and subcontractors aware of the performance measures.

5.3 Responsibilities of the buyer

All buyers using the AI Solutions Panel have a responsibility to:

- Ensure they understand the panel arrangements and individual statement of work
 - Identify and manage any perceived or actual conflicts of interest
 - Ensure they understand the supplier performance measures provided
 - Not contribute to a perceived supplier performance failure
 - Take steps and work with the supplier to rectify an issue before reporting unsatisfactory performance to the department to be escalated
 - Report any unresolved performance issues to the department to be escalated through the reporting process.
-

5.4 Supplier suspension

We reserve the right to at any time review the operation of the panel and suspend or remove a supplier from the panel for non-compliance with the [ICT Services Scheme Terms and Conditions](#).

Buyers must not issue a request for a quote through the AI Solutions Panel arrangement to a supplier that has been suspended (until that suspension is lifted) or removed from the panel.

Suppliers that have been suspended or removed from the AI Solutions Panel will be entitled to appeal their suspension/removal.

6 Feedback and continuous improvement

6.1 Feedback and continuous improvement

We will strive to ensure that the AI Solutions Panel services stay relevant, practical and effective. We encourage council buyers to give us feedback on their experience with the AI Solutions Panel. We may request buyers to complete a feedback survey to capture supplier performance and the panel's effectiveness.

We will review all feedback and apply it to continually improve panel applicability, satisfaction and effectiveness.

Appendix A: Detailed use cases

Pathways and requirements finder

Current state problem definition

Context

- For first-time prospective applicants, there is an overwhelming lack of understanding around relevant development pathways, what is involved and where to find relevant information.
- Prospective applicants frequently express a preference for personal guidance to navigate the process. They may seek advice and information from their local council planner on how to approach their DA.

Implications

- Budget-constrained councils may need to reallocate planning resources to adequately address needs.
- The high demand for personalised guidance may lead to an overextension of council resources, impacting the efficiency of other council services, including assessment of submitted DAs.
- There is a potential risk of inconsistent advice being given due to the high volume of enquiries, which could further complicate the application process for the applicants.

Use case scope

How might councils help prospective applicants identify site-specific development requirements (for complying development and/or DAs) so that they can expedite the development process?

User stories

Customer value	As an applicant thinking about building a home or an extension, I want to understand compliance requirements and associated assessment timeframes for what I want to build so that I can take steps to adjust my design based on the requirements attached to a specific development requirement.
Business value	As council staff triaging DAs for lodgement readiness, I want applicants to be aware of alternate pathways based on what they are trying to build so that they can adjust their plans and choose the most expedient pathway.

Future state desired outcomes

Applicants are better able to find for themselves the information they need about their obligation requirements for different development pathways.

Beneficiary	Desired outcome	Success measures
Community	<ul style="list-style-type: none">• Improved discovery of obligations• Improved ease of use, ability to 'self-serve' their informational needs• Increased trust in government	<ul style="list-style-type: none">• Improved awareness of obligations and requirements• Reduced need to contact the council• Increased satisfaction with service
Local government	<ul style="list-style-type: none">• Reduction in administrative burden for council staff	<ul style="list-style-type: none">• Less DA-related enquiries (calls, emails) to the council from prospective applicants

Material self-assessment health check

Current state problem definition

Context

- A significant number of applicants encounter challenges understanding planning requirements and formulating planning responses. The complexity of the process, specialised terminology and legal jargon and the inconsistency of templates contribute to these difficulties. The cost of hiring a professional planning consultant can be prohibitive.
- Potential development applicants often struggle to articulate their vision in a submission or to navigate the process of completing the necessary documentation and assessments for compliance.

Result

- Applicants frequently approach council staff with the expectation that poorly prepared DAs can be rectified and that they can receive free advice. Some attempt to circumvent the pre-DA process by seeking guidance from unconventional sources.
 - Council staff, who may not be equipped to provide this level of customer service, find themselves giving out publicly available information, rather than triaging more complex DA enquiries or progressing strategically important tasks.
-

Use case scope

How might councils help applicants conduct a self-assessment before they lodge their DA so that they can address any potential barriers or gaps in their documentation that may delay their assessment?

User stories

Customer value	<ul style="list-style-type: none">• As an applicant preparing a DA, I want clear examples and templates tailored to what I want to build so that I can be confident that my supporting material will be compliant.• As an applicant submitting a DA, I want to address any errors before they become barriers to compliance so that I can be confident that my application will be assessment-ready.
Business value	<ul style="list-style-type: none">• As someone triaging DAs for completeness, I want to ensure that all the identified requirements for the development type have been addressed by the applicant before they apply so that delays due to missing information can be avoided.

Future state desired outcomes

Simple applications are lodged with reduced need for council support, and application triage time is sped up.

Beneficiary	Desired outcome	Success measures
Community	<ul style="list-style-type: none">• Increased trust in government responsiveness• Improved user experience	<ul style="list-style-type: none">• Increased customer satisfaction• Increased ease of use
Local government	<ul style="list-style-type: none">• Reduction in administrative burden for council staff• Operational efficiencies	<ul style="list-style-type: none">• Reduced number of application-related support enquiries• Reduced time spent on triage and pre-assessment by the council• More lodgements processed

Risk-based triage

Current state problem definition

Context

- DA requirements are complex and vary across local government areas.
- Planning standards and document templates vary across different councils.
- Certain applicants may provide incomplete or incorrect information in their applications, relying on council staff to rectify these issues through requests for information or during the assessment phase.

Implications

- A significant number of simpler DAs that contain non-compliances lead to an increased workload for council staff and cause delays during the development assessment phase.
- This results in an imbalance where excessive time is spent on minor applications with issues, rather than focusing on most applications that are ready for assessment and/or determination.

Use case scope

How might council staff quickly identify non-compliant elements within a submission (for DAs and/or complying development) so that the triage process is efficient and the council's productivity improves?

User stories

- | | |
|-----------------------|--|
| Business value | <ul style="list-style-type: none">• As council staff triaging DAs for completeness, I want to be alerted to scenarios of non-compliance only so that I can focus on assessing more complex applications.• As council staff using automated checks to assess applications for compliance, I want the system to flag applications requiring follow-up so that I can prioritise more complex applications for manual assessment. |
|-----------------------|--|

Future state desired outcomes

Simple applications are lodged with a reduced need for council support, and application triage time is sped up.

Beneficiary	Desired outcome	Success measures
Community	<ul style="list-style-type: none">• Increased trust in government responsiveness	<ul style="list-style-type: none">• Reduced communication loops between council and applicants for each request for information
Local government	<ul style="list-style-type: none">• Reduced administrative burden• Improved operational efficiencies• Improved consistency of decision-making	<ul style="list-style-type: none">• Reduced communication loops between council and experts per application• Reduced communication loops between council and applicants per application• Reduced requests for information• Reduced pre-lodgement triage assessment time for council staff• Increased completed assessments per staff member• Reduced challenged decisions
State government	<ul style="list-style-type: none">• Increased compliance with state planning requirements	<ul style="list-style-type: none">• Decisions are upheld when contested

Site-specific documentation support

Current state problem definition

Context

- DA requirements are complex and vary across local government areas.
- For first-time prospective applicants, there is an overwhelming lack of understanding around relevant development pathways and requirements under them.
- Prospective applicants frequently express a preference for personal guidance to navigate the process. They may seek advice and information from their local council planner on how to approach their DA.
- Planning standards and document templates vary across different councils

Implications

- There is a risk of inconsistent advice being given due to the high volume of enquiries.
- The high demand for personalised guidance may lead to an over extension of council resources, impacting the efficiency of other council services, including assessment of submitted DAs.
- A significant number of simpler DAs that contain incomplete or incorrect information lead to an increased workload for council staff and cause delays during assessment.

Use case scope

How might council provide guidance on site specific development application documentation, so that the relevance and quality of documents improves, and the pre-lodgement process is more efficient?

Customer value	<ul style="list-style-type: none">• As an applicant thinking about building on a particular site, I want clear examples of materials needed to support my application, so that I understand what materials are required and have confidence in the content provided by my consultants and other planning experts.• As an applicant preparing materials required to support a DA, I want the system to generate document templates tailored to my site requirements, so that I am confident that the information I provide will satisfy obligations for my specific development.
Business value	<ul style="list-style-type: none">• As council staff checking whether DAs are ready to be lodged for assessment, I want the system to generate a tailored material submission check list based on the site requirements for the DA, so that I am confident that all required material has been provided.• As council staff completing an initial check of a DA, I want to be able to quickly identify gaps and inconsistencies that are site specific, so that I can speed up providing feedback to applicants.

Future state desired outcomes

Simple applications are lodged with a reduced need for council support, and submission to lodgement times and rates improve.

Beneficiary	Desired outcome	Success measures
Community	<ul style="list-style-type: none">• Improved discovery and awareness of obligations• Improved user experience• Improved ease of use, ability to 'self-serve' their informational needs	<ul style="list-style-type: none">• Reduced DA-related information requests to applicants from the council• Higher submission to lodgement success rate Increased satisfaction with service

Beneficiary	Desired outcome	Success measures
Local government	<ul style="list-style-type: none"> • Reduction in administrative burden for council staff • Increased operational efficiencies • Improved consistency of decision-making • Reduced likelihood of errors or inconsistencies in early council checks 	<ul style="list-style-type: none"> • Reduced DA-related enquiries to the council from applicants • Faster submission processing times

Appendix B: Sample statement of work for limited implementation

Schedule 3 - Statement of Work Template



Guidance note: The Statement of Work forms part of the Order Form. Details in relation to the Supplier's Activities (including Services and Deliverables to be provided) should be inserted below. The Statement of Work should be consistent with any requirements in the other parts of the Order Form. Where necessary, relevant Items in the Order Form can refer to this Statement of Work.

This is a template only and not all parts below will be applicable for all procurements. Delete and amend as necessary.

Red text has been inserted or amended from the standard ICTA Schedule 3 – Statement of Work Template to provide guidance on content that may be relevant for a Limited Implementation scope of work procured through the AI Solutions Panel.

Red text with ~~strike through~~ is text removed from the standard ICTA Schedule 3 – Statement of Work Template in this example.

1. Statement of Work Details

- (a) Statement of Work Name: Pathways and Requirements Finder Limited Implementation
- (b) Statement of Work Number: [Insert].
- (c) Purchase Order Number and Agreement reference (where available): [Insert].

2. Revision History

Version	Status	Date	Prepared By	Comments
[Insert version number; e.g. version 1.0]	[Insert; e.g. Draft / Final]	[Insert date]	[Insert Name and Title]	[Briefly summarise the nature of the revision]

3. Introduction and overview of the Supplier's Activities

Background to engagement: An open market process was held during 14 February - 11 March period in which 4 use case challenges were issued to suppliers. Respondents were evaluated based on published NSW Government evaluation criteria. Successful suppliers were invited to a Panel, from where these solutions may be ordered.

Overview of engagement: The Supplier has successfully addressed the Use case (referenced below) as part of the NSW Government AI Solutions Panel evaluation process. Council is interested in proving feasibility of the toolset described to address the Use case.

Reference evaluated use case: Pathways and requirements finder: How might councils help prospective applicants identify site specific development requirements (for complying development and/or development applications), so that they can expedite their development process?

- (a) The Supplier's Activities are to develop a 'Pathways and Requirements Finder Limited Implementation' that proves feasibility of their solution.
- (b) The core objectives of the Supplier's Activities are as follows:
 - (i) Demonstrate technical solution feasibility – that the solution can be implemented within the Council context and environment; and
 - (ii) Uncover risks for implementing at scale such as gaps or barriers.

4. Services and Deliverables

- (a) The Services to be provided are:
 - (i) Propose and develop a 'Pathways and Requirements Finder Limited Implementation' that proves the feasibility of the Supplier's solution to addresses the following use case within Council to enhance the DA process (focusing on the pre-lodgement stage):

"How might we help a prospective applicant identify specific development requirements for a specific site during their decision stage, so that they understand what next steps to take?"

[Specify with sufficient detail the type of Services to be provided - e.g. Support Services (and the type of Support Services); Managed Services; Systems Integration Services; Development Services; Professional Services; Data Services and/or training Services etc.]

~~(b) The Deliverables to be provided are:~~

~~[Insert]; and~~

~~[Insert].~~

[Specify comprehensively and with sufficient detail the Deliverables (including any Document Deliverables) to be provided. Both parties should be able to determine what elements comprise a Deliverable.]

~~(c) Out of Scope Services and Deliverables are:~~

~~(i) [Insert]; and~~

~~(ii) [Insert].~~

[Note: It is very important to be consistent in the naming that is used for the Supplier's Activities, including the Deliverables and Services, throughout the Statement of Work and the other Schedules, as it is essential to be able to easily identify the same activity, Service, Deliverable in the other places within the Agreement where there is a reference to it, including where a Deliverable is:

- (i) ***subject to Acceptance Testing;***
- (ii) ***part of a milestone (including a payment milestone);***
- (iii) ***part of a Stage; and/or***
- (iv) ***subject to Liquidated Damages (that is, a Key Milestone).]***

5. Specifications

The Specifications for 'Pathways and Requirements Finder Limited Implementation' will need to solve for the following user stories to deliver value:

- (a) End-user need: As someone thinking about building a home or an extension, I want to provide minimal information about what I want to do build, so that I can receive relevant site-specific compliance requirements; and
- (b) Ease of integration: As a consumer of the product in Council, I want the product to demonstrate that it can connect to existing systems to solve for the identified end-user need, so that I can be confident that the final solution can be successfully implemented.
- (c) Functional requirements:
 - (i) Capture key data points needed to determine a specific development pathway;
 - (ii) Retrieve relevant information based on captured data points from relevant database; and
 - (iii) Present personalised recommendations to end-user based on input data;
- (d) The Supplier must comply with the following policies:
 - (i) Satisfy mandatory NSW Government criteria for: privacy, safety, and security policies.
 - (ii) Align with the NSW Government AI assurance framework; and
- (e) The Supplier must develop Limited Implementation within the agreed timeline and cost.

[List all the Specifications that the Supplier must comply with in providing the Services and Deliverables. If the Specifications are referenced in a separate document clearly reference and attach that document here.]

[Note: This section must be completed using specific details and avoiding generalities. Where the Specifications have evolved over time and are included in more than one document, it is best practise to reduce the Specifications to a single document. However, where the Specifications are described in more than one document, specify any order of priority that will apply in the event of a conflict or inconsistency within the relevant documents that comprise the Specifications.]

6. Customer Supplied Items (CSI)

- (a) The 'Pathways and Requirements Finder Limited Implementation' will be conducted in Council offices or on customer premises.
- (b) The Customer will provide the CSI as set out in the table below:

Item No.	CSI
1.	Access to Council premises as necessary
2.	Access to a Council network as necessary: including impacted systems and Sandbox testing environment (critical CSI)
3.	Dummy de-identified data (critical CSI)

- (c) List any associated requirements that apply to CSI.

[Note: A CSI may be: office access, desks etc. (specify location, standards, times of access); Hardware or software (specify equipment, capacity, versions of software and

dates of availability); VPN access or other remote access (specify capacity and hours available).]

7. Timeframes and Dates for Delivery

The Supplier must deliver the Services and Deliverables in accordance with the Dates for Delivery set out in the below table.

Deliverable/Service	Timeframe and Date for Delivery
Pathways and Requirements Finder Limited implementation	6 weeks from time of SoW sign-off

[Insert the dates (or relevant timeframes) by which each Service and Deliverable listed in the Order Form, including this Statement of Work, must be provided to the Customer (including, where applicable, any Services Period).]

Note: The descriptors in the Project Plan must be consistent with the descriptors above to the extent applicable.]

8. Key Milestones

The following dates constitute Key Milestones:

Key Milestone ID	Key Milestone	Date
Milestone 1	Mobilise team	End of week 1
Milestone 2	Develop limited implementation solution	Allow 4 weeks from commencement
Milestone 3	Test and refine	Allow 1 week
Milestone 4	Develop testing report	End of week 6

[Specify the Key Milestones in the table above. Limited Implementation generally requires 6-8 weeks. Limited Implementation can also include a trial period, in which case another 4 weeks can be allocated to the duration to allow for the 4 week trial period.]

If Liquidated Damages apply, remember to complete Item Error! Reference source not found. in Part A of the Order Form.]

9. Transition-In Services

Not used.

[Insert and clearly describe any Transition-In Services that the Supplier must perform and specify the timeframe for performance of these obligations. Please also describe in this section, with sufficient detail, any processes and/or mechanisms that the Customer requires the Supplier to follow in providing the Transition-In Services.]

10. Transition-Out Services

Not used.

[Insert any Transition-Out Services that the Supplier must perform and specify the timeframe for performance of these obligations. Please also describe in this section, with sufficient detail, any processes and/or mechanisms that the Customer requires the Supplier to follow in providing the Transition-Out Services.]

11. Roles and responsibilities

The Supplier will provide all the necessary capabilities and resources required to develop the 'Pathways and Requirements Finder Limited Implementation'.

The roles and responsibilities will include the following:

- (a) Project contact: responsible for overall project management and communication with Council (for the duration of engagement).
- (b) Technical expertise: responsible for developing and testing the solution (for the duration of engagement).

[Describe the roles and responsibilities of the parties in carrying out the Supplier's Activities.]

12. Business Contingency Plan

Not used.

[State whether a Business Contingency Plan is required and if so, the timeframe within which a plan must be developed and presented to the Customer for approval. Note that the plan must meet the requirements of clause Error! Reference source not found..]

13. Project Plan and management

The Supplier is expected to submit a project plan that describes the activities and associated timeframes required to develop the 'Pathways and Requirements Finder Limited Implementation' based on the project objectives. The plan should include the following tasks:

- (a) Testing the solution and configuration components such as data ingestion, processing, storage, and retrieval, in a limited sandbox using de-identifiable or stub data.
- (b) Capture learnings including gaps, barriers, and risks.

[Set out or attach any Project Plan that applies, whether the Supplier is required to prepare and submit a Project Plan to the Customer and, where applicable, the details that it must cover.]

14. Stages and methodology

It is expected that the development of the 'Pathways and Requirements Finder Limited Implementation' will utilise the following:

- (a) Agile co-development methodologies – suppliers should incorporate agile methodologies into their stakeholder and project plan.
- (b) Ways of working with Council teams – to be determined as part of the project methodology.

[Describe the Stages and/or methodology (for example, waterfall, agile) that the Customer requires the Supplier to follow in carrying out the Supplier's Activities.]

15. Acceptance Testing

Acceptance tests of the 'Pathways and Requirements Finder Limited Implementation' will be complete when:

- (a) The solution complies with Mandatory NSW Government criteria:
 - (i) Compliance with privacy, safety, and security requirements.
 - (ii) Compliance with NSW Government AI assurance framework and NSW Artificial Intelligence Ethics Policy.
- (b) The solution satisfies Council project success criteria:
 - (i) Data needed to identify a specific development pathway can be collected from the end-user.
 - (ii) Data collected is used to find the correct relevant development requirements in a database in Council.
 - (iii) The correct relevant development requirements can be surfaced in the system.
 - (iv) The system can present the correct relevant development requirements to the end-user.
 - (v) The end-user can view the correct relevant development requirements that correspond to the input data.
- (c) Council provides written acceptance of the solution.

[Describe details in relation to the form and conduct of Acceptance Tests which should apply in addition to the processes set out in clause Error! Reference source not found., or any variations to the Acceptance Testing processes and procedures provided for in that clause.]

16. Governance arrangements

The supplier needs to propose the Governance process and key stakeholders, escalation points and key meetings.

Council expects the following minimum processes and engagements:

- (a) Mobilisation activities.
- (b) Check-ins with the Project team.
- (c) Weekly reporting to Council about Limited Implementation status.
- (d) Agreed-to escalation points and processes.
- (e) Handover of developed Limited Implementation material.

[Describe any governance arrangements that apply to the performance of the parties' respective obligations.]

17. Assumptions and dependencies

- (a) Council will provide the following resources to support Supplier activities:

- (i) Subject matter expertise – for matters relating to Council policy and business process.
- (ii) Systems expertise – for matters relating Council system configuration.
- (b) Additionally, Council will provide:
 - (i) access to premises as necessary,
 - (ii) access to network as necessary, including impacted systems and Sandbox testing environment,
 - (iii) dummy de-identified data required for testing purposes,
 - (iv) feedback on solution design and implementation,
 - (v) acceptance testing success criteria.

[Exhaustively describe any assumptions or dependencies which apply to the provision of the Services or the supply of the Deliverables. All assumptions and dependencies are subject to the Customer's approval and must be clearly described.]

18. Service Level agreement

Not used.

[Insert the Service Levels or Service Level agreement that will apply to the arrangement. If necessary, this could be inserted as an attachment to this Statement of Work. The Service Level agreement should cover the following matters (to the extent applicable):

- ***details of the relevant Service Levels or key performance indicators (including, for example, resolution and response times);***
- ***escalation points; and***
- ***whether any service credits or service rebates apply, as well as any other consequences for failing to meet Service Levels.***

All Service Levels should be described with sufficient clarity to avoid confusion.]

19. Pricing

The Council has a budget of up to \$XX,XXX and is requesting that the Supplier provides the Council with a pricing option for a 'Pathways and Requirements Finder Limited Implementation' based on six weeks of time and materials of time boxed activity.

It is expected that during development of the 'Pathways and Requirements Finder Limited Implementation', Council may request changes and modifications. These changes, providing they don't impact the timeframe, will be incorporated at no additional charge.

[If the Payment Schedule is not being utilised, insert the rate card and price details here or in the relevant sections of Part A of the Order Form. If you are also completing the Payment Schedule or the other parts of the Order Form, you must ensure that the details identified here and in the Payment Schedule and in the other parts of the Order Form are consistent. Use the following suggested format where milestone payments apply.]

- (a) The Supplier will be entitled to submit a Correctly Rendered Invoice to the Customer upon the completion of each of the following milestones:

Milestone Payment Number	Description	Price (ex. GST)	GST Amount	Price (inc. GST)
Milestone 1	Describe Milestone 1	[Insert]	[Insert]	[Insert]
Milestone 2	Describe Milestone 2			
Milestone 3	Describe Milestone 3			
	Total			

OR

- (b) The Customer agrees to pay the Supplier [#monthly/quarterly/other] for the Services/Deliverables provided.

20. Interpretation

- (a) In this Statement of Work, unless the contrary intention appears:
- [Insert any applicable definitions that apply to the Statement of Work. Terms that are defined in the ICTA do not need to be defined again.]***
- (b) Terms in this Statement of Work which are not otherwise defined in this document have the meaning given to them in the ICTA.