



**Australian Government**  
**Department of Industry,  
Innovation and Science**

# Regulation Reform Agendas

## Guide for Growth Centres

July 2015 · Version 1.0

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# I. Introduction

## How will this Guide assist you?

This Guide will assist Growth Centres to develop their Regulation Reform Agendas to present to the Australian Government. Delivery of a Regulation Reform Agenda is a key activity of each Growth Centre as a part of their Sector Competitiveness Plan and an important element of the Industry Growth Centres Initiative. The Guide explains what information to consider when preparing quality, evidence based Regulation Reform Agendas. The Guide is not prescriptive, it should be applied flexibly to the individual circumstances of each sector. It will be supplemented, if needed, as the Regulation Reform Agendas progress and develop.

Australian Government Department of Industry, Innovation and Science (the department) is available to support Growth Centres in developing the Regulation Reform Agendas as set out in this Guide.

### Key outcomes sought from the Regulation Reform Agendas are:

- consultation with industry, governments and relevant stakeholders
- recommendations for specific, practical and beneficial reforms, and
- evidence of the need for these reforms.

## Growth Centres and the Deregulation Agenda

The Australian Government's Deregulation Agenda fulfils an election commitment to reduce the regulatory burden for individuals, businesses and community organisations by at least \$1 billion a year.

There are many efforts underway across governments to deliver regulation reform. For example, the Australian Government is implementing the Industry Innovation and Competitiveness Agenda (the Competitiveness Agenda) and through this, Growth Centre Regulation Reform Agendas.

Each Growth Centre will develop a Regulation Reform Agenda. These Regulation Reform Agendas will contribute to a lower cost, business friendly environment, freeing resources at the firm level to focus on growth, competitiveness, productivity and investment.

The Regulation Reform Agendas will identify high priority reforms across all levels of government and industry self-regulation. The Regulation Reform Agendas will complement existing efforts under the Australian Government's Deregulation Agenda, for example, reforms progressing through the Council of Australian Governments (COAG). They will be a key strategic input into the Regulation Reform Agendas of the Australian Government and state and territory governments and will assist industry streamline business to business regulation.

## Objectives of Growth Centre Regulation Reform Agendas

Regulation Reform Agendas will identify specific, practical and beneficial regulation reform opportunities that will lead to improved competitiveness and productivity in each industry growth sector.

Regulation Reform Agendas should aim to:

- reveal reform pathways which better balance risk against regulatory burden
- develop industry led options and recommendations to address specific reform opportunities
- contribute to the COAG commitment to remove duplication and regulatory inconsistency between different layers of government
- present evidence for reform, including quantifying burden on industry
- consider the practicality of reform recommendations
- address both government and industry self-regulation, and
- assist industry to streamline business to business regulation.

## What is regulation?

**Regulation is any rule (endorsed by government or industry) where there is an expectation of compliance. It includes legislation, regulations, quasi-regulations, and anything else that can influence or compel specific behaviour by business and the community. It encompasses economy wide regulatory frameworks (e.g. competition policy, tax), international standards and regulatory frameworks, as well as industry specific regulation.**

Reform opportunities exist not just in removing unnecessary regulation, but in developing best practice regulation.

Initiatives which lower regulatory burden while preserving the regulation and/or its intent will naturally be easier for regulators and Government to approve. Such reforms therefore offer 'quick wins', providing benefits to Growth Centre constituents and meeting Growth Centre objectives.

## II. Roles and Resources

### Growth Centres

Growth Centres, with assistance from the department as requested and appropriate, will:

- determine the scope, methodology, outputs and resourcing of the Regulation Reform Agenda
- develop reform options and recommendations
- lead the involvement of stakeholders in the process, and
- deliver a Regulation Reform Agenda to the department within 12 months of establishment.

Where appropriate, Growth Centres may assist with the implementation of recommendations for regulatory reform decided by government.

### Growth Centres Advisory Committee

The Growth Centres Advisory Committee has a broad charter to provide advice to the Industry, Innovation and Science Minister on the operation of the Growth Centres. Through the Growth Centres Advisory Committee, Growth Centres can co-ordinate common approaches, learnings, and opportunities for joint pursuit of reform initiatives.

### The Department of Industry, Innovation and Science

The department will provide a range of support services to Growth Centres throughout the development of the Regulation Reform Agendas.

Departmental contacts will liaise with and assist Growth Centres when developing Regulation Reform Agendas. The department will:

- assist with the organisation of, participate in, and guide consultation with stakeholders, including state governments, industry and other Australian Government agencies
- facilitate the engagement of any external service providers, and
- provide any other requested support where appropriate.

The regulation reform area of the department will provide advice and support in regard to:

- whether draft Regulation Reform Agendas are likely to be able to deliver the information at a standard required for government action and change
- measuring regulatory burden
- undertaking risk and regulation assessments
- estimating costs and benefits of reform options
- reviews and reform processes currently underway which Growth Centres could leverage or link to, and
- who to contact across government.

The regulation reform area will also facilitate early adoption of simple reforms that do not require high level decision.

### Other Australian Government agencies

Growth Centres may consider Australian Government agencies' websites and associated resources when developing Regulation Reform Agendas. The Department of the Prime Minister and Cabinet's [Office of Deregulation](#) and [Office of Best Practice Regulation](#) set the policy frameworks, guidance and reporting requirements for the Deregulation Agenda and have substantial resource documents available on their webpages. The [Cutting Red Tape](#) webpage also provides guidance, updates and announcements.

Growth Centres will also benefit from consultation with Australian Government agencies and regulators at key stages of the Regulation Reform Agenda development process. The department will assist in engaging with these stakeholders to facilitate consideration of reform proposals to aid final decision making by the government.

### Other levels of government and stakeholders

#### State, territory and local governments

Growth Centres should also engage with state, territory and local governments on relevant regulation assessments in the development of Regulation Reform Agendas. Existing mechanisms such as cross government forums and committees may be utilised to assess regulation reform options being considered.

Ongoing engagement with other levels of government will be critical to ensure all parties are aware of issues that may form part of the Regulation Reform Agenda for each Growth Centre.

### Industry

Developing Regulation Reform Agendas will likely involve an ongoing consultation process with a cross section of companies in the sector. This could be achieved through workshops, surveys, individual engagement or desktop research. Growth Centre members will be pivotal in encouraging and ensuring good practicable reform suggestions are put forward. This includes consideration of industry-led solutions to address specific reform opportunities, where practicable.

While the Regulation Reform Agendas will identify reform opportunities across all levels of government, industry also needs to examine the regulation burden it imposes on itself. As stated in the Deloitte Getting out of your own way – Unleashing Productivity report (page 4):

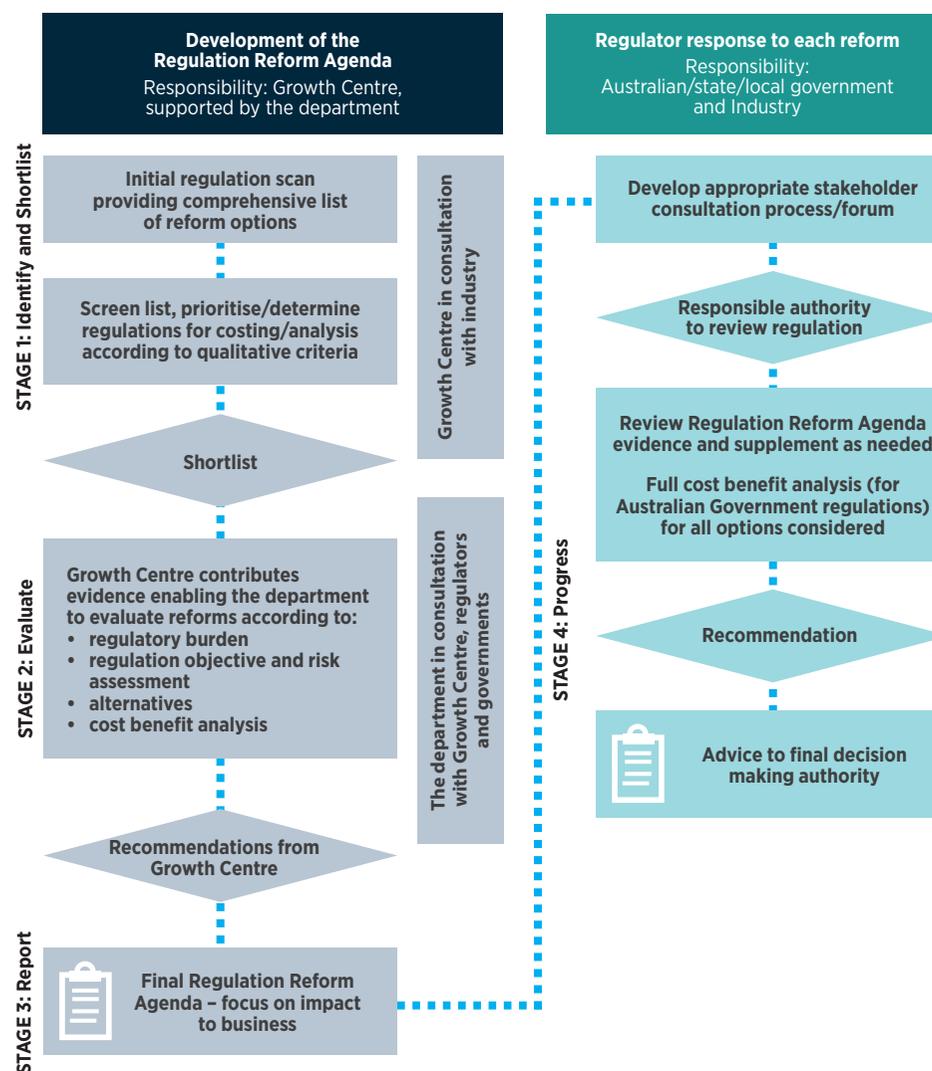
***“...the private sector also imposes many rules and regulations of its own, and they carry a cost too. Such ‘self-imposed rules’ achieve much good. But we’ve overdone it, spawning an entire industry... All up, self-imposed rules cost \$21 billion a year to administer, and generate a stunning \$134 billion a year in compliance costs.”***

# III. Developing the Regulation Reform Agendas

This section describes a possible process to identify specific, practical and beneficial regulation reform opportunities. While it is for each Growth Centre to decide whether to follow any, some or all of the steps outlined, it should be noted that regulation reform requires good evidence, strong support from stakeholders and demonstration of benefit. Growth Centres should also seek to build on, not duplicate, existing processes.

The flow chart separates the 'Development of the Regulation Reform Agenda' by Growth Centres with support from the department from the 'Regulator Response' performed by the relevant government or industry regulator. This recognises that resources and time constraints may reduce Growth Centres' capacity to meet governments' evidence requirements given there may be a number of reforms sought. It also acknowledges regulators/policy makers roles in testing reforms across a broader set of stakeholders and agencies. Growth Centres may be able to contribute substantially to governments' evidence requirements to accelerate consideration of the Regulation Reform Agenda recommendations.

It will be important to test the recommendations before they are finalised with Growth Centre participants, the broader sector, other interested stakeholders and governments.



## Why regulate?

Understanding the objective of regulation is central to the reform process. There are a range of reasons why regulation exists, including to:

- minimise risks
- allocate responsibility
- deter illegal or uncompetitive behaviour, and
- instigate behavioural change.

There could be non-regulatory or self-regulatory alternatives with lower compliance costs which can still meet the regulatory objective.

Regulation is a common risk management tool for governments. However, risk is not static, there are many factors that can change the nature of risk, and our perceptions and attitudes to managing it. Risk based regulation approaches recognise that there are different classes of risk, and regulators should adjust their regulatory systems and structures to suit.

In general, regulation should be reserved for the management of harmful risks, and where possible use flexible, principles and performance based approaches.

## STAGE 1: Shortlist regulation reform opportunities

**Governments and industry regulators need robust evidence for reform, but this can be costly and time consuming to collect. Not all regulations identified for reform will be able to be closely examined.**

**Growth Centres may choose to prioritise reforms for detailed consideration, focusing available time and resources on those that:**

- are likely to receive support across industry and government, and
- provide evidence that the proposed reforms will deliver benefits.

The Deloitte Access Economics review into the food grocery sector revealed five major problems with current regulatory practice for food and groceries:

- Reinventing the wheel – determinations by authoritative overseas regulators are not accepted, resulting in duplication of Australian regulations
- Not achieving best practice regulations – risk impact assessment and cost benefit analysis done poorly or not at all
- Regulatory conservatism – highly risk-averse approach
- Australian-specific standards – uniquely Australian rules
- Nano regulation – regulatory creep resulting in over-regulation.

Source: Deloitte Access Economics, 28 October 2013, 'Reforming regulation of the Australian food and grocery sector', p. iii.

### 1. What is a regulation reform opportunity?

Regulation reform opportunities are initiatives that:

- reduce compliance costs to industry
- recommend changes that better align regulations with best practice
- alter regulations to ensure they better reflect the problems they address
- remove regulation that creates unnecessary burden
- replace regulation with alternate, industry-led approaches
- reduce regulatory obligations for a period of time to stimulate emerging business growth, and
- improve information about regulatory obligations.

Regulation reforms may also be cross-cutting regulations that may impact more than one jurisdiction or growth sector. They could be economic regulations impacting on competition. As Growth Centres identify these, they can be communicated via the department and/or the Growth Centres Advisory Committee to other Growth Centres.

### 2. Consultation

Consultation should ideally occur with a representative cross section of industry, its associations and other identified key stakeholders to ensure that specific, practical and beneficial reform opportunities are identified. Not all businesses will be members of industry bodies, this should be considered in capturing a reasonable representation of the sector. Consultation with relevant regulators will assist in understanding current reviews underway and existing consultation processes that can be leveraged. The department will work with Growth Centres to consult with stakeholders.

Growth Centres will lead the consultation.

A consultation strategy is advisable to outline how the priority sectors and stakeholders will be identified. There may be geographic, time and cost constraints which limit the extent of the consultation. Such a strategy would:

- optimise resources to ensure adequate sector engagement
- consider the time commitment required of participants, and
- ensure that all engagement is well targeted to make effective use of the consultation.

The [Australian Government Guide to Regulation](#) outlines four options that Growth Centres may consider for consulting stakeholders on the design of regulation, including full public consultation, targeted consultation, confidential consultation and post-decision consultation. These options are also applicable to the review of regulations. The department can assist in identifying the best consultation option.

### 3. Identify current and ongoing reviews

Some general regulations that apply to all business (e.g. taxation) are currently under review by the Australian Government. Departmental contacts can assist Growth Centres with identifying ongoing reviews. Ongoing and future scheduled reviews within the Industry, Innovation and Science portfolio have already been captured by the department as part of its ongoing commitment to the Australian Government's Deregulation Agenda.

Growth Centre Chairs will be able to provide advice directly to the Industry, Innovation and Science Minister concerning ongoing and future reviews through the Growth Centres Advisory Committee and/or through relevant consultation mechanisms.

Inputting to, rather than duplicating these reviews, may provide the opportunity for 'quick wins' and save significant time and effort. This input could be prioritised for early Growth Centre consideration and appropriate involvement.

## 4. Gather existing evidence

Industry bodies and previous review processes are a ready source of advice on potential areas of high regulatory burden. The following should be considered for strength and completeness of data:

- Is the sector adequately represented?
- How was the data collected? For example, surveys using appropriate sampling methodology, or qualitative/insights based.
- Are there clear recommendations which are well supported?
- Has the regulatory burden been costed?

Where data is not readily available, Growth Centres could consider gathering new data including through:

- regulatory mapping to identify and classify obligations imposed on relevant industry sectors. The Australian Business Licence and Information Service (ABLIS) can provide an initial scan of all relevant regulations. There are also commercial providers of these services
- short surveys that are designed to obtain high level information on key regulatory pressure points. To maximise responses, the surveys should be simple and quick to complete and use a convenient and cost effective medium e.g. phone or internet, and
- focus groups could be used to obtain qualitative insights on burden impact, assist survey development or validate survey findings.

The department can assist Growth Centres in seeking out new data.

Growth Centres should be mindful of the burden on businesses when collecting data as this can deter participation by businesses. The department can provide advice on data collection.

## 5. Shortlist reform options

From the range of identified opportunities, the department will partner with the Growth Centres to undertake any detailed analysis required. The department will assist the Growth Centres with any analysis. This is an important decision for the Growth Centres, as gathering detailed evidence for a long list of potential reforms may be time consuming and costly.

Shortlisting could involve an ongoing validation process with the department, and other government or industry regulators and Growth Centres will need to consider the practicality of reforms, including:

- the extent to which the reform would improve the competitiveness of the industry sector. Well designed regulation can still be high burden but not adversely impact sector competitiveness
- the possible resistance to reforms by other stakeholders
- the difficulty of achieving consensus across multiple decision makers, or
- the identification of any cross cutting reform opportunities.

When shortlisting, Growth Centres should consider prioritising regulations that prevent business from:

- taking up new technologies and processes
- accessing export markets
- collaborating with the research sector
- accessing work on major projects
- accessing funding and/or finance
- accessing highly skilled staff, and
- growing and becoming more competitive.

Once this shortlist is compiled, Growth Centres should provide the shortlist to the department.

## Early Adoption

Some regulation reforms are straightforward and involve simple changes that do not require legislative change or decisions by higher levels of government. Such options provide 'quick wins' that can generate further support for the reform process.

If Growth Centres identify actions that could be taken by governments in advance of completion of the Regulation Reform Agenda then they should inform the department. If they are adopted, these actions could be included in the Regulation Reform Agenda as completed.

## Clearing Pathways

The five growth sectors which are part of the Growth Centre Initiative are sectors which show great potential for contributing to the Australian economy. There may be occasions where a relaxing of regulatory requirements, a waiver for a particular period of time, or a reduction in reporting could clear a pathway for accelerated growth of emerging businesses in these sectors.

Growth Centres are encouraged to identify where such opportunities may be. They may only be applicable for certain sub sectors within a growth sector, or may relate to a specific regulatory obligation. If Growth Centres identify these opportunities, a robust justification would need to be supplied.

## STAGE 2: Evaluating options

**Shortlisted reform options may be evaluated through detailed qualitative and quantitative analysis. This activity is likely to be the most time consuming and demanding part of the process and could extend over six months, depending on the depth and extent of analysis.**

### 1. Consultation

Targeted consultation is central in this phase to gain robust quantitative cost estimates across representative but smaller samples of industry. Consultation by the Growth Centres will assist in gaining commitment and engagement from the sector to participate in the collection of detailed cost benefit data. Growth Centres are ideally positioned to collect this evidence from industry participants to build the case for reform proposals. The department can assist Growth Centres to conduct this targeted consultation as appropriate.

The consultation will also help the Growth Centres, with the assistance of the department, to develop practical and viable policy alternatives including self- and/or co-regulation, to ensure implementation barriers are identified and addressed, and that there are no unintended consequences associated with the proposed reform.

Consultation done effectively at this stage will greatly reduce the requirement for further consultation by the department and/or other government agencies and will expedite government consideration of reform proposals. Growth Centres are ideally positioned for this consultation. Consultation and presentation of information will also help ensure any implementation barriers are identified and addressed, and that there are no unintended consequences associated with the proposed reform.

Ongoing consultation with regulators by Growth Centres and/or the department will greatly assist acceptance of recommendations.

### 2. Developing the reform business case

Regulation Reform Agendas can both serve as the impetus for regulators to conduct a regulation review, as well as meet key evidence requirements for the review, thereby helping to fast-track the process. The [Australian Government Guide to Regulation](#) is a useful resource for trying to build a case for regulation reform.

A detailed impact assessment is generally required to be developed before regulation reform proposals are considered by governments. The department has expertise in applying government frameworks for developing reform business cases including estimating the costs of regulatory burden, risk assessments and undertaking cost benefit analysis. The department will partner with Growth Centres to develop burden cost estimates, risk assessments and cost benefit analysis to the standard expected by governments.

The Regulation Reform Agenda, if sufficiently developed, could form a substantial part of the evidence base required for governments to make reform decisions, making it more likely that regulation reform proposals are implemented by governments. The Regulation Reform Agendas may include:

- cost estimates of regulatory burden
- regulation and risk assessment
- consideration of alternate approaches, and
- estimate the costs and benefits of reform options.

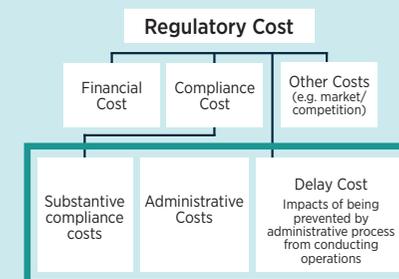
Other regulators (especially industry based) may not require the same level of evidence to be provided in assessing regulatory proposals. By working together, the Growth Centres and the department can establish relevant government/industry requirements at the start of the evaluation phase.

The Australian Government's [Regulatory Burden Management Framework](#) doesn't capture all the costs imposed on business by regulation. There may be value in Growth Centres identifying these compliance costs.

### Cost estimates of regulatory burden



The Australian Government's Regulatory Burden Measurement Framework has been developed as a tool for measuring burden savings. It includes compliance (administrative and substantive) costs, and delay costs. It excludes other opportunity costs, direct financial costs (e.g. licence and permit fees, levies) and indirect costs.



When developing burden cost estimates for regulation reform proposals, it is recommended that Growth Centres be familiar with the requirements of the Regulatory Burden Measurement Framework while gathering evidence for reform, as Australian Government regulators will need to complete it for proposals that proceed. The department is available to provide assistance in understanding the Regulatory Burden Measurement Framework. Not all burden costs are included in the Regulatory Burden Measurement Framework, however, if such costs are identified, they can also be included in Regulation Reform Agendas to strengthen the case for reform.

*“...all regulators discover, sooner or later, that risks come in many shapes, and whereas some align neatly with the existing organizational structures and well-practiced operational methods, most do not...The best practice is to... tailor the choices to specific classes of risk and recognize that any one group of actors can be your natural and trustworthy allies in relation to one problem and yet can have diametrically opposed interests in relation to another...”*

Source: Sparrow, M 2012, 'Crime Reduction Through a Regulatory Approach' American Society of Criminology – Criminology & Public Policy, vol. 11, no. 2, pp. 345–59

## Regulation and risk assessments



In assessing the risks associated with regulation reforms, the following could be considered:

- What is the purpose of the regulation?
- Does the regulation adequately address the purpose/risk?
- Is the regulation still relevant?

Technological, environment and other changing conditions could be considered – e.g. new regulations, incentives that have instigated behavioural change.

Examples of the questions that may be asked during this process include:

- Could the regulation be better harmonised with other regulation?
- What would be the key performance indicators of an ideal regulatory approach?
- What are the harmful risks?
- What is the size and likely impact of the identified risks?
- What alternative strategies/mechanisms could be used to manage the risks that would lower the regulatory burden?
- What initiatives could complement the regulation to lower overall burden? e.g. education, support, IT systems.
- Can flexibility be built into the regulation without compromising compliance?

## Develop alternate approaches



From the regulation and risk analysis it is possible to consider alternative regulatory and non-regulatory approaches to manage the anticipated risks. The department can assist Growth Centres to develop alternative approaches to regulation, where necessary. These alternatives will meet regulation impact assessment requirements set by governments. Examples of alternative approaches to regulation can be found at Appendix 1. In the event that regulation is necessary, wherever possible we should minimise the regulatory burden through different types of regulatory approaches that focus on minimising harm and providing maximum flexibility.

These can include:

- performance based regulations that prescribe the outcome to be achieved rather than focusing on the step-by-step processes to which businesses must comply
- process-based regulations that specify risk identification, assessment and control processes, and
- economic/market based instruments which seek to modify behaviour through government intervention (such as taxes or subsidies) to influence market forces.

Further information on these alternatives can be found in the [Industry Officer's Guide to Regulation Reform](#).

## Estimate the costs and benefits of reform options



Cost benefit analysis (CBA) is a tool for measuring broad economic, social and environmental impacts of proposals. It is largely the responsibility of government policy makers, particularly in measuring the impact of reforms on the community and individuals. A full CBA can be costly and time consuming to undertake. The department has the expertise to complete a CBA. When assessing reform proposals raised by Growth Centres, the department will consider the needs for completing a CBA and, where necessary, will seek evidence from Growth Centres.

However, a limited analysis of costs and benefits which would accrue to industry participants from reform options would improve the reform business case and assist Growth Centre's develop their final recommendations.

Considerations might include impacts on:

- products: prices, variety, availability, quality, convenience, safety and risk
- business: compliance costs, uncertainty, complexity, market access, input/output price control, process modification, restrictions on competition, barriers to entry and exit
- government: administration and enforcement costs, and
- community: public health and safety, environmental quality, economic growth, innovation, employment.

## STAGE 3: Reporting conclusions

Before reporting, Growth Centres, with assistance from the department, should validate their findings with key stakeholders in order to determine the most beneficial recommendations. It would also involve consultation with regulators and policy makers to:

- test the feasibility of reform proposals
- develop a roadmap for the implementation of reforms, and
- identify any barriers to implementation and means of addressing them.

## STAGE 4: Progressing findings

Once a final Regulation Reform Agenda is provided to the Australian Government, the department will facilitate consideration of the reforms through the appropriate government agency or agencies.

If the Regulation Reform Agenda meets the necessary evidence requirements of the responsible agencies, the recommendations can be considered immediately. Alternatively, the responsible agency or agencies may decide to gather further evidence. This may involve a further review to supplement the evidence supplied.

The department will assist the Growth Centres with their reforms as appropriate throughout the process.

# Appendix 1: Applications of alternatives to traditional regulation

Alternatives to Traditional Regulation	Best Applications	Least Suitable Applications	Design Issues
<p><b>Education Programmes/Information</b></p> <ul style="list-style-type: none"> <li>Provision on information about a specific issue, problem, product or service to targeted groups.</li> </ul>	<ul style="list-style-type: none"> <li>Essential for Codes of Practice.</li> <li>Help to change behaviours and upgrade skills.</li> </ul>	<ul style="list-style-type: none"> <li>Unsuitable when objectives are unclear or the campaign is poorly focused.</li> </ul>	<ul style="list-style-type: none"> <li>Method of education (e.g. TV, newspapers, pamphlets, etc.) must be effective and economical in reaching target group.</li> <li>Widespread access to information is essential (publicity, awareness of the process, industry support for the process).</li> </ul>
<p><b>Codes of Conduct</b> (Quasi-regulation)</p> <ul style="list-style-type: none"> <li>Set of agreed principles or guidelines outlining responsibilities and expectations.</li> <li>May be voluntary or mandatory.</li> </ul>	<p><b>Self-Regulation:</b></p> <ul style="list-style-type: none"> <li>When there is shared interest and commonality within an industry.</li> <li>Non-compliance costs are low.</li> </ul> <p><b>Co-Regulation:</b></p> <ul style="list-style-type: none"> <li>Where strong industry associations already exist.</li> <li>When professional independence is important.</li> </ul>	<p><b>Self-Regulation:</b></p> <ul style="list-style-type: none"> <li>When the cost of non-compliance is very high.</li> <li>When there is a lack of commonality of interest within the industry.</li> </ul> <p><b>Co-Regulation:</b></p> <ul style="list-style-type: none"> <li>Where there is a low degree of commonality of skills within the industry.</li> <li>When assessment of the industry is difficult.</li> </ul>	<p><b>Industry Involvement:</b></p> <ul style="list-style-type: none"> <li>Extensive industry involvement in the design process is essential.</li> <li>Industry ownership of the Code is critical for compliance.</li> </ul> <p><b>Review Mechanisms:</b></p> <ul style="list-style-type: none"> <li>Use working groups and industry panels.</li> <li>Information strategies are very important.</li> <li>Define responsibilities and objectives for all parties involved.</li> <li>Include a review mechanism to ensure the Code stays relevant.</li> </ul>
<p><b>Standards</b> (Quasi-regulation)</p> <ul style="list-style-type: none"> <li>Use existing or new measures to document outcomes.</li> <li>Controls on processes or performance.</li> </ul>	<ul style="list-style-type: none"> <li>When outcomes or performance standards need to be measured.</li> <li>Where there are existing industry measures available and the capability for industry to record these measures.</li> <li>When well accepted standards exist (industry developed or Australian Standards).</li> </ul>	<p>When the outcomes being measured are not central to regulatory outcomes.</p> <p>Where measurement and monitoring costs outweigh the benefits.</p>	<ul style="list-style-type: none"> <li>Strong industry involvement essential.</li> <li>Determine whether minimum or ideal standards are required.</li> <li>Industry commitment and involvement required in monitoring and enforcement.</li> <li>Need to align controls and standards with industry values, capacity to achieve outcomes.</li> </ul>