

# Economic Development Strategy for Regional NSW

January 2015



The new state  
of business

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing (October 2014). However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of the NSW Department of Trade and Investment, Regional Infrastructure and Services or the user's independent advisor.

## FOREWORD



**Since coming to office, the NSW Government has demonstrated its unwavering commitment to ensuring a vibrant future for Rural and Regional NSW and the 2.9 million people who live there.**

To date, we have delivered some \$13 billion to support vital regional infrastructure. Rebuilding NSW, our proposed long-term lease of 49 per cent of NSW's electricity distribution and transmission businesses, could unlock a further \$6 billion for Regional NSW.

We are also proud to have contributed to the creation of an estimated 39,000 new jobs in Regional NSW since 2011.

As a Government, we recognise the critical importance of diverse, productive and thriving regional economies to the health of this State.

Regional NSW is home to a dynamic range of industries which contribute almost a third, or \$138 billion, of the State's total Gross Domestic Product. These diverse industries range from agriculture to manufacturing, mining, education and services.

This Economic Development Strategy for Regional NSW has been developed to articulate the invaluable contribution our regions make to the State's economy. It also sets clear goals to foster future economic growth and details the actions we need to take to achieve those goals.

The Strategy includes economic profiles of NSW's regions which provide expert economic analysis of each individual region. It's time to get excited about the performance and potential of our regions. This analysis will help to focus efforts on improving competition, increasing investment in and facilitating drivers of productivity and growth and ensuring net economic benefits from public investment.

The goals and the actions set out in this document will not exist in isolation; rather they will inform future plans and policies as well as discussions with our stakeholders at a State-wide level and across all levels of Government.

I look forward to continuing to build on the strong partnership with community and industry stakeholders in Regional NSW. Together we are building strong and competitive regional economies for the prosperity of regional communities and the State as a whole. I welcome this Strategy, which provides a roadmap to help us achieve these important objectives.

A handwritten signature in black ink, appearing to read 'Troy Grant', written over a large, stylized, hand-drawn oval shape.

**Troy Grant**

**Deputy Premier**

**Minister for Trade & Investment**

**Minister for Regional Infrastructure & Services**

**Minister for Tourism and Major Events**

**Minister for Hospitality, Gaming & Racing**

**Minister for the Arts**

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## EXECUTIVE SUMMARY

*NSW 2021* is the NSW Government's 10-year strategic plan to position NSW as the number one state in Australia. The *NSW Economic Development Framework* (EDF) is the NSW Government's road map for driving growth in key industries and the NSW economy.

The *Economic Development Strategy for Regional NSW* (the Strategy) has been developed as a 2014 priority action under the EDF. Driving economic growth in Regional NSW is identified in *NSW 2021* as a key goal to rebuilding the economy, making the release of this Strategy timely.

Regional NSW is home to more than 2.9 million people, around 41% of the NSW population. It contributes almost one third or \$138 billion of Gross State Product (GSP). The Government recognises the need and opportunity for a tailored approach to economic development for Regional NSW.

The Strategy:

- articulates the economic value of Regional NSW;
- sets out the Government's commitment to drive regional economic development;
- highlights the Government's record of delivery on diverse regional economic development initiatives;
- identifies five high level goals with priority areas to focus the Government's approach to economic development for regional NSW;
- positions current NSW economic development activities impacting on regional NSW and recommends 23 new actions for Government to promote regional economic development ; and
- provides new economic profiles for NSW regions.

The Strategy's five goals are based on economic research that profiles current trends and identifies key drivers and enablers of regional economic growth including human capital and skills, innovation, infrastructure, and connectivity to markets and labour.

GOALS	
Goal 1	Promote key regional sectors and regional competitiveness
Goal 2	Drive regional employment and regional business growth
Goal 3	Invest in economic infrastructure and connectivity
Goal 4	Maximise government efficiency and enhance regional governance
Goal 5	Improve information sharing and build the evidence base

The Strategy has been developed by NSW Trade & Investment, the Government's lead economic development agency. This is the first economic development strategy for Regional NSW that adopts a whole-of-government approach to drive economic growth in Regional NSW.

The next section highlights NSW Government actions to support economic development in Regional NSW.

## HIGHLIGHTS

Figure 1: Highlights: NSW Government actions supporting economic development in Regional NSW

As at the end September 2014 (unless noted otherwise)

Rebuilding and investing in regional infrastructure	
<p><b>\$13 billion</b> Investment in regional infrastructure projects budgeted for better roads, hospitals and schools.</p>	<p>30% of the multi-billion dollar <b>Restart NSW</b> Fund is allocated to regional infrastructure. Key projects include:</p>
	<p><b>\$217 million</b> for <b>Resources for Regions</b> is allocated to delivering new infrastructure to mining-affected communities. 24 projects have already commenced in Regional NSW at a cost of \$127 million, including support for roads, water security, airports, hospital upgrades and support to local agriculture.</p>
	<p><b>\$37.5 million</b> for <b>Fixing Country Roads</b>.</p>
	<p><b>\$366 million</b> for the <b>Water Security for Regions</b> program.</p>
	<p><b>\$135 million</b> for the <b>Bridges for the Bush</b> program, replacing or upgrading bridges at 17 key regional locations to improve road &amp; freight productivity.</p>
	<p><b>\$100 million</b> for the <b>Illawarra Infrastructure Fund</b>.</p>
	<p><b>\$20 million</b> for the <b>Cobbora Transition Fund</b>.</p>
	<p><b>\$110 million</b> for the <b>Regional Tourism Infrastructure Fund</b>.</p>
	<p><b>\$28 million</b> towards the <b>Bells Line of Road Corridor Improvement Program</b>.</p>
	<p><b>\$60 million</b> for the costs of <b>revitalising the Newcastle CBD</b>.</p>
	<p><b>\$170 million</b> for the <b>Foxground and Berry Bypass</b> (Princes Highway).</p>
	<p><b>\$403 million</b> committed from 2011-2014 to <b>Pacific Highway Upgrades</b>.</p>
	<p><b>\$2 billion</b> for <b>Pacific Highway Upgrades</b> including \$403 million from Restart NSW).</p>
	<p><b>\$1.1 billion</b> for <b>Princes Highway Upgrades</b> over the next ten years including \$170 million from Restart NSW.</p>
	<p><b>\$277 million</b> to <b>refurbish the State’s grain rail lines</b> from 2012/13 to 2016/17. More than 970 kilometres of track already resurfaced and 45 new low maintenance bridges constructed.</p>
	<p><b>\$1.7 billion</b> in rural and regional health infrastructure.</p>
<p><b>\$132 million</b> for fire, police and ambulance stations projects.</p>	
<p><b>\$70 million</b> for upgraded and new education facilities.</p>	
<p><b>\$17 million</b> for <b>Murray Darling Basin Plan Scoping</b> water saving infrastructure projects.</p>	
<p><b>\$50 million</b> to improve <b>Western NSW Freight Productivity</b> projects.</p>	

Rebuilding the economy & creating jobs	
<p><b>Over \$92 million</b> Regional investment facilitating <b>\$4 billion</b> private sector investment <b>12,500 jobs</b></p>	<p>The Government has provided, via the <b>Office of Regional Development</b>, more than <b>\$83 million</b> through the <b>Regional Industries Investment Fund</b> and more than <b>\$8.5 million</b> through the <b>State Investment Attraction Scheme</b> to support the development of regional projects.</p> <p>From April 2011 through December 2014 these programs and the services provided by <b>NSW Trade &amp; Investment</b> have helped projects that are expected to generate a total <b>investment of over \$3.96 billion</b> and are expected to deliver <b>12,524 jobs</b> in Regional NSW.</p>
<p><b>39,000</b> New jobs in Regional NSW including <b>24,500</b> under the Jobs Action Plan</p>	<p>Over <b>39,000 new jobs</b> generated in Regional NSW including more than 2,000 new nurses, teachers and police officers.</p> <p>The <b>Jobs Action Plan</b> supported the creation of <b>over 24,500 jobs</b> through payroll tax rebates to eligible businesses for creating new jobs from 2011 through December 2014.</p>
<p><b>52,000</b> New home approvals Across NSW</p>	<p>An increase of 52,000 in new home approvals across NSW in the 12-month period to June 2014.</p>
Growing Regional NSW's primary industries	
<p><b>\$100 million</b> Research &amp; development</p>	<p>Over <b>1,000 projects</b> supported by the <b>Department of Primary Industries</b> worth about <b>\$100 million</b> funded by the department and externally.</p>
<p>Promoting industry growth</p>	<p>Developing and implementing the <b>NSW Agricultural Industry Action Plan</b> and the <b>NSW Biosecurity Strategy</b>.</p>
Supporting regional industries & communities	
<p>Supporting regional development</p>	<p>Working with regional stakeholders through the <b>Office of Regional Development</b> to strengthen local industry capability and attract investment to Regional NSW.</p> <p>The NSW Government and the Commonwealth Government support a network of <b>Regional Development Australia committees</b> with memberships comprised of local community and business stakeholders.</p>
Leading the Decade of Decentralisation Policy	
<p><b>4,400</b> Grants awarded</p>	<p>The <b>Regional Relocation Grant</b> scheme provided over 4,400 grants from 2011 to September 2014 to encourage people to relocate to regional locations throughout NSW. Further funding has been agreed to continue the Skilled Regional Relocation Incentive until the end of March 2015.</p>
<p><b>1,500</b> Public sector jobs relocating</p>	<p><b>Relocating public sector jobs to Regional NSW.</b> Of the targeted 1,500 jobs to relocate from metropolitan Sydney to Regional NSW by 2021, 470 have already been relocated or proposed for relocation, including 167 from NSW Trade &amp; Investment.</p>

Building more skills in Regional NSW	
\$40.2 million Regional training and skills	<b>Apprenticeship and Traineeship Training Program</b> - \$34 million to subsidise the cost of training for apprenticeships and traineeships in Regional NSW. From 2015 apprenticeship and training will be delivered as part of Smart and Skilled.
	<b>Regional Training &amp; Employment Strategy</b> - A further \$6.2 million to broker training linked to job opportunities.
Building the skill base	Significantly increased training opportunities in the health sector and attracting trainees to rural areas, including through the Rural Preferential Recruitment Program.
	Encourage further job opportunities and career advancement for Aboriginal people through the <b>Elsa Dixon Aboriginal Employment Program</b> .
	Provide employment and training advisory support services through the <b>New Careers for Aboriginal People Program</b> .
	<b>NSW Ageing Strategy</b> - A whole of community strategy, which commits Government to remove any barriers to continued workforce participation.
	<b>Skilled Migration Program</b> - Increasing NSW's share of skilled and business migrants to meet skills shortages and invest in business to create new jobs.
Stimulating regional economic activity in key industries	
8 Industry Action Plans	Delivering <b>Industry Action Plans</b> to harness business opportunities and address barriers to growth in key industries. Six Industry Action Plans have been developed for Creative Industries, Digital Economy, International Education and Research, Manufacturing, Professional Services, and the Visitor Economy. Industry Action Plans for the Agriculture and Minerals sectors are currently in development.
Supporting small business success	
300 Visits across NSW by the Small Biz bus	<b>Small Biz Connect</b> provides quality small business advice, resulting in accountability, accelerated growth and measurable outcomes for small business across New South Wales, particularly in regional areas. <b>Two thirds of mobile business advisors are located in regional NSW</b> , providing services not previously accessible in many regional areas. Regional small businesses represent 70% of Small Biz Connect clients. More than <b>26,000 hours</b> of practical <b>face-to-face business support</b> was delivered to regional small businesses in 2013-14. In 2013-14, <b>more than 65%</b> of the Small Biz Bus visits were to Regional NSW.
Developing Regional Action Plans	
19 Plans developed and in place	<b>Regional Action Plans</b> are developed in consultation with communities across regional NSW and aligned to NSW 2021. The plans complement longer-term strategies for the region and NSW reflecting community priorities.
Supporting local decision making	
\$1 billion State-wide for local government reform	<b>Fit for the Future</b> – Will support NSW councils to become more sustainable and provide the services and infrastructure communities need - includes up to \$100 million available for regional councils who wish to merge.



\$5.3 million for Regional Joint Organisations of Councils	<b>Regional Joint Organisations</b> – Providing seed funding to establish 15 new regional joint organisations of councils to drive regional priorities and connect with State planning and service delivery.
\$4 million To support small councils	<b>Rural council innovation fund</b> – Helping rural councils with populations <10,000 to develop innovative ways of working.
\$61 million Support for primary producers	<b>Local Land Services (LLS)</b> - Launched in January 2014 to deliver quality, localised and customer-focussed services to farmers, landholders and the community across rural and regional NSW. LLS provide agricultural, biosecurity, natural resource and emergency management support in a single organisation.
Development and implementation of <b>OCHRE</b>	The launch in April 2013 and continued implementation of <b>OCHRE – NSW Government Plan for Aboriginal affairs</b> that recommends reforms in education, employment, service delivery and accountability.  The <b>NSW Aboriginal Economic Development Framework</b> is currently under development as a key OCHRE initiative.
\$1 billion Local infrastructure renewal subsidies	<b>Local Infrastructure Renewal Scheme</b> - Will unlock up to \$1 billion in funding for shovel ready projects across NSW. The first two rounds of the scheme have supported nearly 100 councils through interest subsidies.  Council borrowing facility – Providing access to a state borrowing facility for councils who are Fit for the Future to support investment in local infrastructure.
<b>Cross-Border Commissioner</b>	<b>Cross-Border Industry Support.</b> NSW is the only State to have appointed a Cross-Border Commissioner to provide advocacy for border communities.

### Attracting foreign investment to NSW

10 Priority overseas markets	<b>International Engagement Strategy</b> - Established NSW's first whole-of-government approach to growing international trade and investment in the State. Ten priority markets and nine priority sectors identified based on NSW's competitive advantages and potential for growth. Offices established in China (Shanghai and Guangzhou), India (Mumbai), the UAE (Abu Dhabi), Japan (Tokyo), and the USA (San Francisco), with representation established in the Republic of Korea (Seoul) in October 2014. The Government plans to expand into Singapore, Indonesia, Malaysia and the UK by the end of 2015.  <b>StudyNSW</b> established within NSW Trade & Investment to attract international students and capitalise on the ongoing contribution of international students.
\$278.5 million	Investment in NSW Waratah Bonds for infrastructure through the <b>Significant Investor Visa Program</b> 2013-14.

### Investing in innovation, research & development

\$40.7 million Research & development	<b>Research Attraction and Acceleration Program</b> - Driving continued investment to develop the State's research and development capabilities including several key programs for Regional NSW like the <b>Regional Science Hubs Program</b> and the <b>Conference Sponsorship Program</b> .  <b>Farm Innovation Fund</b> loan program that supports primary producers to manage risks to their enterprise from seasonal with \$20 million funding in 2014-15.  <b>The Medical Research Support Program</b> provides infrastructure funding on a competitive basis to support world class research and capacity building in NSW. Specific support to research institutes in Hunter and Illawarra includes \$6.7 million per annum for two years.
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	<p><b>Alliances with major NSW based Universities</b> to further enhance research into specific R&amp; D challenges including the establishment of genomic epidemiology capability to enhance trade through better biosecurity diagnostic solutions (alliance with University of Technology Sydney).</p>
<p><b>Delivering efficiencies in the energy sector</b></p>	
<p><b>\$5.4 billion</b> in network savings</p>	<p><b>Electricity network reform</b> - \$5.4 billion in network savings over five years, savings that will be passed onto NSW households in the form of lower bills. Deregulation of electricity prices effective from 1 July 2014.</p>
<p><b>Making it easier to do business</b></p>	
<p><b>\$750 million</b> Target for reduced regulation</p>	<p><b>Red Tape Reduction</b> - The red tape reduction target will reduce regulatory costs for business and the community by 20% by 30 June 2015.</p>
	<p><b>Quality Regulatory Services Initiative</b> to make it easier for business and individuals to engage with NSW regulators; the <b>'One on, two off'</b> policy.</p>
	<p><b>Reform of the NSW Planning System</b> - Initiatives to reduce delays in the development and assessment process and place greater emphasis on community consultation and participation.</p>
	<p><b>Procurement Reforms</b> to make it easier for businesses in Regional NSW, including SMEs, to do work with the Government under the NSW Procurement policy.</p>
	<p><b>Service NSW</b> - Establishing a 'one-stop shop' for access to state government transactions through a new digital service, a 24/7 phone service and one stop shops with extended trading hours. In 2013-14, Service NSW opened 12 centres in rural and regional NSW and is planning to open a further eight in 2014-15.</p>
<p><b>Growing the visitor economy in regional NSW</b></p>	
<p><b>\$26.7 million</b> Regional events &amp; tourism</p>	<p><b>\$21.6 million</b> for the <b>Regional Visitor Economy Fund</b></p>
	<p><b>\$5.1 million</b> for the <b>Regional Flagship Events Program</b></p>
<p><b>Supporting regional NSW arts &amp; cultural organisations</b></p>	
<p><b>\$311 million</b> arts, cultural and screen funding</p>	<p><b>\$250 million</b> across NSW in 2013-14 for State cultural institutions that provide regional programs including regional touring of exhibitions and events, professional development and digital enhancement.</p>
	<p><b>\$17.9 million</b> for arts and cultural activities benefitting the whole of NSW in 2013-14</p>
	<p><b>\$11.5 million</b> specifically for arts and cultural activities in Regional NSW in 2013-14</p>
	<p><b>\$2.09 million</b> from Screen NSW for projects which included regional activity in 2013-14</p>
	<p><b>\$1.96 million</b> to support regional Arts Boards in 2013-14</p>

## INTRODUCTION

Driving economic growth in Regional NSW is identified as a key goal to rebuilding the economy. The NSW Government is committed to:

- enabling competition and building capability in the economy;
- fostering strategic engagement and partnership with industry;
- implementing innovative and fiscally responsible economic policy; and
- facilitating collaboration.

There is also an ongoing need to maximise efficiencies in, and returns from, the expenditure of limited public resources across all levels of government. There are a number of current reforms across local government and State planning that present new opportunities for collaboration in regional economic development, such as the Fit for the Future program and the rollout of Regional Growth and Infrastructure Plans.

This Strategy recognises the value of Regional NSW and the opportunities available to grow this value in a changing policy and macroeconomic landscape.

Accelerating global market integration poses competitive challenges to some sectors, and opportunities in others, e.g. opportunities from an expanding Asian market and recent trade agreements with Japan and Korea.

Regional demographic trends highlight a need for a tailored approach to economic development for Regional NSW. These trends include:

- an ageing population;
- a shift to urban and coastal living;
- declining national productivity and the particular challenges to boost productivity in Regional NSW;
- climate change; and
- structural adjustment.

### Regional NSW – its value to NSW

Regional NSW is home to more than 2.9 million<sup>1</sup> people, around 41% of the NSW population. It contributes almost one third or \$138 billion (as at 30 June 2013) of Gross State Product (GSP), having grown by an average 4.8% each year since 2006.<sup>2</sup> Spanning 790,355 square kilometres, it covers most (98.7%) of NSW's land mass.

**Figure 2: Regional NSW**

Source: Department of Planning and Environment – August 2014

For the purposes of this Strategy, the regions are aligned with the Department of Planning and Environment’s draft growth planning regions (as at August 2014). NSW is divided into ten regions including metropolitan Sydney (see Figure 2). Regional NSW covers nine regions: North Coast, New England-North West, Central West and Orana, Central Coast, Hunter, Illawarra, South East and Tablelands, Murray-Murrumbidgee and Far West. Detailed profiles of each of these regions (with details of the LGAs that comprise them) will be released alongside this Strategy.

Regional NSW is the largest and most diverse regional economy in Australia.<sup>3</sup> The regional NSW economy is not only anchored by its traditional advantages in agriculture and mining, but also has significant manufacturing, service and visitor economy sectors.

In 2012-13, the mining sector generated over \$12.5 billion on goods, services, wages, local government payments and community. It also generated \$1.3 billion in mining royalties. Every direct mining job supports around four indirect mining and non-mining related jobs.<sup>4</sup>

Agriculture in NSW has a strong export focus, with around 60% of agricultural product exported<sup>5</sup>, with a value of over \$3.8 billion in 2012-13.<sup>6</sup> The sector is also particularly important to many rural communities, with the sector accounting for an average 34% of all employment in LGAs with populations under 5,000 and 22% of employment in LGAs with populations under 15,000 in 2011.<sup>7</sup>

About a third of the NSW manufacturing sector (Australia’s largest) is based in Regional NSW, making this sector the largest contributor to regional Gross Regional Product (GRP) in Regional NSW.<sup>8</sup>

The regional tourism industry is worth more than \$12.9 billion to the state economy<sup>9</sup> – around 47% of a state-wide industry that supports over 150,000 jobs.<sup>10</sup> Annual visitor spend in Regional NSW increased 4.5% from March 2013. The sector is forecast for growth.<sup>11</sup> Cultural activity is a significant driver of regional tourism and employment, with nearly 30,000 people in regional NSW employed in a cultural occupation as their main job.<sup>12</sup>

Retail trade, which is the second largest employment sector in Regional NSW, is closely linked to the visitor economy and has also shown strong GRP growth over the past three years.<sup>13</sup>

Service sectors that are driven by population (e.g. health, education and public safety) are collectively the largest employer in Regional NSW. Although the human service sectors (driven by public sector employment) are out of scope of this Strategy, the Government does play an important role in regional employment.

There is diversity across regions, with those closest to Sydney having relatively high population and industry density, with coastal regions and towns having stronger population growth. There is also diversity within each region, not only between rural areas and regional centres, but also across industry sectors in most regions. Regional NSW's connectivity – its economic ties and interdependencies – to metropolitan Sydney are complex. It supplies many of the goods and services that Sydney needs, including energy (coal provides over 80% of the NSW electricity supply) and food. In turn, Regional NSW is a key market for goods and services produced by metropolitan Sydney.<sup>14</sup>

Many regional areas also have close economic ties to neighbouring states and territories. Improving connectivity – to Sydney, neighbouring states and international markets – is a key driver for growth in Regional NSW.

## A platform for growth

Regional economic development is defined as growing the regional economy through industry output or revenue, growing jobs and businesses and growing productivity.

The Strategy articulates the NSW Government's commitment and approach to long-term regional economic growth and builds on its record of delivery. It sets out five goals and accompanying actions, allowing the NSW Government to support and leverage economic growth in Regional NSW.

The goals are based on analysis that demonstrates how investment in key economic 'enablers' – including human capital and skills, innovation, infrastructure, and connectivity to markets and labour – are conditions for economic growth.<sup>15</sup>

In the context of increasingly open markets and globalisation, the Strategy also draws on theories and research that identify a focus on local competitive advantage as key to economic growth.

These goals focus NSW Government efforts on actions that:

- facilitate competition and competitive industries;
- increase investment in and facilitate drivers of productivity and growth;
- maximise the return from government activities and expenditure; and
- ensure net economic benefits from public investment.

While Government can support an environment conducive to economic activity, the private sector ultimately drives growth.

**Figure 3: Goals to promote economic development in Regional NSW**

GOALS	
Goal 1	Promote key regional sectors and regional competitiveness
Goal 2	Drive regional employment and regional business growth
Goal 3	Invest in economic infrastructure and connectivity
Goal 4	Maximise government efficiency and enhance regional governance
Goal 5	Improve information sharing and build the evidence base

These goals are designed to:

- increase opportunities for people's participation in the economy through growth in employment and skills development;
- support businesses' ability to compete in domestic and international markets;
- enhance collaboration and partnerships; and
- increase investment in Regional NSW.

## GOAL 1: PROMOTE KEY REGIONAL SECTORS AND REGIONAL COMPETITIVENESS

Figure 4: Priority areas for Goal 1

Goal	Priority
1.1	Increase the value of NSW's agricultural sector and exports
1.2	Increase the value of NSW's minerals industry and the energy sector
1.3	Increase the value of the visitor economy
1.4	Support the overall development and competitiveness of the manufacturing sector
1.5	Support regional resilience
1.6	Attract foreign investment
1.7	Encourage regional entrepreneurialism

NSW 2021 identifies seven competitive priority sectors for economic growth, including the key regional sectors of manufacturing, the visitor economy, agriculture (primary industries) and minerals (mining and production). The promotion of key regional sectors supports the development of a dynamic, resilient and growing NSW economy that is globally competitive, innovative and productive.

The Strategy identifies 'key' regional sectors by examining their contribution to GRP, employment or potential for growth.<sup>16</sup> The top three regional industries by contribution to GRP in 2013 are manufacturing (8.27%), health care and social assistance (8.13%), and mining (7.71%).

The Strategy recognises the need for competitive advantage to assist regional businesses to access and compete in an increasingly global economy.<sup>17</sup> Globalisation or accelerated market integration can provide opportunities for Regional NSW, as well as challenges such as new international competition for domestic market share.

International economic partnerships and agreements can provide increased commercial opportunities for exporters, buyers and investors as more international markets open up. The regional sectors of agriculture, manufacturing, resources and energy are set to gain from recent free trade agreements.<sup>18</sup>

Regional NSW is responsible for 90% of NSW agricultural production and agriculture is a significant employer in rural NSW.<sup>19</sup> There are opportunities for growth in this sector, with a shift towards higher productivity across 2006-11 and significant export growth potential driven by strong demand from Asia.<sup>20</sup> The development of an agriculture export strategy for the sector can leverage such opportunities for growth.

The visitor economy is an important economic driver with a regional share of over 47% (\$12.9 billion) of total domestic and international visitor expenditure in NSW to the year ending March 2014.<sup>21</sup> Tourism is forecast to be a strong potential growth sector for Australia, and Regional NSW can capitalise on this growth wave, particularly regions that are popular visitor destinations. The recent NSW Government commitment to provide \$110 million of tourism infrastructure to Regional NSW will assist Regional NSW leverage growth opportunities.

Regional NSW produces over 86% of NSW mining industry output.<sup>22</sup> There has been significant growth in the mining industry, which increased its contribution to GRP from \$5 billion in 2006 to over \$11 billion in 2011.<sup>23</sup> Mineral exports accounted for about one third of the State's exports, or

\$19 billion in 2012-13. Coal is the most significant mining resource accounting for most (\$15 billion) of the State's mineral exports.<sup>24</sup>

NSW gas production currently only meets around 5% of State demand<sup>25</sup> and increased international demand for Australian gas means that Australia's East Coast gas market is likely to align with higher international prices. Further development of the NSW gas industry not only presents new development, employment and investment opportunities for the regional mining and energy sectors and its allied industries but as a key input to the NSW manufacturing industry, securing State gas supplies is particularly important to addressing supply constraints and domestic price increases.

Manufacturing in Regional NSW contributes over \$11 billion to the economy and is the highest contributor to GRP.<sup>26</sup> Modelling shows the potential of investment in agriculture exports (food processing) to deliver a return in GRP as well as retain value in the region of investment.<sup>27</sup>

Manufacturing is one sector that is undergoing structural change and the Strategy recommends proactive engagement with business, community and local government to help regions prepare for, and adapt quickly to, structural adjustment – by sharing information about opportunities, and providing services to businesses to help them grow and innovate. The Government also provides a rapid response to the community's needs where significant job loss is imminent, by packaging available initiatives and negotiating new ones with relevant industry or government agencies.

It is critical for regions to innovate and diversify to improve their resilience to changing global preferences. Implementing new and ongoing strategies to attract foreign direct investment and promoting entrepreneurship and connectivity among regional businesses can drive productivity and economic growth.

To deliver its goal of promoting key sectors and competitiveness in Regional NSW, the Government undertakes a number of activities and further actions are recommended. These are outlined in the following pages. More detail on the current activities listed in these tables can be found in **Appendix A**.



Figure 5: List of actions for Goal 1

Goal 1: Promote key regional sectors and regional competitiveness		
Actions	Lead cluster	Partner
<b>1.1 Increase the value of NSW's agricultural sector and exports</b>		
Partner with industry to develop an <b>Agriculture Industry Action Plan (IAP)</b> to position the sector for growth.	NSW T&I	Industry
Develop an agricultural export strategy, ensuring linkages to the food processing manufacturing sector.	NSW T&I	Industry
Continue a range of research, innovation and sustainability activities to support the agriculture industry through programs such as the <b>Marine Aquaculture Research Lease</b> , the <b>Dairy Industry Fund</b> , and the <b>Oyster Industry Sustainable Aquaculture Strategy</b> .	NSW T&I	
Continue to provide support to primary producers through the <b>Farm Innovation Fund</b> .	NSW RAA	NSW T&I
Continue to implement the <b>Commercial Fisheries Reform Program</b> addressing poorly defined property rights by creating a direct link between shares and catch or fishing effort.	NSW T&I	
Continue to implement the <b>NSW Weeds Action Program</b> for the control and reduction of invasive weeds to improve productivity of agricultural lands in partnership with local Government.	NSW T&I	Local Government
Continue to implement the <b>NSW Biosecurity Strategy</b> that enables Industry and Government in partnership to protect the community and industry from biosecurity risk, enhance market access and increase productivity for agricultural produce.	NSW T&I	Industry
<b>1.2 Increase the value of NSW's minerals industry and the energy sector</b>		
Develop a <b>Minerals Industry Action Plan</b> to drive growth, innovation and productivity in the sector.	Industry	NSW T&I
Develop a <b>Statewide Energy Strategy</b> .	NSW T&I	
Continue to stimulate mineral and petroleum investment and exploration in under-explored terrains through programs such as the <b>Coal Resource Identification Program, New Frontiers BASINS Program and New Frontiers Co-Funded Drilling Program</b> .	NSW T&I	
Continue to facilitate rehabilitation of mining sites and provide advice to government, exploration and mining industries and the community about the State's geology and mineral, coal and petroleum resources to promote exploration and future mining development.	NSW T&I	

Goal 1: Promote key regional sectors and regional competitiveness		
Actions	Lead cluster	Partner
<b>1.3 Increase the value of the visitor economy</b>		
Promote tourism in Regional NSW through the <b>Aboriginal Tourism Action Plan, China Tourism Strategy and the Regional Conferencing Strategy.</b>	DNSW	Various
Provide assistance to industry on best practice guidelines for developing <b>Destination Management Plans</b> and support the growth of tourism in regional economies through the <b>Regional Visitor Economy Fund.</b>	DNSW	RTOs, Industry
Continue to support marketing of regional events through the <b>Regional Flagship Events Program.</b>	DNSW	Industry
Support the growth of the industry through initiatives such as <b>Industry Development Workshops.</b>	DNSW	Industry
Ensure NSW benefits from the growth of the cruise industry through development of the <b>10-year NSW Cruise Development Plan.</b>	DNSW	Industry
Develop the <b>Visitor Accommodation Supply Plan</b> to meet future demand for overnight visitor accommodation.	NSW T&I	DNSW
Continue to support a thriving regional arts and cultural life, including through funding for arts programs, projects, tours and festivals by artists, cultural workers, and arts and cultural organisations including Sydney based cultural institutions.	NSW T&I	
Continue to support regional recreation attractions and improve tourist facilities through initiatives such as the <b>Inland Holiday Parks Infrastructure Upgrade</b> , the <b>Recreational Tracks &amp; Trails Program</b> and the <b>NSW Crown Holiday Parks Trust.</b>	NSW T&I	
Continue to implement the <b>Recreational Fishing Enhancement Program</b> enhancing recreational fishing opportunities with associated tourism benefits.	NSW T&I	
<b>1.4 Support the overall development and competitiveness of the manufacturing sector</b>		
Encourage industry growth and productivity through support of design-led innovation in competitive sub-sectors such as food processing, defence, aviation and renewable energy.	NSW T&I	Industry
Explore further initiatives to support the manufacturing sector to increase the competitiveness of the food processing sector and increase its exports.	NSW T&I	

Goal 1: Promote key regional sectors and regional competitiveness		
Actions	Lead cluster	Partner
<b>1.5 Support regional resilience</b>		
Develop a proactive business, local government and community engagement strategy to encourage industry diversification in regions where major structural change is anticipated.	NSW T&I	Industry
Continue to support regional communities affected by the implementation of the <i>Basin Plan</i> through the <i>Murray Darling Basin Regional Economic Diversification Program</i> .	NSW T&I	Commonwealth, Industry
Continue to provide a rapid response, led by the Office of Regional Development, to support workers and communities impacted by significant business closures and downsizing. The recent <i>Central West Jobs Action Plan</i> is one example of a sustained Government response to significant economic structural adjustments.	NSW T&I All agencies	DPC, DEC
<b>1.6 Attract foreign investment</b>		
Continue to implement investment attraction initiatives to grow trade and investment, including through the <i>International Engagement Strategy</i> .	NSW T&I	Commonwealth
Actively promote NSW as a destination for international events and tourism and as a source of world-class products and services through the operation of NSW Trade & Investment international offices.	NSW T&I	
Support international migration and increased investment through the <i>Business Innovation and Investment Visa program</i> including the <i>Significant Investor Visa (SIV) Program</i> .	NSW T&I	Commonwealth
Position NSW as a leader in international education across key markets through <i>StudyNSW</i> .	NSW T&I	Industry
Identify potential investment opportunities for the State through the <i>NSW Consular Corps</i> initiative.	DPC	NSW T&I
Ensure NSW NOW branding for relevant government announcements and initiatives that have the potential to increase economic growth and development in NSW through the NSW NOW Campaign.	DPC	All agencies

Goal 1: Promote key regional sectors and regional competitiveness		
Actions	Lead cluster	Partner
<b>1.7 Encourage regional entrepreneurialism</b>		
Continue to facilitate industry-led knowledge hubs, particularly with promotion and branding, and access to SME networks for the <b>Energy Innovation Knowledge Hub</b> in the Hunter.	Industry	NSW T&I
Connect regional business to opportunities to develop entrepreneurial skills, build networks (financing, collaboration) and access the opportunities of high speed broadband.	NSW T&I	Business Chambers
Connect SMEs and businesses in key technology sectors through <b>Innovate NSW</b> initiatives.	NSW T&I	Various
Continue to support innovation and investment in the State's research and development capacity through the <b>Research Attraction and Acceleration Program</b> .	NSW T&I	
Continue to support world class research activities and capacity building through the <b>NSW Medical Research Support Program</b> .	NSW Health	
Continue to support research and development to unlock new market opportunities, improve profitability and strengthen NSW's \$12 billion primary industries sector.	NSW T&I	

**Colour coding of actions**

Existing actions	
New recommendation	

## GOAL 2: DRIVE REGIONAL EMPLOYMENT AND REGIONAL BUSINESS GROWTH

Figure 6: Priority areas for Goal 2

Goal	Priority
2.1	Promote job creation
2.2	Grow retail trade jobs
2.3	Support business growth
2.4	Increase regional skills base
2.5	Improve Aboriginal employment and business outcomes

A key goal of this Strategy is to drive growth in regional employment and business in line with NSW 2021. A large range of current NSW Government actions and programs support this goal, including skills development, business facilitation and support for export expansion.

The top regional sectors by employment in 2011 were<sup>28</sup>:

- Health Care and Social Assistance (14%)
- Retail Trade (13%)
- Education and Training (9%)
- Manufacturing (8%)
- Accommodation and Food Services (a subset of the Visitor Economy) (8%).

Manufacturing, and Accommodation and Food Services are discussed in Goal 1.

Broader economic trends and demographic shifts in Regional NSW influence employment opportunities. There is a demographic shift towards urban cities, with growth in regional and capital cities.<sup>29</sup> It is also projected that the proportion of the NSW population in Regional NSW will decline by 2031.<sup>30</sup>

Australia and NSW also face the challenge of an ageing population. This is exacerbated in Regional NSW by the out-migration of young and middle-aged people (the working age population) and in some regions, the in-migration of retirees.<sup>31</sup>

The service sectors are likely to continue to anchor employment in Regional NSW. With around 45% of all regional employment in small business<sup>32</sup>, initiatives to support small businesses are also a key goal of the Strategy. The Strategy focuses on actions to drive productivity to increase jobs and business opportunities. While there has been a general decline in Australia's productivity over the past decade, certain drivers of productivity are a particular challenge for Regional NSW.

These challenges include:

- workforce participation and labour supply constraints, which are greater in Regional NSW than metropolitan Sydney;
- skills constraints;
- the younger demographics that favour entrepreneurialism and risk taking are in shorter supply in regions and can impact entrepreneurialism and innovation<sup>33</sup>; and

- the levels of ICT investment and development that have driven productivity internationally are not found in Regional NSW. This means there is less opportunity to benefit from take up.

Increasing the regional skills base is a priority. More people have vocational education qualifications in regional NSW (37.8%) than metropolitan Sydney (27.9%). However, far fewer people (15.8%) have a university qualification compared to Sydney (29.6%). Although there has been growth in the proportion of working age population with tertiary qualifications across 2006-11 in Regional NSW<sup>34</sup>, skills and labour shortages are a relative constraint to productivity.

Migration is one strategy that can help drive productivity by filling skills and labour shortages. Migrants tend to have a lower average age than other Australians. They also bring new ideas and international connections. Skilled migration is estimated to contribute to the NSW economy's average annual growth rate by 0.5%.<sup>35</sup>

Employment trends from census data indicate overall growth in employment in Regional NSW from 2006 to 2011. The unemployment rate in regional NSW was 6.2% in 2011. ABS labour force data indicates that the overall regional unemployment rate in 2013 remains at around 6.2%.<sup>36</sup>

Closing the gap on Aboriginal employment outcomes and supporting new Aboriginal business opportunities is also important given Regional NSW's large share of the Indigenous population (4.4 % compared with 1% in metro areas in 2011) and high rates of Indigenous unemployment in most regions. Regional Indigenous unemployment in 2011 was 18.7%, compared with the overall unemployment rate for Regional NSW of 6.2% in the same year.<sup>37</sup> The Government is delivering OCHRE – Aboriginal Affairs Plan to respond to these issues.

Regional youth also have particularly high unemployment rates. In 2011 youth unemployment in Regional NSW was 13.2% compared to Sydney's 12.4%. There is also significant variability across regions (ranging from 9.5% to 16.4%).<sup>38</sup>

To deliver its goal of driving employment and growing business in Regional NSW, the Government undertakes a number of activities, and some further actions are recommended. These are outlined in the following pages. More detail on the current activities listed in these tables can be found in **Appendix A**.

Figure 7: List of actions for Goal 2

Goal 2: Drive regional employment and regional business growth		
Actions	Lead cluster	Partner
<b>2.1. Promote regional job creation</b>		
Encourage new jobs through the <b>Jobs Action Plan</b> payroll tax rebate.	OFS	
Undertake two Smart Work Hubs pilots in Central Coast to provide innovative workplace alternatives for people who commute to metropolitan Sydney for work.	NSW T&I	
Relocate 1500 jobs to Regional NSW by 2021 as part of the government agency relocation initiative under the <b>Decade of Decentralisation</b> policy.	NSW T&I / Treasury	All agencies
Leverage local job opportunities and related local industry opportunities presented by new government infrastructure investment.	INSW	NSW T&I
<b>2.2. Grow retail trade jobs</b>		
Explore extension of targeted retail assistance to SMEs, modelled on the <b>Hays Transformation Program</b> , to improve merchandising and business skills and attract visitors.	NSW T&I (OSBC)	Industry
<b>2.3. Support business growth</b>		
Continue to support and attract new jobs and investment to Regional NSW through the flagship <b>Regional Industries Investment Fund</b> and the <b>State Investment Attraction Scheme</b> administered by the Office of Regional Development.	NSW T&I	
Provide ongoing business support and facilitation services through the Office of Regional Development.	NSW T&I	
Provide ongoing support to small business through <b>Small Biz Connect</b> and other programs, such as the <b>Small Business Friendly Councils Program</b> delivered by the Office of the NSW Small Business Commissioner.	NSW T&I	
Build capacity for NSW exporters through the <b>NSW Export Accelerator Program (EAP)</b> and increase global competitiveness through programs such as the <b>Supply Chain Accelerator Pilot Program</b> .	NSW T&I	
Ensure Regional NSW continues to benefit from the growth of NSW's screen sector through the <b>Regional Filming Fund</b> .	NSW T&I	
Explore the benefit of leveraging the <b>Service NSW</b> one-stop shops to promote business support programs and investment	NSW T&I	

Goal 2: Drive regional employment and regional business growth		
Actions	Lead cluster	Partner
opportunities in Regional NSW.		
<b>2.4. Increase regional skills base</b>		
Deliver skilled, business and investor migrants to Regional NSW under the <b>NSW Skilled and Business Migration Policy</b> . Advocate to the Commonwealth for a migration policy that meets skills and labour shortages in Regional NSW, and to increase the share of skilled migrants for Regional NSW.	NSW T&I	
Implement <b>Smart and Skilled</b> to reform the NSW vocational education and training system.	DEC	
Support skills development through programs such as <b>Smart and Skilled</b> and <b>School-Based Apprenticeships and Traineeships</b> .	DEC	
Continue to provide a range of professional development opportunities and capacity building programs (such as the <b>Industry Development Fund</b> ) for regional artists and cultural organisations through the <b>Arts and Cultural Development Program</b> , mentoring and internship programs delivered by State cultural institutions, professional development programs delivered by Screen NSW and co-funding the NSW Regional Arts Network. Deliver <b>creative partnerships</b> in key regional 'hubs' with existing arts networks and infrastructure that would benefit from capacity building, such as the Art Central program in the Central Coast.	NSW T&I	
Continue strategic initiatives to train, recruit and retain health professionals by implementing the <b>Health Professionals Workforce Plan 2012-2022</b> and developing the <b>NSW Rural Health Plan</b> .	NSW Health	
Reduce barriers to older people staying in work and promote continued skilled development through the <b>NSW Ageing Strategy</b> .	FACS	
<b>2.5. Improve Aboriginal employment and business outcomes</b>		
Actively contribute to an effective and coordinated approach to overcoming Aboriginal disadvantage through ongoing implementation of <b>OCHRE: Aboriginal Affairs Plan</b> .	DEC	
Finalise development of the <b>NSW Aboriginal Economic Development Framework</b> .	DEC	NSW T&I / DPC
Encourage further job opportunities and career advancement for Aboriginal people through the <b>Elsa Dixon Aboriginal Employment Program</b> .	DEC	



Goal 2: Drive regional employment and regional business growth		
Actions	Lead cluster	Partner
Continue to provide employment and training advisory support services through the <b><i>New Careers for Aboriginal People Program</i></b> .	DEC	
Continue to provide access to affordable accommodation in regional centres for Indigenous people from remote communities to take up employment, education or training opportunities through the <b><i>National Partnership on Remote Indigenous Housing (NPARIH)</i></b> .	FACS	
Continue to support sectoral Aboriginal employment and enterprise development through <b><i>Industry Based Agreements in Mining and Construction</i></b> .	DEC	Industry
Continue the development of a <b><i>Social Access Framework</i></b> as part of the <b><i>Long Term Transport Masterplan</i></b> to address transport barriers to Aboriginal employment in rural and remote communities.	TfNSW	
Continue to provide ongoing business support and training to Aboriginal clients through the <b><i>Aboriginal Enterprise Development Officer Program</i></b> .	DEC	Industry
Continue to identify proactive initiatives that provide opportunities for Aboriginal economic development and improved social outcomes such as the <b><i>Aboriginal Affairs Procurement Policy Statement</i></b> .	DEC	NSW Treasury
Implement the <b><i>Aboriginal Tourism Action Plan</i></b> to promote the Aboriginal tourism sector.	DNSW	Industry
Continue to deliver the <b><i>Aboriginal Water Initiative Program</i></b> to engage the community in water sharing plans and environmental and commercial water use.	NSW T&I	

**Colour coding of actions**

Existing actions	
New recommendation	

## GOAL 3: INVEST IN ECONOMIC INFRASTRUCTURE AND CONNECTIVITY

Figure 8: Priority areas for Goal 3

Goal	Priority
3.1	Deliver economic infrastructure
3.2	Improve regional connectivity
3.3	Support strategic and integrated planning of economic infrastructure
3.4	Examine options to leverage economic infrastructure

Investment in infrastructure is seen as a key enabler of economic activity and necessary for economic growth. This is why the NSW Government has budgeted over \$13 billion for infrastructure investment in Regional NSW. Infrastructure investment cannot, however, achieve economic growth in isolation.<sup>39</sup> While investing in infrastructure is a key goal, it is also necessary to ensure that business can capitalise on increased infrastructure investment.

Investing in infrastructure and connectivity complements the other goals by promoting the fundamental platforms that enable businesses to operate, grow and compete.

To deliver the greatest impact to productivity and economic growth, infrastructure planning and delivery must respond coherently to long-term trends and economic realities. With the NSW Government making up over 70% of hard infrastructure spending in NSW,<sup>40</sup> and a budgeted \$13 billion in regional infrastructure from 2011, the State plays a critical role in addressing the productivity constraints of Regional NSW, unlocking growth potential and creating local employment opportunities.

The Government's new Regional Growth and Infrastructure Plans will identify strategic infrastructure that will facilitate regional economic growth and identify key growth infrastructure priorities, including planning for future transport, freight and resource distribution corridors.

The Strategy recognises the critical need to connect people to jobs and goods to market. Increasing transport options and investing in emerging teleworking technologies will increase people's choices on where to live and work. Lowering freight and other related costs, and improving overall access to markets, will enhance the competitive pricing of goods and better enable businesses to capitalise on export opportunities.

Greater physical and virtual connectivity between regional centres, major ports, Sydney, neighbouring states and the broader region can increase prosperity in Regional NSW. Enhancing virtual connectivity and advocating for fast-tracking high speed broadband capability will also give regional businesses greater capacity to employ and attract skilled labour and offer new ways for businesses to connect, collaborate and innovate.

Highlighting the economic interdependency between Regional NSW and metropolitan Sydney are current commuter patterns among those regions closest to Sydney, with 25% of the Central Coast, 14% of the Illawarra and 6% of the Hunter workforces commuting out of their regions to work.<sup>41</sup> These economic ties are also evident in the flow of goods. Of the freight task by volume in NSW, 60% is intrastate (origin and destination within NSW) with the remaining 40% comprised of interstate (20%), international export (17%) and 3% import freight.<sup>42</sup>

Actions to support this goal are outlined in the following pages. More details on the current activities listed in these tables can be found in Appendix A.

Figure 9: List of actions for Goal 3

Goal 3: Invest in economic infrastructure and connectivity		
Actions	Lead cluster	Partner
<b>3.1. Deliver economic infrastructure</b>		
Continue funding high priority infrastructure projects in Regional NSW including through the Restart NSW fund and, in particular, the following programs:	INSW	
<ul style="list-style-type: none"> <li>• <i>Resources for Regions</i></li> <li>• <i>Bridges for the Bush</i></li> <li>• <i>Fixing Country Roads</i></li> <li>• <i>Cobbora Transition Fund</i></li> <li>• <i>Water Security for Regions</i></li> <li>• <i>Illawarra Infrastructure Fund</i></li> <li>• <i>Regional Tourism Infrastructure Fund</i></li> </ul>		
Continue to implement the <i>NSW Public Libraries Infrastructure Fund</i> .	NSW T&I	
Continue to deliver the <b>regional capital</b> funding stream under the <b>Arts and Cultural Development Program</b> .	NSW T&I	
Continue funding for building and improving local community facilities through the <i>Community Building Partnership Program</i> .	DPC	
<b>3.2. Improve regional connectivity</b>		
Ensure the digital engagement and connectivity of Regional NSW through the:	NSW T&I	
<ul style="list-style-type: none"> <li>• <i>Digital Excellence Program</i></li> <li>• <i>Digital Engagement Programs</i></li> <li>• <i>Revitalising Regional Libraries Program</i>.</li> </ul>		
Continue to deliver key project work such as the <i>Next Generation Rail Fleet</i> and the <i>Transport Access Program</i> .	TfNSW	
Continue to invest in the road network.	TfNSW	
<b>3.3. Support strategic and integrated planning of economic infrastructure</b>		
Drive improvements in regional transport through the <i>Regional Transport Plans</i> and <i>NSW Freight and Ports Strategy</i> .	TfNSW	

<b>Goal 3: Invest in economic infrastructure and connectivity</b>		
<b>Actions</b>	<b>Lead cluster</b>	<b>Partner</b>
Continue to implement the <b>Country Passenger Transport Infrastructure Grants Scheme</b> , the <b>Community Transport Program</b> and the <b>Regional Transport Coordination Program</b> .	TfNSW	
Continue to develop the <b>Social Access Framework</b> as under the <b>Long Term Transport Masterplan</b> to identify measures to reduce geographic transport disadvantage.	TfNSW	
Continue to incentivise councils to make greater use of debt funding to accelerate investment in infrastructure backlogs through the <b>Local Infrastructure Renewal Scheme</b> .	DP&E (OLG)	
Drive growth in housing development and jobs in regional areas through the <b>Housing Acceleration Fund</b> .	DP&E	
Support other urban renewal and development activities, including those in the Hunter and Illawarra.	DP&E	
Support Infrastructure NSW in identifying infrastructure priorities.	NSW T&I	INSW
<b>3.4. Examine options to leverage economic infrastructure</b>		
Identify regional and sector opportunities to ensure businesses capitalise on increased investment in economic infrastructure.	NSW T&I	
Package infrastructure projects so larger projects are divided into, or include, smaller components to enable participation by smaller regional firms. Increased competition from smaller firms can also positively impact delivery costs.	INSW	
Identify opportunities for regional business and labour participation in infrastructure projects and facilitate connecting regional firms and local sources of labour to these projects.	NSW T&I	

**Colour coding of actions**

<b>Existing actions</b>	
<b>New recommendation</b>	

## GOAL 4: MAXIMISE GOVERNMENT EFFICIENCY AND ENHANCE REGIONAL GOVERNANCE

Figure 10: Priority areas for Goal 4

Goal	Priority
4.1	Change the way Government does business
4.2	Reduce regulatory costs and barriers to business
4.3	Reduce cross-border regulatory barriers to business
4.4	Improve integration, coordination and alignment of policies and programs
4.5	Increase visibility, transparency and accessibility of regional program data
4.6	Support local decision making

The priority areas of Goal 4 aim to improve government efficiency, streamline regulation and leverage the economic value of the public sector.

The Productivity Commission has estimated that unnecessary regulation could be costing Australia about \$60 billion, or 4% of GDP, per year.<sup>43</sup> Business has also noted that poor regulation can lead to the diversion of both time and money from more productive activities as well as hamper businesses attempts to lower costs or respond to competitive pressures.<sup>44</sup>

As well as reducing costs, reducing regulation can lower barriers to entry for business and support competition. The OECD found that deregulation leads to increased levels of economic prosperity through increasing competition, in turn promoting productivity growth.<sup>45</sup>

The Government's target of removing unnecessary red tape currently costing business up to \$750 million, planning reforms to improve development application processes, Government actions to deregulate electricity prices and \$5.4 billion in electricity network savings that will be passed onto NSW households in the form of lower bills, all help boost the economy.

The Strategy also identifies a strong role for the NSW Government in advocating for consistent standards across jurisdictions to make it easier to do business across domestic and international borders.

In addition to its regulatory role, the NSW Government plays a significant and active role in the State economy. With annual revenues and expenditure of about \$70 billion,<sup>46</sup> the NSW public sector is equivalent to around 14%<sup>47</sup> of Gross State Product (GSP), it is therefore critical to maximise efficiencies in, and returns from, the expenditure of limited public resources across all levels of government. Research shows that integrated policy and policy packages lead to savings, synergies and improved economic growth outcomes (with flow on benefits for governance and public administration).<sup>48</sup>

The Strategy recommends strengthening coordination on State policies and programs that impact economic growth in Regional NSW, as well as improved coordination with the Commonwealth and local government. Current reforms across local government, and across the State's planning system present new opportunities for collaboration in regional economic development, and for supporting local input into regional economic development activities.

The Government's new Regional Growth and Infrastructure Plans will provide strategic planning to support regional housing and jobs growth and will also integrate infrastructure and strategic planning to better facilitate growth.

The Government is investing up to \$1 billion state-wide to support local government reform through the Fit for the Future program. New regional Joint Organisations are a key part of the reform packages and will provide a new forum for local councils and the State to work together to deliver regional priorities.

Government activities and expenditure also have significant flow on effects throughout the regional economy. Ongoing government procurement reforms are aimed at increasing competition and making it easier for business in Regional NSW to win government contracts, including improving access for SMEs.

The Strategy research also found a need for improved information sharing and visibility around program data. The Strategy's overview of programs that impact on economic development in Regional NSW, (attached in Appendix A), is a step in this direction. Further actions to improve regional program data are recommended.

The Table below (Figure 11) sets out a number of current activities and further actions for the NSW Government to deliver its goal of maximising government efficiency and enhancing regional governance in Regional NSW. More details on the current activities listed in these tables can be found in **Appendix A**.

Figure 11: List of actions for Goal 4

Goal 4: Maximise government efficiency and enhance regional governance		
Actions	Lead cluster	Partner
<b>4.1. Change the way Government does business</b>		
Continue to drive procurement reforms to make it easier for businesses in Regional NSW to gain work with the Government, including the regional sourcing component in the <i>NSW Health Goods and Services Procurement</i> policy.	NSW Treasury	All agencies (NSW Health)
Continue to implement the <b>Government Sector Employment Act 2013</b> (the GSE Act).	PSC	
Implement the <b>NSW Government ICT Strategy</b> to drive the digital government agenda to support regional businesses.	NSW Treasury	
Continue to make it easier for NSW residents and businesses to connect with government through <b>Service NSW Centres</b> , which aim to provide 'one-stop-shop' access to State Government services through online channels and customer service centres.	Treasury and Finance Cluster	
<b>4.2. Reduce regulatory costs and barriers to business</b>		
Continue to make it easier to do business in NSW by reducing red tape and the regulatory burden on businesses through initiatives such as the ' <b>One on, two off</b> ' policy for new regulations, and promoting the <b>Guide to Better Regulation</b> . Make it easier for businesses to work with regulators through the <b>Quality Regulatory Services Initiative</b> . Continue to conduct targeted reviews of sectors to assess the impact of regulation on doing business.	DPC/IPART	All agencies
Continue implementation of reforms to the planning system, including initiatives to reduce delays in the development assessment process.	DP&E	
Continue to implement energy market reforms.	NSW T&I	
<b>4.3. Reduce cross border regulatory barriers to business</b>		
Continue the work of the <b>NSW Cross Border Commissioner</b> in providing advocacy for businesses, organisations and residents in border communities.	NSW T&I	DPC, TfNSW, Health, DEC
Maintain and support initiatives to reduce regulatory barriers, for national consistency within the legal profession through <b>COAG's National Legal Profession Reform</b> (from early 2015); and continue to support COAG's broader reform agenda.	NSW / Commonwealth Governments	Commonwealth / Other States & Territories

<b>Goal 4: Maximise government efficiency and enhance regional governance</b>		
<b>Actions</b>	<b>Lead cluster</b>	<b>Partner</b>
Pursue automatic mutual recognition of certain licensed occupations in other jurisdictions.	OFS (NSW Fair Trading)	
Advocate for consistent national and international standards and regulations to make it easier to be in business.	NSW T&I	Commonwealth
<b>4.4. Improve integration, coordination and alignment of policies and programs</b>		
Continue to clarify functions, roles, responsibilities and accountabilities of central agencies through the <b>Strategic Centre Initiative</b> .	DPC	All agencies
Embed the <b>Economic Development Strategy for Regional NSW</b> across State plans.	NSW T&I	
Improve governance arrangements for NSW Regional Development Australia (RDA) Committees.	NSW T&I	
Strengthen working relationships and coordination with the Commonwealth to identify overlaps, gaps and synergies in regional economic development programs and policies.	NSW T&I	Commonwealth
<b>4.5. Increase visibility, transparency and accessibility of regional program data</b>		
Continue to develop financial management tools through the <b>Financial Management Transformation Program</b> to improve accountability, better define roles and responsibilities and ensure appropriate resource management for a sustainable public sector.	NSW Treasury	All agencies
Explore the extent to which the <b>Financial Management Transformation Program</b> meets the needs for visibility of regional program data. Explore alternative mechanisms if required.	NSW Treasury	DPC
<b>4.6. Support local decision making</b>		
Continue leading initiatives consistent with the <b>Decade of Decentralisation</b> policy including the <b>Local Schools, Local Decisions Program</b> and operation of community-controlled management boards to oversee the running of major public hospitals, Local Health Districts and Specialty Networks.	NSW T&I, GPNSW, DEC, NSW Health	All agencies
Continue NSW planning reforms that place greater emphasis on community consultation and participation.	DP&E	
Continue to support local government reform to strengthen councils through the <b>Fit for the Future program</b> .	DP&E (OLG)	All agencies



Goal 4: Maximise government efficiency and enhance regional governance		
Actions	Lead cluster	Partner
Continue to enhance the delivery of agricultural production advice, biosecurity, natural resource management and emergency management through <b>Local Land Services</b> .	<b>Local Land Services</b>	
Continue to implement the <b>Local Decision Making Aboriginal</b> community governance model under <b>OCHRE: Aboriginal Affairs Plan</b> .	<b>DEC</b>	All agencies
Continue to support <b>Aboriginal Land Councils</b> under the <b>Aboriginal Land Rights Act 1983</b> to drive economic development in Aboriginal communities.	<b>DEC</b>	

Colour coding of actions

Existing actions	
New recommendation	

## GOAL 5: IMPROVE INFORMATION SHARING AND BUILD THE EVIDENCE BASE

Figure 12: Priority areas for Goal 5

Goal	Priority
5.1	Increase information sharing, consistency and open access to data
5.2	Improve data collection and evidence base on regions
5.3	Monitor and review the impact of economic development policy
5.4	Monitor, review and report on the progress and uptake of the Strategy

NSW Trade & Investment conducted a program stocktake to inform development of the Strategy. One of the findings was the need for improved visibility and data sharing on regional economic information, government policies and activities.

The Strategy recommends a number of actions aimed at improving the quality, quantity and consistency of data – not only to better inform government decision making and to improve the effectiveness of resource allocation, but also to facilitate private sector decisions.

The new Regional Growth and Infrastructure Plans will help provide a robust evidence base to support Government decision making in planning for regional housing and jobs growth, and strategic infrastructure identification and prioritisation.

A significant contribution Government can make to the private sector is to supply information on which investment and business decisions can be made. By improving the availability of information, Government can reduce the costs to the private sector to access this information, and can also avoid cost and duplication amongst Government agencies in generating similar information.

Aside from building a better base of regional economic information, communicating a consistent profile for Regional NSW and clear policy direction also builds investor and business confidence and helps to promote and brand regions.

The Strategy recommends developing a standard baseline regional profile that can be shared across all agencies and the private sector. The economic profiles prepared for the Strategy are a first step. Complementary agency data can build on this baseline. Increased sharing of agency research and data also promotes the aims of the Government's Open Data Policy.

The Strategy recommends developing a 'dashboard' of headline economic indicators for each region, to provide a consistent and accessible basis for monitoring regional economic performance. It also looks to strengthen the evidence base for future policy development through a framework or model to assess the impact of the policy on the regional economy.

To deliver its goal of improving information sharing and building the evidence base in Regional NSW, a number of actions are proposed in the Table below (Figure 13).

Figure 13: List of actions for Goal 5

<b>Goal 5: Improve information sharing and build the evidence base</b>		
<b>Actions</b>	<b>Lead cluster</b>	<b>Partner</b>
<b>5.1. Increase information sharing, consistency and open access to data</b>		
Develop a standard baseline economic profile for Regional NSW and for each region.	NSW T&I	All agencies
Share complementary agency data to build on regional economic profiles.	NSW T&I	All agencies
Increase open access to data.	OFS	All agencies
<b>5.2. Improve data collection and evidence base on regions</b>		
Develop a dashboard of 'regional economic indicators' and monitor annually.	NSW T&I	
<b>5.3. Monitor and review impact of economic development policy</b>		
Investigate implementing a framework to monitor and review the economic impact of the Strategy.	NSW T&I	
<b>5.4. Monitor, review and report on progress of the Strategy</b>		
Monitor and report to Cabinet every two years on the progress of the Strategy.	NSW T&I	All agencies
Review the Strategy's goals for alignment to Government priorities every four years.	NSW T&I	All agencies

**Colour coding of actions**

<b>Existing actions</b>	
<b>New recommendation</b>	

## GLOSSARY AND DEFINITIONS

<b>ABARES</b>	Australian Bureau of Agricultural and Resource Economics and Sciences
<b>ABS</b>	Australian Bureau of Statistics
<b>BITRE</b>	Bureau of Infrastructure, Transport and Regional Economics, Australian Government
<b>COAG</b>	Council of Australian Governments
<b>DAE</b>	Deloitte Access Economics
<b>DAFF</b>	Department of Agriculture, Fisheries and Forestry, Australian Government
<b>DEC</b>	Department of Education and Communities
<b>DFAT</b>	Department of Foreign Affairs and Trade, Australian Government
<b>DNSW</b>	Destination NSW
<b>DPC</b>	Department of Premier & Cabinet
<b>DP&amp;E</b>	Department of Planning & Environment
<b>EDF</b>	Economic Development Framework
<b>FACS</b>	Department of Family and Community Services
<b>FTE</b>	Full time equivalent
<b>GDP</b>	Gross Domestic Product
<b>GRP</b>	Gross Regional Product. GRP estimates cited here are in real dollars.
<b>GPNSW</b>	Government Property NSW
<b>GSP</b>	Gross State Product
<b>GST</b>	Goods and services tax
<b>IAP</b>	Industry Action Plan
<b>ILGRP</b>	Independent Local Government Review Panel
<b>IPART</b>	Independent Pricing and Regulatory Tribunal
<b>INSW</b>	Infrastructure NSW
<b>LGA</b>	Local Government Area
<b>NBN</b>	National Broadband Network
<b>NSW</b>	New South Wales
<b>NSW RAA</b>	NSW Rural Assistance Authority
<b>NSW T&amp;I</b>	NSW Trade & Investment
<b>NSW 2021</b>	NSW Government's 10 year strategic plan to implement change in NSW

<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OFS</b>	Office of Finance and Services
<b>OLG</b>	Office of Local Government
<b>OSBC</b>	Office of the NSW Small Business Commissioner
<b>OSR</b>	Office of State Revenue
<b>PSC</b>	Public Service Commission
<b>RAP</b>	Regional Action Plan
<b>RDA</b>	Regional Development Australia
<b>RGIP</b>	Regional Growth and Infrastructure Plan
<b>RIIF</b>	Regional Industries Investment Fund
<b>RTOs</b>	Regional Tourism Organisations
<b>SIS</b>	State Infrastructure Strategy
<b>SMEs</b>	Small and Medium Enterprises
<b>TAFE</b>	NSW Technical and Further Education Commission, known as TAFE NSW
<b>TfNSW</b>	Transport for NSW
<b>Working age</b>	Between 15 and 65

## ENDNOTES

### Introduction (p10)

<sup>1</sup> As at 2011, 2,932 350. NSW Planning & Environment, *NSW Population, Household and Dwelling Projections*, State of New South Wales, 2014 viewed 14 July 2014, <<http://www.planning.nsw.gov.au/enus/deliveringhomes/populationandhouseholdprojections/data.aspx>>.

<sup>2</sup> GSP and regional share is in real dollars.

Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales', report to NSW Trade & Investment, July 2014.

<sup>3</sup> NSW Department of Premier & Cabinet, *NSW Government State Infrastructure Strategy*, 2012.

<sup>4</sup> NSW Trade & Investment, *Minerals Taskforce to drive industry*, Media release, 20 May 2014, viewed 15 July 2014. <<http://www.resourcesandenergy.nsw.gov.au/media-releases>>.

<sup>5</sup> NSW Department of Primary Industries, *Agriculture Industry Action Plan – Draft taskforce recommendations to Government*, 2014.

<sup>6</sup> Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales', report to NSW Trade & Investment, July 2014.

<sup>7</sup> Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales', collected data for NSW Trade & Investment, June 2014.

<sup>8</sup> As at 30 June 2011, of all people employed in the manufacturing industry, 33% were employed in regional NSW. Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales', report to NSW Trade & Investment, June 2014.

<sup>9</sup> This figure is total visitor expenditure including day trips, domestic overnight and international visitors to Regional NSW less total visitor expenditure in the Blue Mountains region. Destination NSW, *Regional Tourism Statistics, Regional NSW Snapshot March 2014*, - Destination NSW, 2014, viewed 10 September 2014, <<http://www.destinationnsw.com.au/tourism/facts-and-figures/regional-tourism-statistics>>.

<sup>10</sup> Tourism Research Australia, *State Tourism Satellite Accounts 2012-13*, 2014.

<sup>11</sup> Deloitte Access Economics, *Positioning for Prosperity? Catching the next wave, building the Lucky Country*, #3, 2014.

<sup>12</sup> NSW Trade & Investment, *Discussion Paper – Framing the Future: Developing an arts and cultural policy for NSW*, NSW Government Sydney 2013.

<sup>13</sup> As at 30 June 2011, 13% of people employed in Regional NSW, were employed in the Retail Trade sector. Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales', report to NSW Trade & Investment, June 2014.

<sup>14</sup> Evidenced by freight loads, for example. NSW Government, *NSW Freight & Ports Strategy*, 2013.

<sup>15</sup> OECD, *How regions grow – trends and analysis*, OECD, Paris, 2009.

### Goal 1: Promote key regional sectors and regional competitiveness (p14)

<sup>16</sup> FY 2013 GRP estimates and employment based on census 2011, Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales', report to NSW Trade & Investment, July 2014.

<sup>17</sup> A number of theorists describe the importance of competitive advantage, including Krugman (1991), Porter (1998) as well as the OECD (2009).

<sup>18</sup> Australia has seven FTAs currently in force with New Zealand, Singapore, Thailand, US, Chile, the Association of South East Asian Nations (ASEAN) (with New Zealand) and Malaysia. The countries covered by these FTAs account for 26 per cent of Australia's total trade. Australia signed an FTA with Korea in April 2014 and an EPA with Japan in July 2014. Department of Foreign Affairs and Trade, *Australia's Trade Agreements*, Australian Government, 2014.

<sup>19</sup> Based on GRP estimates, Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales' collected data for NSW Trade & Investment, July 2014.

<sup>20</sup> Lydon, Dyer and Bradley, *Compete to Prosper: Improving Australia's global competitiveness*, McKinsey Australia, 2014.

<sup>21</sup> For the year ending March 2014, domestic overnight-day and international travellers spent \$27.7 billion in NSW and \$12.9 billion in regional NSW, or 47%. Destination NSW, *Regional Tourism Statistics, Regional NSW Snapshot March 2014*, Destination NSW, 2014, viewed 10 September 2014, <<http://www.destinationnsw.com.au/tourism/facts-and-figures/regional-tourism-statistics>>.

<sup>22</sup> Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales' collected data for NSW Trade & Investment, July 2014.

<sup>23</sup> Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales' collected data for NSW Trade & Investment, July 2014.

<sup>24</sup> NSW Trade and Investment, 2014.

<sup>25</sup> NSW Trade & Investment, *Energy Security and Benefits- Coal Seam Gas Fact Sheet 6*, March 2013.

<sup>26</sup> Deloitte Access Economics, 'Economic profiling and strategy analysis for regional economic development in New South Wales' report to NSW Trade & Investment, July 2014.

<sup>27</sup> National Institute of Economic and Industry Research and Australian Local Government Association, *State of the Regions 2014-15*, 2014.

## **Goal 2: Drive regional employment and regional business growth (p20)**

<sup>28</sup> Deloitte Access Economics, *'Economic profiling and strategy analysis for regional economic development in New South Wales'*, report to NSW Trade & Investment, June 2014.

<sup>29</sup> BITRE, *The evolution of Australian towns*, Report 136, BITRE, 2014.

<sup>30</sup> NSW Planning & Environment, *NSW Population, Household and Dwelling Projections*, State of New South Wales, 2014.

<sup>31</sup> Deloitte Access Economics, *'Economic profiling and strategy analysis for regional economic development in New South Wales'*, report to NSW Trade & Investment, June 2014.

<sup>32</sup> Estimates, NSW Trade & Investment, based on ABS data: 81650 Counts of Australian Businesses, including Entries and Exits, Jun 2009 to Jun 2013 and ABS employment data provided by Deloitte for NSW Trade & Investment.

<sup>33</sup> P Lowe, Deputy Governor of the Reserve Bank of Australia, *Demographics, Productivity and Innovation*, speech to the Sydney Institute, Sydney, 2014.

<sup>34</sup> Deloitte Access Economics, *'Economic profiling and strategy analysis for regional economic development in New South Wales'*, report to NSW Trade & Investment, June 2014.

<sup>35</sup> The Centre for International Economics, *The economic impacts of migration - An analysis of NSW, Prepared for NSW Trade & Investment, Regional Infrastructure & Services*, August 2013.

<sup>36</sup> Labour Force, Australia, Detailed - Electronic Delivery, Aug 2014, ABS 6202.0, T&I Regional NSW estimate 2014.

<sup>37</sup> Deloitte Access Economics, *'Economic profiling and strategy analysis for regional economic development in New South Wales'*, report to NSW Trade & Investment, June 2014. Data is as at 2011 as census data is the only available data at regional level.

<sup>38</sup> NSW Trade and Investment analysis, based on data collected by Deloitte for NSW Trade & Investment.

## **Goal 3: Invest in economic infrastructure and connectivity (p25)**

<sup>39</sup> OECD, *How regions grow – Trends and analysis*, OECD, Paris, 2009.

<sup>40</sup> Department of Premier and Cabinet, *NSW Government State Infrastructure Strategy*, 2012.

<sup>41</sup> Transport for NSW, Bureau for Transport Statistics, *Journey to Work*, 2011.

<sup>42</sup> NSW Government, *NSW Freight & Ports Strategy*, 2013.

## **Goal 4: Maximise government efficiency and enhance regional governance (p28)**

<sup>43</sup> Productivity Commission, *Identifying and Evaluating Regulation Reforms*, Research Report, Australian Government, Canberra, 2011.

<sup>44</sup> Business Council of Australia, *Submission to the Competition Policy Review*, 2014.

<sup>45</sup> OECD, *Factsheet on competition and growth*, 2013.

<sup>46</sup> NSW Government *Budget Papers*, 2014.

<sup>47</sup> NSW Trade & Investment, 2014.

<sup>48</sup> The Irish Regions Office, *Impact of the EU Structural Funds In Ireland (1989-2006)*, 2014.

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## **Economic Development Strategy for Regional NSW**

**APPENDIX A:  
NSW Government activities that  
support economic development in  
Regional NSW**

**January 2015**

**Note:** The activities listed here are grouped according to the five goals of the Economic Development Strategy for Regional NSW:

1. Promote key regional sectors and regional competitiveness
2. Drive regional employment and regional business growth
3. Invest in economic infrastructure and connectivity
4. Maximise government efficiency and enhance regional governance
5. Improve information sharing and build the evidence base

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*APPENDIX A: NSW Government activities that support the Strategy's goals for economic development in Regional NSW*

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**More information**

[www.trade.nsw.gov.au/regional-opportunities](http://www.trade.nsw.gov.au/regional-opportunities)

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing (October 2014). However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of the NSW Department of Trade and Investment, Regional Infrastructure and Services or the user's independent advisor.

Goal 1: Promote key regional sectors and regional competitiveness			
Goal	Actions	Funding	Lead agency
<b>1.1 Increase the value of NSW's agriculture sector and exports</b>			
	<b>Promote key regional sector – Agriculture</b>		
	<b>NSW Agriculture Industry Action Plan:</b> The Plan aims to address challenges arising from a mix of economic, environmental and social pressures and promote the growth of the agriculture industry in NSW. It is expected that the Plan will be released in late 2014.	From within internal resources	<b>NSW Trade &amp; Investment</b>
	<b>Marine Aquaculture Research Lease:</b> State Significant Infrastructure application for a 20 ha marine research lease off Port Stephens.	\$75,000 Trust and core business (2011-13)	<b>NSW Trade &amp; Investment</b>
	<b>Dairy Industry Fund:</b> Created from residual Milk Marketing and Dairy Industry Conference funds, will be used to fund research and development projects to support opportunities for economic growth of NSW's dairying sector.	\$1.05m over 5 years commencing 2014	<b>NSW Trade &amp; Investment</b>
	<b>Oyster Industry Sustainable Aquaculture Strategy:</b> State-wide strategy to streamline approvals, provide industry security, promote best practice and protect water quality.	Part of core business	<b>NSW Trade &amp; Investment</b>
	<b>Farm Innovation Fund:</b> Aims to assist primary producers identify and address risks to their farming enterprise and meet changes to seasonal conditions.	Nominal allocation of \$20m 2014-15	<b>NSW Rural Assistance Authority</b>
	<b>Commercial Fisheries Reform Program:</b> Program aims to address poorly defined property rights by creating a direct link between shares and catch or fishing effort.	\$1.5m over 4 years (approx. \$230,000 in 2013-14). \$16m for exit grant program 2014-15	<b>NSW Trade &amp; Investment</b>
	<b>NSW Weeds Action Program:</b> State-wide strategy for the control and reduction of invasive weeds to improve productivity of agricultural lands in partnership with local Government.	\$11.3m	<b>NSW Trade &amp; Investment</b>

<b>Goal 1: Promote key regional sectors and regional competitiveness</b>			
<b>Goal</b>	<b>Actions</b>	<b>Funding</b>	<b>Lead agency</b>
	<b>NSW Biosecurity Strategy:</b> State-wide Strategy that enables Government to work in partnership with Industry to protect the community and industry from biosecurity risk, enhance market access and increase productivity for agricultural produce.	Core business	<b>NSW Trade &amp; Investment</b>
<b>1.2 Increase the value of NSW's minerals and energy sector</b>			
	<b>Promote key regional sector – Mining (Minerals)</b>		
	<b>Minerals Industry Action Plan:</b> NSW Government has established a new industry-led taskforce to develop a Minerals Industry Action Plan to provide recommendations on strategies to drive growth, innovation and productivity in the sector over the next decade.	From within internal resources	<b>NSW Trade &amp; Investment</b>
	<b>Coal Resource Identification Program:</b> Supports the development of Coal Tender Areas for the allocation of new coal exploration licences.	\$2m for 2014-15	<b>NSW Trade &amp; Investment</b>
	<b>New Frontiers BASINS program:</b> Provides pre-competitive data to industry to promote the exploration and development of the State's petroleum and geothermal resources.	\$1m for 2014-15	<b>NSW Trade &amp; Investment</b>
	<b>New Frontiers Co-Funded Drilling Program:</b> An exploration enhancement to further stimulate mineral and petroleum investment in under-explored terrains.	\$2m for 2014-15	<b>NSW Trade &amp; Investment</b>
	<b>Geological Survey and Coal and Petroleum Geoscience:</b> Provides advice to government, exploration and mining industries as well as the community about the State's geology and mineral, coal and petroleum resources to promote exploration and future mining development.	\$13m for 2014-15	<b>NSW Trade &amp; Investment</b>

Goal 1: Promote key regional sectors and regional competitiveness			
Goal	Actions	Funding	Lead agency
	<p><b>Derelict Mines Program:</b> This program provides funds for rehabilitation of former mining sites largely in regional areas. The range of rehabilitation works funded by the program includes detailed site assessments, reduction of safety hazards by fencing and filling shafts, management of water and sediment movement, acid mine drainage management, monitoring and revegetation of the sites. Rehabilitation work has been undertaken in many areas of the State.</p>	\$4m for 2014-15	<b>NSW Trade &amp; Investment</b>
<b>1.3 Increase the value of the visitor economy</b>			
	<b>Promote key regional sector: Visitor Economy</b>		
	The NSW Government has set the ambitious target to double overnight visitor expenditure by 2020, which has the potential to add an additional \$18 billion to the State's economy.		
	<p><b>Aboriginal Tourism Action Plan:</b> Continued implementation of the Plan, which identifies ways to support the Aboriginal tourism sector and foster opportunities for Aboriginal people to successfully operate tourism businesses and gain employment in the tourism industry.</p>	Year One deliverable under the Visitor Economy Industry Action Plan (IAP)	<b>Destination NSW</b>
	<p><b>China Tourism Strategy:</b> Directed towards ensuring NSW keeps pace with the rapid expansion of geographic source markets within China and the changing travel preferences of maturing consumer segments.</p>	Year One deliverable under the Visitor Economy IAP. Government investment of \$15m over four years from 2012 to 2015.	<b>Destination NSW</b>
	<p><b>Regional Conferencing Strategy:</b> The Strategy will identify the required promotional activities to stimulate demand for events and conferences in Regional NSW.</p>	A deliverable under the Visitor Economy IAP	<b>Destination NSW</b>

Goal 1: Promote key regional sectors and regional competitiveness			
Goal	Actions	Funding	Lead agency
	<b>Destination Management Planning:</b> Aims to assist industry and the community to work collaboratively towards developing a planned sustainable future for destinations to meet the expectations of visitors and ensure continued growth within their regional tourism sector.	Year One deliverable under the Visitor Economy IAP. No funding attached.	<b>Destination NSW</b>
	<b>Regional Visitor Economy Fund:</b> Funding reform as part of the Government's Visitor Economy IAP. The Fund aims to boost regional economies through increased tourism.	\$21.6m over three years to 30 June 2016	<b>Destination NSW</b>
	<b>Regional Flagship Events:</b> Supports the marketing of events that play an important role in bringing visitors to Regional NSW.	Since 1996, more than \$5.1m to support more than 235 events in Regional NSW	<b>Destination NSW</b>
	<b>Industry Development Workshops:</b> Program to support the development of the NSW tourism industry in areas such as tourism product and business development, distribution channels, digital marketing and public relations, with presentations delivered by Destination NSW staff and external presenters.	Year One deliverable under the Visitor Economy IAP	<b>Destination NSW</b>
	<b>10-year NSW Cruise Development Plan:</b> To ensure NSW captures a larger share of the economic benefits from the growth in the cruise market.	A deliverable under the Visitor Economy IAP	<b>Destination NSW</b>
	<b>Visitor Accommodation Supply Plan:</b> To ensure that Sydney and NSW have sufficient capacity to meet future demand for overnight visitor accommodation.	NSW's Economic Development Framework (EDF) Priority	<b>NSW Trade &amp; Investment</b>
	<b>Regional Arts Network:</b> NSW Government co-funds the NSW Regional Arts Network, which comprises Regional Arts NSW, Regional Arts Development Boards and Regional Arts Development Officers, including Regional Aboriginal.	In 2012-13 Arts NSW provided \$1.96m to Regional Arts Boards	<b>NSW Trade &amp; Investment</b>



**Goal 1: Promote key regional sectors and regional competitiveness**

Goal	Actions	Funding	Lead agency
	<p><b>Regional programming and services by State Cultural Institutions:</b> The five NSW State Cultural Institutions (State CIs) – the Art Gallery of NSW, Australian Museum, NSW State Library, Museum of Applied Arts and Sciences (Powerhouse), and the Sydney Opera House - manage significant cultural heritage collections and provide services and programs throughout the State, including:</p> <ul style="list-style-type: none"> <li>• regional touring of State CI exhibitions, performances and education services</li> <li>• events in regional locations</li> <li>• film screenings and professional development events</li> <li>• loans of collections</li> <li>• digital engagement and education.</li> </ul>	The total NSW State Cultural Institutions funding of \$253m in 2014-15 will include regional programming and activities	<b>NSW Trade &amp; Investment</b>
	<p><b>Regional programming by major performing arts organisations:</b> NSW is home to a significant number of major arts and cultural organisations, ranging from the Australian Ballet, Brandenburg Orchestra, through to the Museum of Contemporary Art, Sydney Film Festival, Biennale of Sydney and more.</p> <p>These organisations engage with and provide cultural services to Regional NSW including:</p> <ul style="list-style-type: none"> <li>• touring of performances, events and exhibitions</li> <li>• events in Regional NSW, for example Sydney Writers Festival, Sydney Film Festival, Biennale</li> <li>• capacity building, education and outreach to students, teachers and schools through education programs, subsidised travel, workshops.</li> <li>• live to air broadcasts on radio, television and online</li> <li>• digital programs, collections, education, resources and ‘excursions’.</li> </ul>	Funded through program funding, with some funds provided through regional funding programs delivered by Arts NSW (noted above)	<b>NSW Trade &amp; Investment</b>

**Goal 1: Promote key regional sectors and regional competitiveness**

Goal	Actions	Funding	Lead agency
	<p><b>Arts and Cultural Development Program (ACDP):</b> Provides a range of funding opportunities for NSW arts and cultural organisations and NSW based professional artists and arts/cultural workers.</p> <p>Regionally based artists and cultural organisations are eligible to apply for a range of program and project funding plus the following funding categories are targeted to benefit Regional NSW:</p> <ul style="list-style-type: none"> <li>• Regional Partnerships</li> <li>• Regional Capital</li> <li>• Regional Theatres Projects</li> <li>• Regional Artists Fellowship</li> <li>• Aboriginal Regional Arts</li> <li>• Regional Touring</li> </ul> <p>Regional NSW is identified as a priority area under all funding categories (specific spend in Regional NSW dependent on application outcomes and work being delivered by metro based organisations).</p>	\$11.5m direct regional funding in 2013-14	<b>NSW Trade &amp; Investment</b>
	<p><b>Screen NSW:</b> Provides a range of funding opportunities for NSW screen businesses and practitioners for the development and production of screen projects, for professional development activities and for screen culture activity across the State. Screen NSW also markets potential NSW locations across the State through its online location images database and iPhone app; and provides a liaison service between the screen industry, state government and local government.</p>	\$7.452m in 2014-15	<b>NSW Trade &amp; Investment</b>
	<p><b>The Regional Filming Fund (RFF):</b> The Screen NSW Regional Filming Fund ensures Regional NSW benefits from the growth of the NSW screen sector. The aim of the RFF is to encourage NSW screen productions to film outside metropolitan Sydney by granting assistance to offset costs associated with shooting in regional areas.</p>		<b>NSW Trade &amp; Investment</b>

Goal 1: Promote key regional sectors and regional competitiveness			
Goal	Actions	Funding	Lead agency
	<b>Inland Holiday Parks Infrastructure Upgrade:</b> Program designed to upgrade and renew utility infrastructure (water, sewerage and electrical) at eight inland state parks.	\$12m over 3 years (2012-13 to 2014-15)	<b>NSW Trade &amp; Investment</b>
	<b>Recreational Tracks &amp; Trails Program:</b> Direct support by Crown Lands of over 4,000 km of recreational tracks and trails throughout NSW.	\$2.54m over 3 years (2012-13 to 2014-15)	<b>NSW Trade &amp; Investment</b>
	<b>NSW Crown Holiday Parks Trust:</b> Improved governance and management of tourist accommodation facilities on Crown land.	\$300,000 establishment funds. Ongoing self-funded by trust operations.	<b>NSW Trade &amp; Investment</b>
	<b>Recreational Fishing Enhancement Program:</b> Program involving inland and marine stocking, deployment of offshore artificial reefs and fishing facilities to enhance recreational fishing opportunities with associated tourism benefits.	\$5.95 m over 2014-15 and 2015-16	<b>NSW Trade &amp; Investment</b>
<b>1.4 Support the overall development and competitiveness of the manufacturing sector</b>			
	<b>Promote competitive sector: Manufacturing</b>		
	<b>Support for advanced manufacturing:</b> NSW Trade & Investment has a team focussed on advanced manufacturing. Assistance is available to businesses that are contemplating significant new investment, whether establishing a new operation, relocating a business or expanding an existing business.		<b>NSW Trade &amp; Investment</b>
	<b>Annual Business Leadership Forum:</b> The Forum provides a mechanism to deliver a progress report on the Government's Industry Action Plan actions, provide advice on any amendments or changing priorities and to refine and develop new measures to enhance industry and broader economic growth.	From within internal resources	<b>NSW Trade &amp; Investment</b>

## Goal 1: Promote key regional sectors and regional competitiveness

Goal	Actions	Funding	Lead agency
<b>1.5 Support regional resilience</b>			
	<p><b>Murray Darling Basin Regional Economic Diversification Program:</b> Commonwealth funding for economic development projects and diversification initiatives that aim to strengthen and diversify the economic base of regional communities affected by the implementation of the Basin Plan.</p>	\$32.5m from the Commonwealth (2014-15 to 2016-17)	<b>NSW Trade &amp; Investment</b>
	<p><b>Rapid response:</b> Coordinated rapid response to significant economic structural adjustments that result in job losses, including those expected as a result of downsizing or closure of businesses. Led by the Office of Regional Development.</p> <p><b>Central West Jobs Action Plan:</b> A key element of the NSW Government's response to the significant economic structural adjustments that have resulted in job losses in the Central West region of NSW. The Plan has been developed to focus Government assistance on business investment and infrastructure projects that have strong job creation potential for the region. Assistance is available for eligible businesses and projects that result in positive economic outcomes for the region.</p>		<b>NSW Trade &amp; Investment</b>

**Goal 1: Promote key regional sectors and regional competitiveness**

Goal	Actions	Funding	Lead agency
<b>1.6 Attract foreign investment</b>			
<b>Investment attraction initiatives</b>			
	<p>In April 2013, the NSW Government launched the <b>International Engagement Strategy</b>, the state's first whole-of-government approach to growing international trade and investment in NSW.</p> <p>The <b>priority markets</b> identified in the Strategy are: Japan, United States of America, China, United Kingdom, India, Malaysia, United Arab Emirates, South Korea, Singapore, and Indonesia. <b>Priority sectors</b> are: Professional services, construction/infrastructure, advanced manufacturing, education and research, information and communication technology, clean technology, mining, agribusiness, and tourism.</p> <p>Overarching actions under the Strategy include:</p> <ul style="list-style-type: none"> <li>• prioritising NSW's key markets and sectors</li> <li>• attracting productive international investment and regional headquarters</li> <li>• encouraging growth in NSW business activity in overseas markets</li> <li>• building close international trade and investment relationships</li> <li>• coordinating NSW Government efforts and improve structures for delivery and investment including Regional NSW.</li> </ul>	\$1.6m for 2013-14	<b>NSW Trade &amp; Investment</b>

Goal 1: Promote key regional sectors and regional competitiveness			
Goal	Actions	Funding	Lead agency
	<p><b>NSW Trade &amp; Investment international offices:</b> The NSW Government has established international offices in six countries including China (Shanghai and Guangzhou), India (Mumbai), the United States (San Francisco), the United Arab Emirates (Abu Dhabi) and Japan (Tokyo), with representation established in the Republic of Korea (Seoul) in October 2014.</p> <p>The Trade &amp; Investment offices are actively promoting NSW as a destination for productive Foreign Direct Investment, assisting NSW exporters internationalise, all while profiling the State as a source of world-class products, services and innovation. The Government is planning to expand its presence into Singapore, Indonesia, Malaysia and the UK by the end of 2015.</p>		<b>NSW Trade &amp; Investment</b>
	<p><b>Business Innovation and Investment Visa:</b> There are three streams available for migrants considering the Business Innovation and Investment Visa program. This process requires nomination from a state/territory government to apply for the relevant visa.</p> <ul style="list-style-type: none"> <li>• The <b>Business Innovation stream</b> is for people who wish to own and manage a new or existing business in Australia.</li> <li>• The <b>Investor stream</b> is for people who wish to make a designated investment in an Australian state or territory and want to maintain business and investment activity in Australia after the original investment has matured.</li> <li>• The <b>Significant Investor Visa:</b> is for people who are interested in investing AUD\$5 million or more into Australian infrastructure, investment funds and businesses.</li> </ul>	From within existing resources	<b>NSW Trade &amp; Investment</b>
	<b>International Education sector</b>		
	International education is NSW's second largest export industry contributing around \$5.5 billion to the State.		

Goal 1: Promote key regional sectors and regional competitiveness			
Goal	Actions	Funding	Lead agency
	<p><b>StudyNSW:</b> Key strategy to raise the competitiveness of the State's education providers – a core recommendation of the <b>NSW International Education and Research Industry Action Plan</b>. Established within NSW Trade &amp; Investment to position NSW in key markets as a leader in international education.</p>	\$4.7m allocated in 2013-14 State Budget	<b>NSW Trade &amp; Investment</b>
	<p><b>NSW Consular Corps initiative:</b> Aims to identify potential investment opportunities for the State, including promoting NSW regions to international stakeholders by identifying opportunities for bilateral cooperation as they arise.</p>		<b>Department of Premier and Cabinet</b>
	<p><b>NSW NOW Campaign:</b> This initiative aims to attract new investment in NSW by showcasing the state's key strengths and competitive position.</p> <p>A new website (<a href="http://www.now.nsw.gov.au">www.now.nsw.gov.au</a>) and advertising campaign targeting business leaders and potential investors supports the campaign. Relevant infrastructure projects across NSW feature NSW NOW branding to recognise the significant investment being made in the State.</p>		<b>Department of Premier and Cabinet</b>
<b>1.7 Encourage regional entrepreneurialism</b>			
	<p><b>Development of Knowledge Hubs:</b> (relevant in particular to Regional NSW are: Energy, Medtech, Rail &amp; Transport).</p> <p>NSW Trade &amp; Investment supported and facilitated a network of knowledge hubs.</p>	EDF 2014 Priority	<b>NSW Trade &amp; Investment</b>

## Goal 1: Promote key regional sectors and regional competitiveness

Goal	Actions	Funding	Lead agency
	<p><b>Innovate NSW:</b> Aims to connect technology SMEs and businesses in key sectors of the NSW economy to develop globally competitive business-to-business (B2B) solutions that address compelling needs. The program focuses on rapid development of business-driven solutions that use 'enabling technologies'.</p> <p>The key sectors include: e-health, advanced manufacturing, energy technologies and services, online and interactive education, and transport, logistics and infrastructure.</p> <p>Innovate NSW program elements include:</p> <ul style="list-style-type: none"> <li>• <b>Minimum Viable Product (MVP) grants</b> which provide matched funding up to \$15,000 to assist technology SMEs to engage with a potential business customer to demonstrate an idea, prove a concept, develop a prototype or customise a B2B solution that addresses a high growth opportunity or challenge for a key sector (as detailed above).</li> <li>• <b>TechVouchers (TV) grants</b> which provide up to \$15,000 in matched funding for technology SMEs to collaborate with a NSW research organisation to overcome a specific technical challenge or test a new technology. As with the MVP grant, the technology should address a high growth opportunity or challenge for a potential business customer in a key market sector (as detailed above).</li> <li>• <b>Collaborative Solutions (CS)</b>, which provides grants of up to 25% of project costs (to a maximum of \$100,000), for consortia to develop an innovative solution that addresses a high growth opportunity or challenge in a key sector (as noted above).</li> </ul> <p>Innovate NSW also aims to:</p> <ul style="list-style-type: none"> <li>• Support access to international markets for innovative SMEs with global market potential through the <b>Australian Technology Showcase</b>.</li> <li>• Provide companies with opportunities to explore solutions to key challenges in the development of new products or processes by working with leading university researchers through the <b>Easy Access IP</b> and <b>Bridging the Gap</b> initiatives (linking research to innovation).</li> </ul>	<p>\$6.7m over 4 years (2012-13 to 2015-16)</p>	<p><b>NSW Trade &amp; Investment</b></p>



Goal 1: Promote key regional sectors and regional competitiveness			
Goal	Actions	Funding	Lead agency
	<p><b>Research Attraction and Acceleration Program:</b> Supports innovation and investment in the State's research and development capacity. Continued investment in research and development has significant long-term benefits for NSW because a strong R&amp;D capability is a critical driver for innovation in the State's economy, and underpins productivity growth. The RAAP builds, supports and attracts high-tech industry to NSW, as well as growing a highly skilled workforce.</p> <p>The RAAP includes several programs, which are relevant to Regional NSW.</p> <p>The <b>Regional Science Hubs Program</b> (administered and jointly funded by Inspiring Australia NSW) provides funding for regional hubs to put on community events during the year, but particularly in National Science Week. There are currently 18 Hubs in operations across NSW. Further, funding assistance is provided to high school recipients participating in the National Youth Science Forum and going on to attend international scientific forums. In 2013-14, more than half of the 21 chosen students were from Regional NSW.</p> <p>The <b>Conference Sponsorship Program</b> provides funding for institutions holding conferences in NSW. These are often held in regional areas such as Wollongong, Newcastle, or elsewhere in the State.</p>	\$14m for 2014-15	<b>NSW Trade &amp; Investment</b>
	<p><b>NSW Medical Research Support Program (MRSP):</b> Provides infrastructure funding on a competitive basis to health and medical research organisations that undertake world-class research activities and capacity building in NSW. Specific support to research institutes in Regional NSW (in the Hunter and Illawarra) includes \$13.4 m over two years.</p>	\$13.4m (2014-15 and 2015-16)	<b>NSW Health</b>
	<p><b>Agriculture R&amp;D co-investment programs</b> to increase agricultural productivity, resource sustainability, industry competitiveness and skills development.</p>	Core business	<b>NSW Trade &amp; Investment</b>

**Goal 1: Promote key regional sectors and regional competitiveness**

Goal	Actions	Funding	Lead agency
	<p>NSW DPI is one of the largest research providers to Australian primary industries with over \$90m (both internal and external funds) in expenditure each year and more than 900 active projects.</p> <p>DPI has alliances with major NSW based universities to further enhance research into specific R&amp;D challenges including:</p>	Core business >\$90m	<b>NSW Trade &amp; Investment</b>
	<ul style="list-style-type: none"> <li>• a synthetic biology program Yeast 2.0 with Macquarie University</li> </ul>	\$1m	
	<ul style="list-style-type: none"> <li>• establishment of the Centre for Balanced Land Use – Newcastle University.</li> </ul>	\$1m	
	<ul style="list-style-type: none"> <li>• Charles Sturt University on issues such as farming systems and wine production.</li> </ul>	Core business	
	<ul style="list-style-type: none"> <li>• University of New England on livestock genetics, climate change and vertebrate pest control.</li> </ul>	Core business	
	<ul style="list-style-type: none"> <li>• University of Sydney on plant and animal biosecurity.</li> </ul>	Core business	
	<ul style="list-style-type: none"> <li>• University of Technology Sydney genomic partnership to develop innovative diagnostic tools to manage pests and diseases of trade significance.</li> </ul>	Core business	

**Goal 2: Drive regional employment and regional business growth**

Goal	Actions	Funding	Lead agency
<b>2.1 Promote regional job creation</b>			
	<p><b>Jobs Action Plan (including Fresh Start):</b> The Plan aims to boost job generation across the State by offering payroll tax rebates for new jobs created by employers. The scheme has been extended to 30 June 2015 and the rebate increased from \$4,000 to \$5,000 for new jobs created after 1 July 2013.</p> <p>As part of the Jobs Action Plan, the Government is seeking to introduce a new initiative called the Jobs Action Plan Rebate Scheme – Fresh Start Support. This new initiative aims to provide businesses with an additional payroll tax rebate for hiring former employees who have been made redundant as a result of a large restructure.</p>		<b>NSW Trade &amp; Investment</b>
	<p><b>Smart Work Hubs Pilot Program:</b> This Program is enabling flexible work practices by offering commuters an alternative work location closer to home.</p> <p>The NSW Government is supporting the establishment and operation of five Smart Work Hubs in areas with large commuter populations, including Gosford and Wyong. An important objective of the Pilot Program is to collect data about the market demand and effectiveness of different Smart Work Hub business models and evaluate their impact on the NSW economy.</p> <p>The Government will evaluate the Smart Work Hubs funded under the Pilot Program to measure the extent to which these types of flexible work practices can:</p> <ul style="list-style-type: none"> <li>• increase business productivity and revenue</li> <li>• decrease infrastructure costs</li> <li>• accelerate regional economic development</li> <li>• introduce new technology and skills into NSW</li> <li>• enhance development capacity through cross fertilisation of industries.</li> </ul>	EDF Priority	<b>NSW Trade &amp; Investment</b>

**Goal 2: Drive regional employment and regional business growth**

Goal	Actions	Funding	Lead agency
	<p><b>Role of Government as a major employer:</b> Sectors led by Government such as health, education, public administration and safety account for around a third of all employment in Regional NSW and about 20% of all regional GRP (as at June 2013).</p>		
	<p>In addition, a significant contribution to regional economic activity is made through the provision of grants to on-government services that provide Out of Home Care, Homelessness and Disability Services (worth around \$73 million, for example, in the Murrumbidgee District alone).</p>		<p><b>Department of Families &amp; Community Services</b></p>
	<p><b>Decade of Decentralisation policy:</b> As part of its Decade of Decentralisation policy commitment, the NSW Government is pursuing its agency decentralisation initiative in two phases. The first phase is to reduce Government occupied office space in the Sydney CBD by 100,000 m<sup>2</sup> by 2021. The second phase is to relocate 1,500 public sector jobs from metropolitan Sydney to Regional NSW by 2021.</p> <p>Recent decentralisation initiatives have included the relocation of 167 NSW Trade &amp; Investment positions from the Sydney metropolitan area to Regional NSW. Across the public sector, 466 positions have been relocated or are planned for relocation to regional areas.</p>	<p>From within existing resources</p>	<p><b>NSW Trade &amp; Investment</b></p>

**2.2 Grow retail trade jobs**

	<p><b>The Office of the NSW Small Business Commissioner</b> partnered with industry, local government and State Training Services to deliver the <b>Hay Retail Transformation Program</b> to develop business operators' skills in merchandising, financial management; building retail relationships and customer loyalty; and managing sales delivery and service. 'Paint the Town Red' initiative was a result of the program.</p>		<p><b>Public Private Partnership</b></p>
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Goal 2: Drive regional employment and regional business growth			
Goal	Actions	Funding	Lead agency
<b>2.3 Support business growth</b>			
	<b>New business creation/facilitation and increased private sector investment</b>		
	<p><b>Regional Industries Investment Fund (RIIF):</b> Aims to drive economic growth in Regional NSW and enhance the attractiveness of regional areas. The RIIF is administered by the Office of Regional Development.</p> <p>The RIIF seeks to address infrastructure barriers impeding business investment and job creation for specific projects in regional locations. Assistance is directed toward offsetting the costs of specific critical infrastructure required for business establishment, expansion or relocation in Regional NSW.</p>	Over \$83m - payments April 2011 to end 2014.	<b>NSW Trade &amp; Investment</b>
	<p><b>State Investment Attraction Scheme:</b> Aims to attract new jobs and investment to NSW and expand existing businesses and industry through both financial and non-financial assistance.</p>	Over \$8.5m for projects in regional NSW - payments April 2011 to end 2014.	<b>NSW Trade &amp; Investment</b>
	<b>Support for SMEs</b>		
	<p><b>Small Biz Connect:</b> Small Biz Connect is a contemporary program, which provides quality small business advice, resulting in accountability, accelerated growth and measurable outcomes for small business across NSW, particularly in regional areas.</p> <p>The Small Biz Connect program has a strong regional focus. Two thirds of mobile business advisors are located in Regional NSW, providing services not previously accessible in many regional areas.</p> <p>In 2013-14, more than 65% of the Small Biz Bus visits were to Regional NSW. The Small Biz Bus provides advice and information and links to small business operators to high-quality local assistance.</p>	\$8m for 2013-14	<b>NSW Trade &amp; Investment (OSBC)</b>

Goal 2: Drive regional employment and regional business growth			
Goal	Actions	Funding	Lead agency
	<p><b>Small Business Friendly Councils Program:</b> Small businesses frequently interact with local government and rely on positive interactions with local councils for continued sustainability. In 2013, the Office of the NSW Small Business Commissioner, in partnership with the NSW Business Chamber, undertook a Small Business Friendly Councils pilot program with four pilot councils. A number of valuable insights were gained and an enhanced program is in development. The program will be the first of its kind in Australia, giving councils in NSW the opportunity to be formally recognised as 'Small Business Friendly'.</p>	From existing funding	<b>NSW Trade &amp; Investment</b>
	<b>Promote export growth</b>		
	<p><b>NSW Export Accelerator program (EAP):</b> A financial assistance program to build capacity for NSW exporters with high growth potential.</p>	\$1.2m for 2013-14	<b>NSW Trade &amp; Investment</b>
	<p><b>Export Capability Building program</b> (sub-program of EAP): Is available to SMEs seeking to initiate export activities or export-ready entities looking to consolidate their knowledge and maximise long-term export gains. Workshops and sessions are held across Sydney and Regional NSW. Partners include Austrade, Export Council of Australia, Australian Institute of Export, NSW Business Chamber and the Australian Export Finance and Insurance Corporation (EFIC).</p>		<b>NSW Trade &amp; Investment</b>
	<p><b>Supply Chain Accelerator Pilot Program:</b> Pilot for a new industry-focused initiative that aims to increase the global competitiveness of NSW businesses, particularly SMEs.</p>	\$1.4m for 2013-14	<b>NSW Trade &amp; Investment</b>

Goal 2: Drive regional employment and regional business growth			
Goal	Actions	Funding	Lead agency
	<p><b>Screen production:</b> Screen NSW provides support to the NSW screen industry and audiences for screen culture across the State through a range of funding including Screen Development, Production Finance, Regional Filming Fund, Aurora, Emerging Filmmakers Fund, Industry Development, Audience Development and Strategic Opportunities. NSW locations are promoted through its location images database.</p> <p>The <b>Regional Filming Fund (RFF)</b>: Ensures Regional NSW benefits from the growth of the NSW screen sector.</p>	In 2012-13 Screen NSW invested >\$1m, triggering production expenditure of >\$31.5m in Regional NSW	<b>NSW Trade &amp; Investment</b>
<b>2.4 Increase regional skills base</b>			
	<b>Migration policy</b>		
	NSW works collaboratively with the Commonwealth under the <b>State Migration Plan</b> to increase the State's share of business and skilled migrants.		<b>NSW Trade &amp; Investment</b>
	<b>Working Holiday Maker Visa program (WHM):</b> NSW works with the Commonwealth on streamlining and expanding working holiday Visa processing. WHM arrangements help to strengthen cultural exchange, widen economic ties with partner countries and deliver direct benefits to the tourism and hospitality industry.		<b>NSW Trade &amp; Investment</b>
	<b>Skills development policy</b>		
	<b>State Migration Program:</b> Aims to boost the flow of skilled migrants to NSW and to regions of NSW in occupations where there are skills shortages and provides a particularly valuable skill supply channel for regions.	From within existing resources	<b>NSW Trade &amp; Investment</b>
	NSW runs the <b>Skilled Regional Sponsored Migration</b> visa program to attract highly skilled people in a range of occupations to contribute to NSW future skills need.	From within existing resources	<b>NSW Trade &amp; Investment</b>

Goal 2: Drive regional employment and regional business growth			
Goal	Actions	Funding	Lead agency
	<b>Strategic Skills Program (SSP):</b> Aims to support skills formation in areas which are important to economic and social development in NSW. (From 2015 the SSP will be replaced by Smart and Skilled).	Approx. \$52m in 2012-13 for training. Ongoing until the introduction of Smart and Skilled in 2015	<b>Department of Education and Communities</b>
	<b>Strategic skills training program and accreditation:</b> To meet strategic skills shortages across target primary industry groups and regions.	\$1.25m p.a. until 2016 (May 2014 to May 2016)	<b>NSW Trade &amp; Investment</b>
	<b>Smart and Skilled reform:</b> A reform of the NSW vocational education and training system. It will give people the chance to gain the skills they need to get a job and advance their careers. Smart and Skilled is being implemented in 2014 with an entitlement to government-subsidised training commencing from 1 January 2015.	Entitlement to commence from 1 January 2015	<b>Department of Education and Communities</b>
	<b>Apprenticeship and Traineeship Training Program (ATTP):</b> Aims to increase the take-up and completion of apprenticeships and traineeships by subsidising the delivery of apprenticeship and traineeship training. (From 2015 the ATTP will be replaced by Smart and Skilled).	Approx. \$33.6m allocated for training in Regional NSW in 2012-13 Ongoing until introduction of Smart and Skilled in 2015	<b>Department of Education and Communities</b>
	<b>Regional Training and Employment Strategy (RTES):</b> The Strategy supports economic growth in rural and Regional NSW by brokering training linked to actual job opportunities.	\$6.2m (from 2011 to 2014)	<b>Department of Education and Communities</b>
	<b>School Based Apprenticeships and Traineeships (SBAT):</b> Provides students with the opportunity to attain a nationally recognised VET qualification as well as their HSC and gain valuable work skills and experience through paid employment. Delivery includes on and off the job training.	Approx. \$176,252 p.a. for SBAT coordination in the northern part of Regional NSW and \$148,228 for SBAT coordination in the southern part of Regional NSW	<b>Department of Education and Communities</b>



<b>Goal 2: Drive regional employment and regional business growth</b>			
<b>Goal</b>	<b>Actions</b>	<b>Funding</b>	<b>Lead agency</b>
	<b>Industry Development Fund:</b> Provides grants to organisations that create professional development opportunities for NSW screen practitioners at various stages of their careers.		<b>NSW Trade &amp; Investment</b>
	<p><b>Capacity building:</b> The State Cultural Institutions, a number of service organisations such as Museums &amp; Galleries NSW and other key cultural organisations provide a range of capacity building programs for cultural organisations in Regional NSW, including:</p> <ul style="list-style-type: none"> <li>• volunteer programs including training, professional development days, access to online services, access to online resources as well as funding for volunteers and volunteer run organisations</li> <li>• knowledge sharing and support services, such as the Search &amp; Discover resource centre by Australian Museum, and the State Libraries leadership and support services for public libraries</li> <li>• training and internships for arts and cultural workers and practitioners</li> <li>• regional stakeholders forums to support service delivery and planning</li> <li>• professional development programs including workshops and seminars.</li> </ul>		<b>NSW Trade &amp; Investment</b>
	<b>Health Professionals Workforce Plan 2012-2022:</b> The Plan outlines strategies and initiatives that aim to ensure NSW can train, recruit and retain doctors, nurses, midwives, oral health practitioners and allied health professionals in order to continue to provide a quality health service to the people of NSW.		<b>NSW Health</b>
	<p><b>NSW Rural Health Plan</b></p> <p>A new NSW Rural Health Plan that will outline the context for health services in rural, remote and regional areas and highlight strategies to deliver on health priorities over the next five years.</p>		<b>NSW Health</b>

**Goal 2: Drive regional employment and regional business growth**

Goal	Actions	Funding	Lead agency
	<p><b>NSW Ageing Strategy:</b> A whole of government and whole of community strategy, which supports individuals to take responsibility for their futures and commits government to recognise and remove barriers to continued participation. The strategy takes a life course approach to ageing, describing how the Government intends to work with people throughout their lives to age well.</p>		<p><b>Department of Family and Community Services</b></p>
<p><b>2.5 Improve Aboriginal employment and business outcomes</b></p>			
	<p><b>OCHRE - NSW Government Plan for Aboriginal affairs:</b> Launched in April 2013, the Plan makes a range of recommendations in possible areas of reform in education, employment and service delivery and accountability.</p> <p><i>OCHRE: One year on</i> is the NSW Government's report on the first year of the implementation of the Plan. This document reports achievements from April 2013 to June 2014, the first year of planning and implementation for all initiatives and identifies the priorities for the year ahead.</p> <p>As part of the key achievements, the Ombudsman Amendment (Aboriginal Programs) Act 2014 commenced on 1 July 2014. The Act allows for the appointment of a Deputy Ombudsman for Aboriginal Programs to provide independent oversight of OCHRE programs, creating genuine accountability.</p>		<p><b>Aboriginal Affairs</b></p>
	<p><b>NSW Aboriginal Economic Development Framework</b> (currently under development): The Framework, a key initiative under OCHRE- NSW Government Plan for Aboriginal affairs, will present a revised approach to addressing Aboriginal disadvantage which is based on empowering Aboriginal people and communities to be the drivers of improved economic outcomes.</p>	<p>Currently unfunded</p>	<p><b>Department of Education and Communities</b></p>

Goal 2: Drive regional employment and regional business growth			
Goal	Actions	Funding	Lead agency
	<b>Elsa Dixon Aboriginal Employment Program:</b> To encourage job opportunities and career advancement for Aboriginal people.	Total program budget is \$1.127m, which includes \$141,000 (for Djinggi-Illawarra and South East). \$177,000 (for Aboriginal Education Support Traineeship in Western NSW).	<b>Department of Education and Communities</b>
	<b>New Careers for Aboriginal People Program:</b> Assists Aboriginal clients into employment of further education and training by providing employment and support services and mentoring. The program operates in 13 locations across NSW.	\$1.426m	<b>Department of Education and Communities</b>
	<b>The National Partnership on Remote Indigenous Housing (NPARIH):</b> Provides access to affordable accommodation in regional centres for Indigenous people from remote communities to take up employment, education or training opportunities. Through NPARIH, FACS provides accommodation in 15 locations across NSW.		<b>Department of Family &amp; Community Services</b>
	<b>Industry Based Agreement (IBA) – Mining:</b> Aims to mobilise peak body action to support sectoral Aboriginal employment and enterprise development through yearly Action Plans, reviewed annually.	\$50,000 for 2013-14	<b>Department of Education and Communities</b>
	<b>Social Access Framework:</b> Will consider measures to address key transport barriers for Aboriginal employment in rural and remote communities - to be developed under the Long Term Transport Master Plan.		<b>Transport for NSW</b>
	<b>Aboriginal Enterprise Development Officer (AEDO) Program:</b> This program assists Aboriginal clients in setting up a business, developing business plans, arranges small business training and provides ongoing business support and mentoring. (State Training Services, Department of Education and Communities). The program operates in 6 regional areas: North Coast, New England, Western NSW, Riverina, Illawarra and the Hunter.	\$747,000 p.a. (1 July to 30 June each year, ongoing)	<b>Department of Education and Communities</b>

Goal 2: Drive regional employment and regional business growth			
Goal	Actions	Funding	Lead agency
	The <b>Aboriginal Affairs Procurement Policy Statement</b> creates an opportunity to favour the use of Aboriginal suppliers where possible, whilst also achieving key objectives of the Department of Education and Communities Procurement Policy.		
	<b>Aboriginal Tourism Action Plan:</b> Continued implementation of the Plan, which identifies ways to support the Aboriginal tourism sector and foster opportunities for Aboriginal people to successfully operate tourism businesses and gain employment in the tourism industry.	Year One deliverable under the Visitor Economy IAP	<b>Destination NSW</b>
	<b>Aboriginal Water Initiative Program:</b> To ensure ongoing effective state-wide and regional engagement with Aboriginal communities in water sharing plans and environmental and commercial water use.	Total: \$1.69m expended to date: \$1.21m	<b>NSW Trade &amp; Investment</b>

Goal 3: Invest in economic infrastructure and connectivity			
Goal	Actions	Funding	Lead agency
<b>3.1 Deliver economic infrastructure</b>			
	<b>Restart NSW</b> – 30% of Restart NSW reserved for Regional NSW		
	<ul style="list-style-type: none"> <li>• <b>Resources for Regions:</b> Program aims to support regional and rural NSW communities affected by mining by addressing infrastructure constraints. The NSW Government has committed \$200m to Resources for Regions over four years – exceeding the original commitment by \$55m. So far, \$127m has been allocated to 24 projects across regions affected by mining activity.</li> </ul>	\$200m over four years (2011-12 to 2014-15)	<b>Infrastructure NSW</b>
	<ul style="list-style-type: none"> <li>• <b>Bridges for the Bush:</b> Program designed to improve road safety and freight productivity in Regional NSW by replacing or upgrading bridges in Regional NSW.</li> </ul>	\$135m over five years (2012 to 2017)	<b>Infrastructure NSW</b>
	<ul style="list-style-type: none"> <li>• <b>Cobbora Transition Fund:</b> Established to create infrastructure that drives economic growth and productivity in the region. The Fund recognises the impact that land acquisition and other activities associated with the Cobbora Coal Project have had on local communities.</li> </ul>	\$20m	<b>Infrastructure NSW</b>
	<ul style="list-style-type: none"> <li>• <b>Water Security for Regions (current program):</b> The program is designed to help secure good quality, reliable water supplies for regional communities to better prepare them for future drought conditions.</li> </ul>	\$40m committed. Further \$325m in 2014-15 Budget	<b>NSW Trade &amp; Investment</b>
	<ul style="list-style-type: none"> <li>• <b>Illawarra Infrastructure Fund:</b> Helps to fund priority infrastructure projects in the Illawarra region. The range of infrastructure projects that have received funding include aged and healthcare facilities, a technology hub, facilities for people with disabilities, pedestrian and cycle links, road links and tourism infrastructure.</li> </ul>	\$100m (2013-14 to 2016-17)	<b>Infrastructure NSW</b>

Goal 3: Invest in economic infrastructure and connectivity			
Goal	Actions	Funding	Lead agency
	<ul style="list-style-type: none"> <li><b>Fixing Country Roads:</b> Program to identify, prioritise and fund local projects to eliminate connectivity constraints in Regional NSW, with the aim of improving freight productivity. The NSW Government has reserved \$37.5m in the 2014-15 State Budget for the Local Roads and Bridges aspect of the Fixing Country Roads initiative.</li> </ul>	\$37.5m in 2014-15	Transport for NSW
	<ul style="list-style-type: none"> <li><b>Regional Tourism Infrastructure Fund:</b> To enable destinations to develop their full potential in critical visitor economy infrastructure such as airport upgrades and cruise and rail trail infrastructure.</li> </ul>	\$110m in 2014-15 State Budget	INSW
	<ul style="list-style-type: none"> <li>In addition to these programs, the Restart NSW Fund has provided \$28 million towards the <b>Bells Line of Road Corridor Improvement Program</b></li> </ul>	\$28M	INSW
	<b>NSW Public Libraries Infrastructure Fund:</b> The State Library will deliver a grant program of \$15m over four years across NSW for the new Public Library Infrastructure Fund. Library infrastructure funding was a key recommendation of the Library Council review.	\$3m in 2014-15 \$4m 2015-16 to 2017-18	NSW Trade & Investment
	<b>Community Building Partnership Program (CBP):</b> Aims to provide improved community infrastructure for local communities and encourage the enhancement of local community based activities that create more vibrant and inclusive communities.	NSW Government has announced an increase to the CBP funding in 2014. This increased the base allocation per electorate to \$300,000.	Department of Premier and Cabinet
	<b>RePAIR Program:</b> Roads and Maritime Grant program providing funding to local government for the management and maintenance of regional roads.		Transport for NSW
	<b>Port of Eden:</b> Project includes the design and construction of new wharf extension to cater for the berthing of cruise ships up to 260m in length.	To be jointly funded by Infrastructure NSW (\$3m), Commonwealth (\$10m) and Bega Valley Shire Council (\$1.5m)	NSW Trade & Investment

Goal 3: Invest in economic infrastructure and connectivity			
Goal	Actions	Funding	Lead agency
	<b>Public Reserves Management Fund:</b> An annual program of grants and loans managed by Crown Lands, providing financial support for development, maintenance and improvement of public reserves.	Around \$20m p.a.	<b>NSW Trade &amp; Investment</b>
	<b>Coastal Infrastructure Project:</b> To provide funding to maintain and extend the useful life of built assets at 40 locations along the NSW coast including 25 coastal harbours, 21 ocean entrances, 38 estuary training walls, 14 lighthouses and 8 rock quarries.	\$51.1m over 4 years (2011-12 to 2014-15). Expenditure over the first three years is \$35.1m. \$16m allocated in 2014-15.	<b>NSW Trade &amp; Investment</b>
	<b>Rescuing our Waterways (RoW):</b> Under the NSW Sustainable Dredging Strategy, the Rescuing our Waterways program provides funding to local government and local stakeholders to improve the accessibility and environmental health of NSW waterways.	Over \$1.5m in Phase 1. \$1.5m announced in 2014 for Phase 2	<b>NSW Trade &amp; Investment</b>
	<b>Water infrastructure</b>		
	<b>Country Towns Water Supply and Sewerage:</b> Program provides technical and financial assistance to towns in rural and regional areas of NSW to help achieve best practice in planning, management and operations of water supply and sewerage infrastructure.	\$1.2bn available (1996-2017). Spent to date: \$1.1bn.	<b>NSW Trade &amp; Investment</b>
	<b>Aboriginal Communities Water and Sewerage Program:</b> Funding to improve water supply and sewerage services in remote Aboriginal communities. The program commenced in 2008.	\$200m over 25 years. Approx. \$8m p.a. Expenditure to date is \$25m.	<b>NSW Trade &amp; Investment</b>

Goal 3: Invest in economic infrastructure and connectivity			
Goal	Actions	Funding	Lead agency
<b>3.2 Improve regional connectivity</b>			
	<b>Arts and cultural facilities</b>		
	<b>Digital Excellence Program:</b> The State Library is delivering a Digital Excellence Program to digitise collections and upgrade the State Library's digital infrastructure, thereby improving access to its images and collections. This will provide global access to our most iconic and historically significant documents and objects.	\$48m for initial six years (2012-13 to 2017-18) of a 10-year digitisation program. Program accessible state-wide.	<b>NSW Trade &amp; Investment (State Library)</b>
	<b>Digital Engagement Programs:</b> The State Cultural Institutions provide live videoconferencing experiences for primary and secondary school students to NSW State Schools using the Connected Classroom infrastructure. Examples include: <ul style="list-style-type: none"> <li>• Sydney Opera House performing arts programs</li> <li>• Art Gallery of NSW Art Express</li> <li>• Powerhouse's Rural Technology Database.</li> </ul> The Opera House's digital education program consists of digital tours, workshops and streaming of performances for primary and secondary students and teachers. The Opera House partners with Google to live stream select music performances on YouTube.	\$253m in 2014-15 (will include regional programs/activities)	<b>NSW Trade &amp; Investment (State Cultural Institutions)</b>
	<b>Revitalising Regional Libraries Program:</b> This initiative has to date delivered 112 Wi-Fi Hotspots in rural and regional libraries, and grants to 84 country councils for library improvements.	Total funding: \$4m over 2011-12 to 2014-15	<b>NSW Trade &amp; Investment (State Library)</b>



Goal 3: Invest in economic infrastructure and connectivity			
Goal	Actions	Funding	Lead agency
	<b>Transport</b>		
	<b>Next Generation Rail Fleet:</b> A new fleet of around 65 new state of the art intercity trains, including about 520 new carriages, which will carry passengers to the Central Coast, Newcastle and the Illawarra.	<ul style="list-style-type: none"> <li>\$2.8b (to 2024)</li> </ul>	<b>Transport for NSW</b>
	<b>Transport Access Program:</b> An initiative to provide a better experience for public transport customers by delivering accessible, modern, secure and integrated transport infrastructure where it is needed most.	\$772m (over four years across the State)	<b>Transport for NSW</b>
	<b>Key road project work in Regional NSW</b>		
	<ul style="list-style-type: none"> <li><b>Pacific Highway:</b> Stage upgrade to increase dual carriageway length as part of the current jointly funded program to improve travel times, road safety, freight efficiency and traffic conditions on the Pacific Highway. (Funding includes Commonwealth and Restart NSW contributions).</li> </ul>	\$395m (NSW Government contribution in the 2014-15 financial year)	<b>Transport for NSW</b>
	<ul style="list-style-type: none"> <li><b>Princes Highway:</b> Upgrades to sections of the Princes Motorway/Highway to improve road safety, reduce travel time and improve local amenity. (Some projects include Commonwealth Government and Restart NSW funding contributions).</li> </ul>	\$1.1b over the next 10 years	<b>Transport for NSW</b>
	<ul style="list-style-type: none"> <li><b>Central Coast Roads:</b> Upgrades to key sections of the Central Coast road network to support population growth, reduce travel times, improve safety and enhance the critical freeway link between Sydney, the Central Coast and Newcastle. (Some projects include Commonwealth Government and Restart NSW funding contributions).</li> </ul>	\$70m (2014-15 financial year)	<b>Transport for NSW</b>
	<ul style="list-style-type: none"> <li><b>Hunter Roads:</b> Planning and investment for works to address localised impact of mining related activity and population growth. (Some projects include Commonwealth Government and Restart NSW funding contributions).</li> </ul>	\$43m (2014-15 financial year)	<b>Transport for NSW</b>

**Goal 3: Invest in economic infrastructure and connectivity**

Goal	Actions	Funding	Lead agency
<b>3.3 Support strategic and integrated planning of economic infrastructure</b>			
	<p><b>NSW Freight and Ports Strategy</b></p> <p>The aim of the Strategy is to provide a transport network that allows the efficient flow of goods to market. The Strategy plays an important role in supporting the economic development of Regional NSW by improving freight networks and access to markets. It seeks to guide investment and decision making to enhance freight logistics in NSW.</p>		<b>Transport for NSW</b>
	<p><b>Long Term Transport Master Plan</b></p> <p>Presents the NSW Government's 20-year vision for the delivery of a world-class public transport, roads and freight network to the State.</p>		<b>Transport for NSW</b>
	<p><b>Regional Transport Plans</b></p> <p>Provide the strategic direction for delivery of transport infrastructure and services in Regional NSW over the next 20 years. The plans include actions and projects that will deliver better transport services; ensure effective regulation; and improve transport infrastructure for communities in Regional NSW.</p> <p>Initiatives include:</p> <ul style="list-style-type: none"> <li>• improving NSW TrainLink and coach services</li> <li>• improving regional bus services</li> <li>• investing in the road network and improving road safety</li> <li>• improving public transport interchanges</li> <li>• ensuring adequate community transport services are provided</li> <li>• improving opportunities for walking and cycling.</li> </ul>		<b>Transport for NSW</b>

Goal 3: Invest in economic infrastructure and connectivity			
Goal	Actions	Funding	Lead agency
	As part of the plans, key project work that will benefit Regional NSW includes some of the following:		
	<ul style="list-style-type: none"> <li>• <b>Journey Reliability:</b> A program of works to support road network reliability across NSW. Works under this program include installation of overtaking lanes, flood mitigation and sealing of gravel roads.</li> </ul>	\$50m (2014-15 financial year across the State)	Transport for NSW
	<ul style="list-style-type: none"> <li>• <b>Country Passenger Transport Infrastructure Grants Scheme:</b> This annual grants scheme provides funding to organisations to improve public transport infrastructure in regional areas of NSW.</li> </ul>	Approximately \$1.7m (2013-14)	Transport for NSW
	<ul style="list-style-type: none"> <li>• <b>Community Transport:</b> Community transport is a collective name for a number of State and Federal funding schemes administered by Transport for NSW to procure transport that is aimed at reducing isolation and allowing people to live independently by providing access to their community. Community transport is the continuation of Transport for NSW's public transport commitment beyond route services and is where customer-centric innovation and service provider collaboration are the norm to maintain even basic levels of access.</li> </ul>	\$7.6m (2014-15)	Transport for NSW
	<ul style="list-style-type: none"> <li>• <b>Regional Transport Coordination Program:</b> Transport for NSW employs 11 Regional Transport Coordinators (RTCs) who are based throughout NSW. RTCs work in the community with customers, service providers and government agencies to understand transport demand for people who are transport disadvantaged, and then work with Transport for NSW and service providers to plan for and develop services to meet their needs. RTCs work across all modes of transport and use seed funding to deliver demonstration projects in communities where the demand for service needs to be tested.</li> </ul>	\$900,000 (2014-15)	Transport for NSW

Goal 3: Invest in economic infrastructure and connectivity			
Goal	Actions	Funding	Lead agency
	<b>NSW Local Infrastructure Renewal Scheme:</b> Aims to provide assistance to councils for specific loans to pay for the maintenance of infrastructure projects such as roads, community halls, libraries, paths, parks, sports fields and water facilities.	\$120m to 2025 (2011-2025)	<b>Office of Local Government (Department of Planning and Environment)</b>
	<b>Housing Acceleration Fund:</b> The HAF aims to drive growth in housing development and jobs in regional and metropolitan areas. It is a component of the <i>Building the State</i> Package.	More than \$300m in 2013-14 \$55.5m allocated to regional areas over four years from 2012-13	<b>Department of Planning and Environment</b>
	<b>Newcastle Urban Renewal Strategy:</b> Outlines a range of initiatives to encourage urban renewal and the revitalisation of Newcastle over the next 25 years.	\$460m (ongoing)	<b>Department of Planning and Environment</b>
	<b>Illawarra Urban Development Program:</b> Provides an evidence base to inform policy development relating to the delivery of housing in the Illawarra.	Funding not allocated	<b>Department of Planning and Environment</b>
	<b>Hunter Infrastructure Investment Fund:</b> The Fund is designed to enhance the Hunter's infrastructure, including transport, education, water, health and social infrastructure to support economic growth and enhance the liveability of the region.	\$350m	<b>Hunter Development Corporation</b>

## Goal 4: Maximise government efficiency and enhance regional governance

Goal	Actions	Funding	Lead agency
<b>4.1 Changing the way Government does business</b>			
	<p><b>Procurement Reform:</b> Since 2011, the NSW Government has introduced a number of changes to make it easier for businesses in Regional NSW to gain work with the Government.</p> <p>The NSW Government Procurement: Small and Medium Enterprises Policy Framework aims to increase government business opportunities, support competition and reduce administrative burden for small and medium enterprises. Under the policy, government agencies located in non-metropolitan areas can purchase goods and services valued up to \$5,000 (including GST) from local sources, without having to go through whole-of-government contracts.</p>		<b>Office of Finance and Services</b>
	<p><b>NSW Health Goods and Services Procurement policy</b> (Regional Sourcing component): This policy seeks to maximise opportunities for local suppliers while maintaining procurement principles.</p>		<b>NSW Health</b>
	<p><b>30-Day payment of accounts policy to small businesses:</b> Initiative aims to ensure payments to small businesses are made within 30 calendar days of receipt of a correctly rendered invoice (unless there is contractual agreement that stipulates alternative terms).</p>		<b>NSW Trade &amp; Investment</b>
	<p><b>Government Sector Employment Act 2013:</b> The GSE Act provides a new and streamlined statutory framework devoted solely to NSW Government sector employment and workforce management.</p>		<b>Public Service Commission</b>

**Goal 4: Maximise government efficiency and enhance regional governance**

Goal	Actions	Funding	Lead agency
	<p><b>GovDC and the ICT Service Catalogue</b></p> <p>The NSW Government Cloud Services Policy mandates agencies to evaluate cloud sourcing when making ICT procurements. The ICT Service Catalogue will provide greater opportunities for regional suppliers to offer as-a-service business solutions to government. Cloud based services are also offered through a marketplace in two government data centres, one of the new facilities in located in the Illawarra region.</p> <p><b>NSW ICT Strategy</b></p> <p>The NSW Government ICT Strategy sets out a plan to build capability across the public sector in support of better, more customer-focused service delivery, and to derive better value for the Government's \$2 billion annual investment in information and communications technology. The Strategy includes a comprehensive implementation plan, across seven priority areas, to achieve these outcomes. It aligns with key NSW Government priorities, including NSW 2021.</p> <p><b>Key service capabilities</b></p> <ul style="list-style-type: none"> <li>• Providing services anytime anywhere - citizens and business expect convenient and real-time services anywhere and anytime, increasingly through mobile devices.</li> <li>• Community and industry collaboration - using digital channels to interact with the community and industry in policy development, priority setting and service improvement.</li> <li>• Citizen-focused services - new and better services that deliver the 'whole service' from the citizen's perspective, rather than a 'government silo' perspective.</li> <li>• Better information sharing - improving the ability of government to efficiently share and analyse information between departments.</li> <li>• Financial and performance management - leveraging up to date and consistent information about the financial, service and business performance of agencies to drive improved decision making and effective and efficient service delivery.</li> </ul>		<p><b>Office of Finance and Services</b></p>

**Goal 4: Maximise government efficiency and enhance regional governance**

Goal	Actions	Funding	Lead agency
	<p><b>Service NSW Centres:</b> Service NSW is a 'one-stop shop' for access to state government transactions through a new digital service, a 24/7 phone service and one stop shops with extended trading hours. In 2013-14, Service NSW opened 12 centres in rural and Regional NSW and is planning to open a further eight in 2014-15.</p> <p>Customers can access more than 800 government transactions through Service NSW including car registration renewals, boat licence renewals, birth certificate applications, senior's cards, fishing licences, paying fines and more.</p> <p>The Government is working to make more transactions available online as well as introducing new digital initiatives such as LiveChat, a mobile app and more self-serve kiosks to save customers time and allow them to increasingly use their mobile or portable devices.</p>		<p><b>Treasury and Finance Cluster</b></p>
<b>4.2 Reduce regulatory costs and barriers to business</b>			
	<p><b>Red tape reduction target initiative:</b> Aims to reduce regulatory costs for business and the community by 20 per cent by 30 June 2015, which has been estimated as requiring reductions in regulatory burden of \$750m in annual terms by June 2015.</p>		<p><b>Department of Premier and Cabinet</b></p>
	<p><b>'One on, two off' policy:</b> Aims to ensure that the number of principal legislative instruments repealed is at least twice the number of new principal legislative instruments introduced; and the regulatory burden imposed by new principal legislative instruments within each portfolio is less than the regulatory burden removed by the repeal of principal legislative instruments from the same portfolio.</p>		<p><b>Department of Premier and Cabinet</b></p>

Goal 4: Maximise government efficiency and enhance regional governance			
Goal	Actions	Funding	Lead agency
	<p>The NSW Government has commissioned the <b>Independent Pricing and Regulatory Tribunal (IPART)</b> to undertake a range of reviews that identify red tape reduction opportunities.</p> <p>IPART is currently undertaking a review into licensing and local government ('Reforming Licensing in NSW and Local Government Compliance and Enforcement'). As part of this review, IPART has identified around \$300m of potential savings for business and the community by reducing red tape.</p>		<b>NSW Trade &amp; Investment, IPART</b>
	Other reforms aimed at delivering significant red tape savings for business and the community include the <b>National Electronic Conveyancing</b> , which allows easy online lodgement, and the <b>National Business Names Register</b> , which removes the need for businesses to register multiple times and pay multiple fees.		<b>NSW Trade &amp; Investment</b>
	<b>Guide to Better Regulation:</b> Supports the Government's commitment to cut red tape. The Guide outlines the requirements for best practice regulation making across Government, and assists agencies apply the seven better regulation principles to avoid the creation of red tape in new regulatory proposals and to reduce existing red tape as legislation is reviewed.		<b>Department of Premier and Cabinet</b>
	<b>Quality Regulatory Services Initiative:</b> Reforms to make it easier for business and individuals to engage with NSW regulators. Five key reforms introduced are: Regulators to enable electronic transactions; provide clarity in processing timeframes; provide transparent appeal mechanisms; promote a risk based approach to compliance and enforcement; and, require a greater focus on regulatory outcomes.		<b>Department of Premier and Cabinet</b>



<b>Goal 4: Maximise government efficiency and enhance regional governance</b>			
<b>Goal</b>	<b>Actions</b>	<b>Funding</b>	<b>Lead agency</b>
	<p><b>Targeted Review Program:</b> Program aims to reduce regulatory burden in five sectors – Housing Construction; Road freight; Clothing Retail; Print Manufacturing; and Cafes and Restaurants.</p> <p>This initiative seeks to identify cumulative regulatory burden from perspective of business and propose solutions. Regulatory responses will be tested against implications for Regional NSW.</p>		<b>Department of Premier and Cabinet</b>
	<p><b>Reform of the planning system (follows the Planning White Paper):</b> The NSW Government is currently pursuing improvements to the NSW planning system that aim to strengthen community consultation, improve strategic planning and allow quicker and more predictable development decisions to be made.</p>	\$20.9m (2013-14)	<b>Department of Planning and Environment</b>
	<p><b>Energy Market Reforms:</b> Implementation of electricity network reform in NSW has resulted in over \$5.4 billion in network savings over five years, savings that will be passed onto NSW households in the form of lower bills.</p> <p>In April 2014, NSW Government announced deregulation of electricity prices effective from 1 July 2014.</p>		<b>NSW Trade &amp; Investment</b>
<b>4.3 Reduce cross-border regulatory barriers to business</b>			
	<p><b>Initiatives to address cross-border issues:</b> In 2012 the NSW Government appointed a Cross Border Commissioner to provide advocacy for businesses, organisations and residents in border communities. The role aims 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.</p>		<b>NSW Trade &amp; Investment</b>

**Goal 4: Maximise government efficiency and enhance regional governance**

Goal	Actions	Funding	Lead agency
	<p><b>Automatic mutual recognition of certain licensed occupations in other jurisdictions:</b> In May 2014 the NSW Government introduced the <i>Mutual Recognition (Automatic Licensed Occupations Recognition) Bill 2014</i> into the NSW Parliament.</p> <p>The Bill provides for certain licensed occupations, such as electricians, to carry out their trade in NSW on the basis of the licence they hold in their home State. It proposes a low cost model for labour mobility, which will make it easier to do business in NSW and drive economic growth in regional border communities.</p>		<p><b>NSW Fair Trading</b></p>
	<p><b>National Legal Profession Reform:</b> A new framework for practising law in NSW. From early 2015, the Legal Profession Uniform Law will change the way the legal profession is regulated in NSW. It will create a common legal services market across NSW and Victoria, encompassing almost three quarters of Australia's lawyers.</p> <p>The scheme aims to harmonise regulatory obligations while retaining local performance of regulatory functions.</p> <p>The new law will:</p> <ul style="list-style-type: none"> <li>• regulate the legal profession across the two States, including admission to the Legal profession and professional discipline issues</li> <li>• reduce regulatory and compliance costs and provide new, low cost ways to resolve service complaints and costs disputes with law firms quickly and informally.</li> </ul> <p>The uniform legal profession reforms began as a Council of Australian Governments (COAG) initiative in 2009.</p>		<p><b>Attorney General and Justice</b></p>

**Goal 4: Maximise government efficiency and enhance regional governance**

Goal	Actions	Funding	Lead agency
<b>4.4 Improve integration, coordination and alignment of policies and programs</b>			
	<p><b>Strategic Centre Initiative:</b> Clarifying the functions, responsibilities and accountabilities of each central agency, this initiative is changing how central agencies work together to add value to the activities of line agencies and other external stakeholders which are delivering services to the community. Efforts continue to reduce internal red tape and a baseline satisfaction survey of government sector executives is being used to monitor progress.</p>		<p><b>Department of Premier and Cabinet</b></p>
<b>4.5 Increase visibility, transparency and accessibility of regional program data</b>			
	<p><b>Financial Management Transformation Program (FMT):</b> A NSW Public Sector reform program. It comprises a multi-year program of activity, including policy and IT changes, which will establish a modern financial management framework for the sector.</p> <p>The FMT is a major part of NSW Treasury's response to fulfilling its responsibility under NSW 2021 plan to 'Rebuild State Finances'. It works within a sector wide governance structure and operates from a principle of collaboration.</p>		<p><b>NSW Treasury</b></p>
	<p><b>NSW Government Open Data Policy:</b> Seeks to make appropriate government data available to industry and the community. The purpose of the NSW Government Open Data Policy is to simplify and facilitate the release of appropriate data by NSW Government agencies, create a practical policy framework that enables high-value datasets to be released to the public, help agencies in understanding community and industry priorities for open data and support compliance with GIPA legislation.</p> <p>The NSW Government launched the Open Data Dashboard on 22 July 2014 to better help the community engage with NSW Government data. <a href="http://Data.nsw.gov.au">Data.nsw.gov.au</a> is the single portal to access government data and the dashboard provides a new way for people to see what is available and how it can be used.</p>		<p><b>Office of Finance and Services</b></p>

Goal 4: Maximise government efficiency and enhance regional governance			
Goal	Actions	Funding	Lead agency
<b>4.6 Support local decision making</b>			
	<b>Decade of Decentralisation policy:</b> Includes initiatives that aim to decentralise and localise government decisions.		<b>NSW Trade &amp; Investment</b>
	<b>Reform of the planning system (follows the Planning White Paper):</b> The NSW Government is currently pursuing improvements to the NSW planning system that aim to strengthen community consultation, improve strategic planning and allow quicker and more predictable development decisions to be made.	\$20.9m (2013-14)	<b>Department of Planning and Environment</b>
	<b>Fit for the Future:</b> A program to help local councils become fit for the future, develop strong regional collaboration and reduce regulation and red tape.	Up to \$1b, including \$258m to support NSW councils who wish to merge	<b>Office of Local Government (DP&amp;E)</b>
	<b>Local Land Services (LLS):</b> Launched in January 2014, this initiative aims to deliver quality, customer-focussed services to farmers, landholders and the community across rural and Regional NSW.  LLS bring together agricultural production advice, biosecurity, natural resource management and emergency management into a single organisation. LLS has a local focus, is run by local people, and employs local people e.g. vets, rangers, livestock, agronomy and natural resource management advisors.	\$61m allocated in 2014-15 State Budget	<b>Local Land Services</b>
	<b>Local Decision Making (OCHRE):</b> Provides Aboriginal communities greater control of government services in their communities, through moving along a pathway of self-governance toward enhanced local management, decision making power and authority.		<b>Aboriginal Affairs</b>

**Goal 4: Maximise government efficiency and enhance regional governance**

Goal	Actions	Funding	Lead agency
	<p><b>Amendments to the Aboriginal Land Rights Act 1983:</b> The NSW Government recently introduced the Aboriginal Land Rights Amendment Bill 2014 into Parliament. The Bill contains amendments to the <i>Aboriginal Land Rights Act 1983</i> (ALRA) arising from a five yearly Statutory Review of the ALRA commencing in December 2011. The Bill covers reforms in the key areas of Aboriginal land claims, management of Aboriginal land council housing and the regulatory framework for Aboriginal Land Councils, including new provisions regulating the business enterprises and investments of Aboriginal Land Councils.</p>		<p><b>Aboriginal Affairs</b></p>