



Trade & Investment

Office of the NSW Cross-Border Commissioner

Mr Troy Green
General Manager
Tweed Shire Council
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TWEED SHIRE COUNCIL	
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REC'D:	- 3 MAR 2015
ASSIGNED TO:	GREEN, T
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Dear Mr Green,

Please find enclosed with this letter a copy of the *NSW Cross-Border Commissioner Business Plan 2015-18*. This Plan articulates the strategic direction for the NSW Cross-Border Commissioner for the next four years and is guided by NSW 2021 – A Plan to Make NSW Number One and NSW Trade and Investment Strategic Plan 2012-2015.

You would be aware that the Office of the NSW Cross-Border Commissioner was established by the NSW Government in 2012 to identify and help resolve issues that NSW residents, businesses and other organisations face as a result of being located near a NSW State border. This type of role is unique to NSW and underscores the NSW Government's commitment to Regional and Rural areas.

The Plan aims to maximise the opportunities for business and communities in NSW cross-border areas by enabling more effective delivery of NSW Government functions and services, and by ensuring that legislative, regulatory or policy impediments to business, economic and social development are appropriately addressed. It focuses on setting a strategic framework to support the identification, analysis, consideration and resolution of issues which impact on those who live, work and operate across our state borders. It highlights the critical role played by government agencies, communities and business in this process, and the requirement for open communication.

Achievement of the outcomes and strategies will be led by the NSW Cross-Border Commissioner working with government agencies and other key stakeholders, including local government, business and communities in NSW and neighbouring jurisdictions. Given the range of issues and views on the relative merits on a range of cross-border issues it is important that there is open and honest communication.

I look forward to building on the work already done and enhancing relationships with the full range of stakeholders to achieve the best outcome for communities, business, organisations and individuals who live, work and operate in our cross-border areas. I encourage you to share, analyse and discuss this Plan with any person, agency or organisation with whom you see fit. Please feel free to contact my office on 02 6921 6865, by email at enquiries@cbc.nsw.gov.au, or by mail at PO Box 1156, Wagga Wagga NSW 2650.

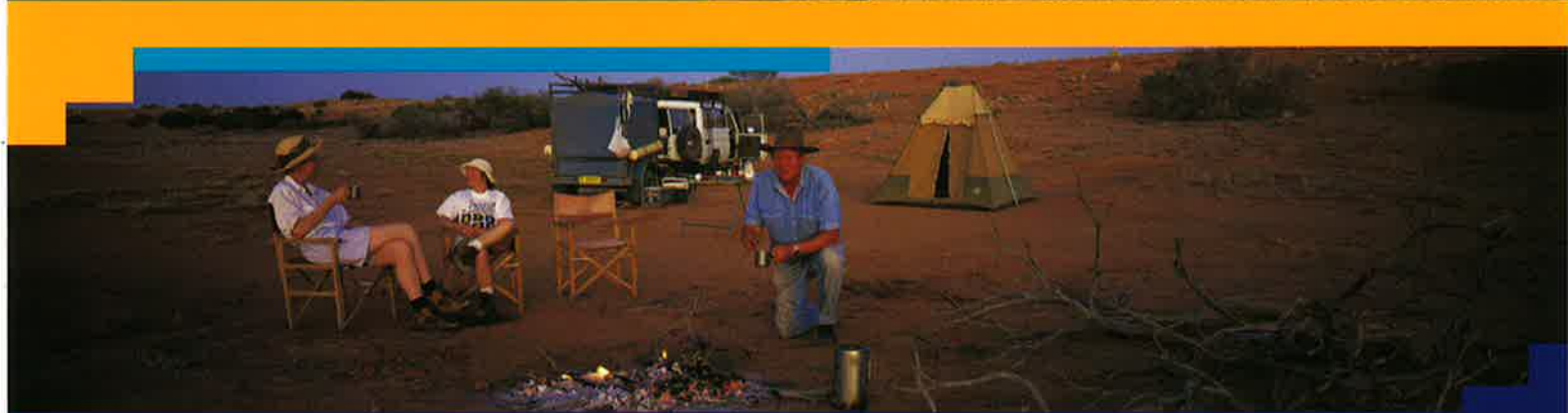
Yours faithfully,

James McTavish CSC ESM
NSW Cross-Border Commissioner

23 February 2015



**Trade &
Investment**
Cross-Border Commissioner



BUSINESS PLAN

2015–2018 NSW Cross-Border Commissioner



Foreword

The Office of the NSW Cross-Border Commissioner was established by the NSW Government in 2012 to identify and help resolve issues that NSW residents, businesses and other organisations face as a result of being located near a NSW State border.

The NSW Cross-Border Commissioner Business Plan 2015-18 articulates the strategic direction for the NSW Cross-Border Commissioner for the next four years, and is guided by NSW 2021 – A Plan to Make NSW Number One and NSW Trade and Investment Strategic Plan 2012-2015.

The Plan aims to maximise the opportunities for business and communities in NSW cross-border areas by enabling more effective delivery of NSW Government functions and services, and by ensuring that legislative, regulatory or policy impediments to business, economic and social development are appropriately addressed. It focuses on setting a strategic framework to support the identification, analysis, consideration and resolution of issues which impact on those who live, work and operate across our state borders. It highlights the critical role played by government agencies, communities and business in this process, and the requirement for open communication.

The centrepiece of the Plan is the Outcomes and Strategies. These will be led by the NSW Cross Border Commissioner working with government agencies and other key stakeholders.

Vision: Resilient cross-border communities and businesses contributing to a stronger NSW economy.

Purpose: To address cross-border issues facing communities, businesses and organisations that live, work and operate in NSW.

Values: The core values for the Government Sector and the principles that guide their implementation are:

Integrity

- Consider people equally without prejudice or favour.
- Act professionally with honesty, consistency and impartiality.
- Take responsibility for situations, showing leadership and courage.
- Place the public interest over personal interest.

Trust

- Appreciate difference and welcome learning from others.
- Build relationships based on mutual respect.
- Uphold the law, institutions of government and democratic principles.
- Communicate intentions clearly and invite teamwork and collaboration.
- Provide apolitical and non-partisan advice.

Service

- Provide services fairly with a focus on customer needs.
- Be flexible, innovative and reliable in service delivery.
- Engage with the not-for-profit and business sectors to develop and implement service solutions.
- Focus on quality while maximising service delivery.

Accountability

- Recruit and promote staff on merit.
- Take responsibility for decisions and actions.
- Provide transparency to enable public scrutiny.
- Observe standards for safety.
- Be fiscally responsible and focus on efficient, effective and prudent use of resources.

Result 1

Enhanced collaboration between Government, community and business to address cross-border issues.

Outcome	Strategies
<p>Considering cross-border issues is considered part of business as usual</p>	<ul style="list-style-type: none"> ■ Advocate for the inclusion of cross-border issues in government agency strategic and business plans. ■ Enhance awareness of cross-border issues within NSW Government agencies through regular and targeted communication. ■ Represent the NSW Government in Cross-Border forums. ■ Provide advice on complex and / or sensitive issues. ■ Provide a conduit for addressing cross-border issues in NSW. ■ Develop and implement systems to better identify, analyse and resolve cross-border issues.
<p>Enhanced inter-governmental collaboration</p>	<ul style="list-style-type: none"> ■ Assist in the development and implementation of cross border MoUs between NSW and neighbouring States and Territories. ■ Assist in the development of agreed work lists / priority action items with stakeholders, including the cross-border implications of the White Paper on the Reform of the Federation.
<p>Enhanced information flow between government agencies and stakeholders</p>	<ul style="list-style-type: none"> ■ Utilise Joint Organisations and Regional Organisations of Councils to identify, analyse, consider and resolve appropriate local and regional issues and to assist in Local Government collaboration. ■ Enhance NSW Government Regional Leadership, Senior Management and Local Government Networks and Groups to consider and resolve appropriate local and regional cross-border issues. ■ Develop and coordinate (with other agencies) mechanisms for information flow between jurisdictions to business and communities.
<p>Government agencies optimise service delivery in cross-border areas</p>	<ul style="list-style-type: none"> ■ Provide recommendations to government about resolution of prioritised cross-border issues. ■ Advocate for innovation in service delivery to more efficiently and effectively support cross-border areas.
<p>Changes to the cross-border environment are identified and opportunities realised</p>	<ul style="list-style-type: none"> ■ Monitor and provide input where appropriate into Commonwealth and State Government reviews and inquiries.

Result 2 Increased investment and jobs in cross-border areas of NSW

Outcome

Strategies

New and existing businesses grow and maintain jobs

- Develop and implement a programme of regular, face-to-face and electronic consultation with Local, Regional and State business agencies, bodies and representatives.
- Identify key barriers and enablers for economic development in cross-border areas, and work across Local, State and Commonwealth agencies and the business community to ensure economic development and business needs are considered in the development of legislation, regulation and policy that affects cross-border areas.
- Leverage the resources of NSW Trade & Investment and the broader NSW Government to promote opportunities for investment in border areas of NSW.
- Harness the resources of NSW Trade & Investment and the broader NSW Government to promote opportunities for business in border areas of NSW.

Jobs are supported and created in cross-border communities

- Advocate for the attraction, development and retention of a skilled workforce in cross-border communities.
- Advocate for a simpler regulatory environment for business.

Result 3

More resilient cross-border communities



Outcome

Strategies

Inclusive border communities

- Provide enhanced opportunities for cross-border communities to participate in decision making by ensuring community involvement in the development of relevant proposals and reforms.
- Advocate for 'whole of Region' involvement in the analysis of cross-border issues.

Integrated input on cross-border issues from NSW Government, business and communities

- Engage and consult with cross-border residents, businesses and communities, and government agencies, to identify priority cross-border anomalies that most disadvantage, divide or restrict cross-border communities and business.

Effective identification, consideration and resolution of cross-border issues

- Leverage Local and Regional networks for the identification, analysis and consideration of cross-border issues, including working with the NSW Business Chamber to establish the Cross Border Business Advisory Committee.
- Lead the resolution of priority cross border issues in consultation with government officials and local stakeholders.
- Secure agreement of Senior Government Officials to lead resolution of cross-border issues in their portfolios and report on progress.

Communities informed about the status of prioritised issues

- Develop and implement programmes and tools to facilitate effective communication with stakeholders and the wider community.

Result 4 **Reduced regulatory burden on business and community**

Outcome

Community and business confidence in government service delivery in cross-border areas is increased

Strategies

- Advocate for a reduction in regulatory duplication in cross-border areas.
- Advocate for seamless service delivery for communities in cross-border areas.
- Monitor changes and provide input where appropriate into legislation, regulation and policy to ensure consideration of cross-border factors.
- Advocate for a common approach to regulation in cross-border areas, including measures to improve cross-border labour mobility such as automatic mutual recognition of licences and qualifications.
- Measure and track community and business confidence in government service delivery in cross-border areas.

James McTavish, NSW Cross-Border Commissioner
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