

# *A new direction for NSW*





**NSW**  
Government

## November 2006

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Premier's Department

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# Foreword by the Premier



New South Wales is one of the best places in the world to work, raise a family and enjoy life. Like millions of others, I have lived and worked in this great State my entire life.

This State Plan is about making NSW even better.

It reflects the hopes and goals of people across NSW for the future of our State. More than 4,000 groups and individuals shared their views as part of the draft State Plan consultation process.

This Plan now supports a vision for NSW in which:

- Our police and justice systems keep people safe and communities harmonious so we can live together without fear
- Our health system provides fair and speedy access, and focuses more on keeping people out of hospital
- Our schools and TAFEs are places where everyone can realise their potential not just those with academic ambitions
- Our transport system is defined by its safety and reliability
- Our support for the most disadvantaged is built on principles of fairness and opportunity
- Our economy grows stronger, and builds upon the existing cooperative relations between employees and business
- Our water supply is secure
- Our power supply is assured, with more use of green power
- Our cities and towns are great places to live as well as work and provide a wide range of opportunities to keep a good work/life balance.

In some areas we will be able to make progress quickly; in others we will have to make a stronger effort.

I won't shy away from striving for the best outcomes for the people of New South Wales. There is always more to do, but this State Plan points us in the right direction.

I thank everyone who took the time to contribute to the Plan. I encourage you to read the Plan in full and join us as we embark on the task of making it happen.

Morris Iemma  
Premier









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# Contents

# Introduction

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The NSW Government has a profound impact on the lives and the opportunities of the nearly seven million people of NSW:

- Police, justice and emergency services give us confidence in our personal safety and in the security of our property
- Education, community and health services ensure we all have the opportunity to succeed economically and participate in our communities
- Safe and reliable roads and public transport improve our ability to participate in work, learning and recreation
- Specialist services – including disability services, public housing, child protection, aged services and mental health services – provide support and assistance to reduce the disadvantages faced by the most vulnerable in our community
- Physical infrastructure such as ports and roads, and industry services such as agronomy and export development, helps our industries continue to grow and provide skilled jobs
- Water and electricity utilities ensure that households and businesses have reliable access to basic necessities
- The regulatory framework protects public health, food safety and workplace and building safety, and promotes fair trading and good relationships between landlords and tenants
- Planning and environmental protection authorities help deliver attractive and sustainable development
- Support for artistic, cultural and sporting endeavours provides opportunities for recreation, achievement and the simple enjoyment of life.

The provision of these services – and many more – is a large and complex undertaking. In the current year it will involve recurrent expenditure of \$43 billion and the investment of \$10 billion in infrastructure. It involves the efforts of around 300,000 teachers, nurses, police officers and other State Government employees. The NSW Government also relies on partnerships with the Commonwealth, local government, non-government organisations and business to achieve improved outcomes for the people of NSW.

Managing this large and complex undertaking is a significant challenge. On behalf of the community, Government must reconcile competing demands in an environment of constant social and economic change.

We face many challenges, including:

- The pressures an ageing population will place on some Government services
- Economic competition from emerging economies in our region
- Pockets of entrenched disadvantage in our communities
- Environmental challenges, particularly climate change and drought
- Planning challenges arising from continuing population growth
- The Commonwealth's unfair distribution of GST revenues.

However, we also have many opportunities, including:

- The potential to engage a large, healthy group of retirees in the community
- The economic opportunities arising from growth in developing countries in our region and our robust, broad based and highly productive economy
- Cooperation with the Commonwealth to increase the potential for people with disabilities and people with mental illness to participate more fully in employment and the community
- The drive and ambition of thousands of new arrivals in NSW every year.

**The State Plan marks a profound shift in the way Government approaches these challenges and opportunities.**

Its purpose is clear – to deliver better results for the community from NSW Government services.

The Plan does this by setting clear priorities for Government action, with challenging targets for improvement to guide decision making and resource allocation. In addition, it sets out how we will work to deliver on the targets under this Plan, with fundamental reforms to Government accountability and reporting. This will assist in driving prioritisation and implementation.

The NSW State Plan is set out in terms of five areas of activity of the NSW Government:

- **Rights, Respect and Responsibility** – the justice system and services that promote community involvement and citizenship
- **Delivering Better Services** – the key areas of service delivery to the whole population (health, education, transport)
- **Fairness and Opportunity** – services that promote social justice and reduce disadvantage
- **Growing Prosperity Across NSW** – activities that promote productivity and economic growth, including in rural and regional NSW
- **Environment for Living** – planning, environmental protection, and arts and recreation.





# State Plan: A New Direction for NSW

## RIGHTS, RESPECT AND RESPONSIBILITY

### OUR GOALS

#### Keeping People Safe

### OUR PRIORITIES

**R1** Reduced rates of crime, particularly violent crime.

**R2** Reducing re-offending.

#### Building Harmonious Communities

**R3** Reduced levels of antisocial behaviour.

**R4** Increased participation and integration in community activities.

## DELIVERING BETTER SERVICES

### OUR GOALS

#### Healthy Communities

### OUR PRIORITIES

**S1** Improved access to quality healthcare.

**S2** Improve survival rates and quality of life for people with potentially fatal or chronic illness through improvements in health care.

**S3** Improved health through reduced obesity, smoking, illicit drug use and risk drinking.

#### Students Fulfil Their Potential

**S4** Increasing levels of attainment for all students.

**S5** More students complete Year 12 or recognised vocational training.

#### A High Quality Transport System

**S6** Increasing share of peak hour journeys on a safe and reliable public transport system.

**S7** Safer roads.

#### Customer Friendly Services

**S8** Increased customer satisfaction with Government services.

## FAIRNESS AND OPPORTUNITY

### OUR GOALS

#### Strengthening Aboriginal Communities

### OUR PRIORITIES

**F1** Improved health and education for Aboriginal people.

#### Opportunity and Support for the Most Vulnerable

**F2** Increased employment and community participation for people with disabilities.

**F3** Improved outcomes in mental health.

#### Early Intervention to Tackle Disadvantage

**F4** Embedding the principle of prevention and early intervention into Government service delivery in NSW.

**F5** Reduced avoidable hospital admission.

**F6** Increased proportion of children with skills for life and learning at school entry.

**F7** Reduced rates of child abuse and neglect.

## GROWING PROSPERITY ACROSS NSW

### OUR GOALS

#### NSW: Open for Business

### OUR PRIORITIES

**P1** Increased business investment.

**P2** Maintain and invest in infrastructure.

**P3** Cutting red tape.

**P4** More people participating in education and training throughout their life.

**P5** AAA rating maintained.

#### Stronger Rural and Regional Economies

**P6** Increased business investment in rural and regional NSW.

**P7** Better access to training in rural and regional NSW to support local economies.

## ENVIRONMENT FOR LIVING

### OUR GOALS

#### Securing Our Supply of Water and Energy

### OUR PRIORITIES

**E1** A secure and sustainable water supply for all users.

**E2** A reliable electricity supply with increased use of renewable energy.

#### Practical Environmental Solutions

**E3** Cleaner air and progress on greenhouse gas reductions.

**E4** Better environmental outcomes for native vegetation, biodiversity, land, rivers and coastal waterways.

#### Improved Urban Environments

**E5** Jobs closer to home.

**E6** Housing affordability.

**E7** Improve the efficiency of the road network.

**E8** More people using parks, sporting and recreational facilities and participating in the arts and cultural activity.

#### OUR TARGETS

- Reduce property crime by 15% by 2016.
- Reduce violent crime by 10% by 2016.
- Reduce re-offending by 10% by 2016.
- Reduce problems with louts, noisy neighbours, public drunkenness and hoons.
- Increase participation in volunteering, sports, cultural and artistic activity especially for people from low income, non-English speaking and Aboriginal communities.

#### OUR TARGETS

- Achieve national benchmarks for timely access to emergency departments and surgical treatment by 2008.
- Increase survival rates from serious illness.
- Reduce smoking rates by 1% each year. • Hold the proportion of people using illicit drugs below 15%.
- Stop the growth in childhood obesity. • Reduce risk drinking to below 25% by 2012.
- Reduce the number of low performing students in literacy and numeracy by 30% by 2016.
- Increase the number of primary and secondary students exceeding national proficiency benchmarks for literacy and numeracy by 15% by 2016.
- Increase the proportion of students completing Year 12 or recognised vocational training from 82.7% to 90% by 2016.
- Increase public transport share of trips made to and from the Sydney CBD to 75%.
- Increase the journeys to work in the Sydney metropolitan region by public transport to 25% by 2016.
- Consistently meet public transport reliability targets for all forms of public transport.
- Road fatalities continue to fall relative to distance travelled.
- Measure, report and improve customer satisfaction with Government services.

#### OUR TARGETS

- Improve Aboriginal primary school numeracy and literacy rates.
- Reduce unnecessary hospital admissions for Aboriginal people by 15% over 5 years.
- Increase employment rates for people with a disability.
- Increase community participation rates for people with a disability.
- Reduce readmissions to mental health facilities.
- Increase employment rates for people with a mental illness.
- Increase community participation rates of people with a mental illness by 40% by 2016.
- Set targets and benchmark agency performance on early intervention by 2009.
- Unnecessary hospital admissions reduced by 15% over five years.
- Set targets for school readiness by 2008.
- Reduce rates of child abuse and neglect in NSW.

#### OUR TARGETS

- Increase business investment in NSW.
- Increase tourism in NSW by 10 million visitor nights by 2016.
- Maintain average growth of 4.6% in capital expenditure.
- Develop and report measures of infrastructure maintenance effectiveness.
- Reduce the regulatory burden on business.
- Implement a new regulatory 'gate keeping' process.
- Increase participation in vocational education and training from 11.7 to 16% by 2016.
- Maintain AAA credit rating.
- Set and achieve regional business growth targets.
- Increase regional participation in vocational education and training from 228,000 to 300,000 by 2016.

#### OUR TARGETS

- Meet performance standards for service reliability and water quality.
- Increase water recycling both in Sydney and regional centres.
- Improve efficiency of water use.
- Restore water extraction from rivers to sustainable levels.
- Achieve electricity reliability for NSW of 99.98% by 2016.
- Achieve 15% renewable energy consumption by 2020.
- Meet national air quality goals in NSW.
- Cut greenhouse emissions by 60% by 2050.
- Meet NSW Government targets for protection of our natural environment.
- Increase the number of people who live within 30 minutes of a city or major centre by public transport in metropolitan Sydney.
- Ensure a supply of land and a mix of housing that meets demand.
- Maintain current travel speeds on Sydney's major road corridors despite increase in travel volumes.
- Increase visits to State Government parks and reserves by 20% by 2016.
- Increase participation in sporting activities by 10% by 2016.
- Increase visits to and participation in the arts and cultural activity 10% by 2016.

The State Plan sets out the goals that the community wants the NSW Government to work towards through these five areas of activity. These expectations were identified through the comprehensive community consultation on the draft Plan.

The Plan identifies specific, measurable priorities for Government action that will help us achieve each of the results over the next 10 years. These 34 priorities will drive the actions and decisions of Government.

Targets have been set for each of the priorities where possible. In some cases, target setting will only be able to occur once data is available. Our targets will be used to drive the public sector to deliver. In many areas the Government does not have full control of the factors that will help us meet the targets, so there is a clear risk that not all targets will be met. However, we are fully committed to working with our partners and the community to do our part to achieve the targets we have set.

After each target we have identified the 'actions we are already committed to' – that is, the existing, funded programs and policies that are already in place which will help us meet the targets.

'New directions we will consider' are also identified after some priorities. These highlight potential changes to the focus of, and approach to, service delivery. These require detailed consideration and analysis of costs and benefits and will be subject to funding approval through the Budget Committee, but they point the way for policy and program development effort.

This is a 10 year plan for change. Not everything will happen immediately. In some cases change may not be possible until the latter half of the plan due to the need to carefully analyse the evidence or to implement significant reforms. It is also important to maintain flexibility. Needs and priorities can change suddenly, particularly with the emergence of new challenges. For example, a serious bird flu outbreak could drive a significant reprioritisation of efforts and mean delays in progressing other areas under the Plan.

In most cases, reforms or new programs will be funded from existing resources. Difficult decisions will need to be made to stop activities that do not contribute effectively to the priorities. By articulating the priorities that the community has supported, and the measures and targets that will be used to assess progress, the State Plan enables Government to assess competing priorities and make decisions that best reflect the desires of the community.

The State Plan provides for a new era of accountability for Government Ministers and public sector agencies. The State Budget will be aligned with the priorities. State Government Chief Executive Officers will have performance agreements with the Premier and will be assessed on their delivery and collaboration on the priorities. Other Government plans will be integrated with the State Plan.

Accountability to the public will also be enhanced. Ministerial responsibilities for each priority will be clear and public. Performance data on the priorities will be published on the internet as soon as they are available. The Government will also publish a State Plan Annual Report every year. The Report will provide interpretation of the results and will identify emerging challenges and new programs and strategies that are being introduced. This Report will provide an opportunity for the community to understand the context of reported performance. The successes and areas of improvement noted in this Plan will feed back into the budget process and establish the priorities and funding arrangements for the following year.



The State Plan is linked to a series of related Government plans and strategies as illustrated on pages 10 and 11. The State Plan reinforces and in some cases re-iterates the targets of current plans.

The NSW State Plan is not just a plan for the NSW Government; it is a plan to engage the whole community in helping us respond to the challenges and opportunities we all face. The Plan sets targets for the whole community, with specific priorities for rural and regional NSW, Aboriginal people and people with disabilities or mental illness. The Plan recognises that different strategies will be required to deliver the community-wide results for these and other groups with particular needs or challenges – such as older people, women, youth, families and people from diverse backgrounds.

The NSW State Plan sets ambitious goals that will be hard to meet. There are many factors outside the control of State Government that could hinder our progress. However, by working together, with a clear sense of purpose, we believe these goals are achievable and will deliver a better future for the people of NSW.

## Core Government activities

Not every function of Government is covered by the State Plan priorities. Many of those not addressed remain essential, core responsibilities of Government.

For example, Government remains responsible for protecting people in emergency situations, managing the civil justice system, operating a State industrial relations system and supporting farmers in times of drought.

Some of these core responsibilities can make a significant contribution to the State Plan priorities. For example, encouraging participation of under-represented groups in the Rural Fire Service and State Emergency Service could strongly support the priority under 'Building harmonious communities' of 'Increased participation and integration in community activities'.

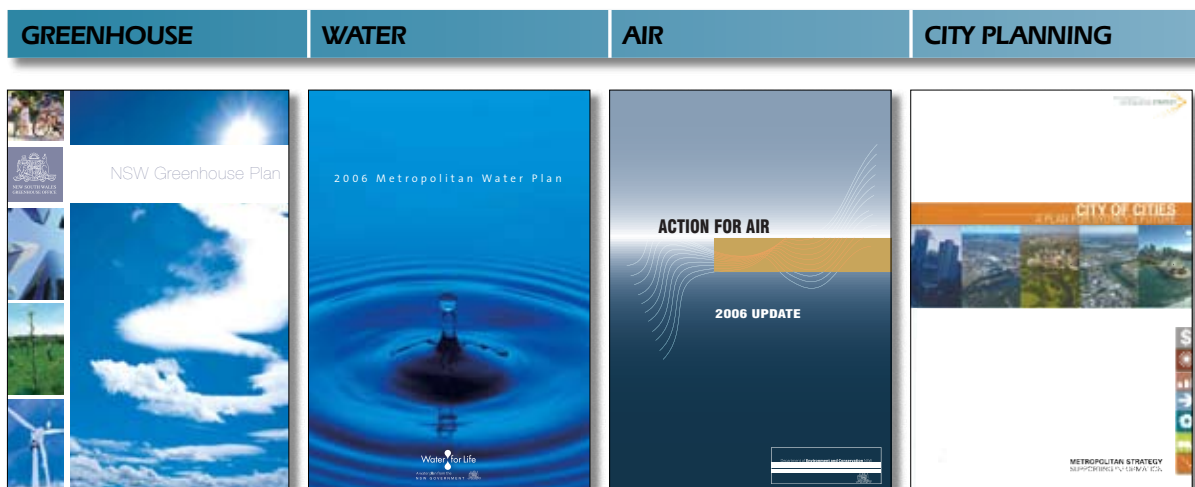
Similarly, while specific priorities have been identified under each goal, there are other core services that are critical to achieving the goals we are seeking. For example, social housing, housing assistance and home care services can be significant contributors to improving 'Fairness and Opportunity'.

Other functions of Government play key enabling roles. Managing the Cabinet process, inter-governmental negotiations, back office functions and revenue collection are essential to the workings of Government. Such activities will continue to be scrutinised to ensure they are operating as efficiently as possible.

However, some programs and functions will be identified that are neither core responsibilities of Government nor effective contributors to the key priorities. These programs and activities will need to be carefully reviewed to determine whether the resources devoted to these programs could be better applied to the State Plan priorities or the priorities of other related Government plans.

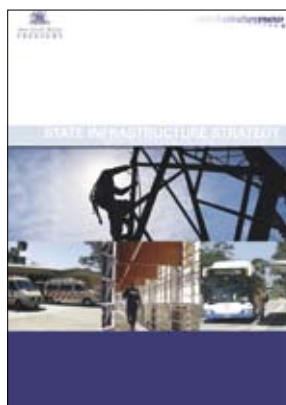


# Relationship of the State Plan to other Government plans and strategies

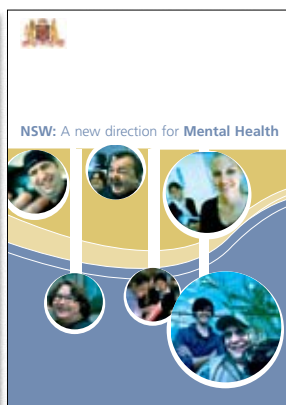




## INFRASTRUCTURE



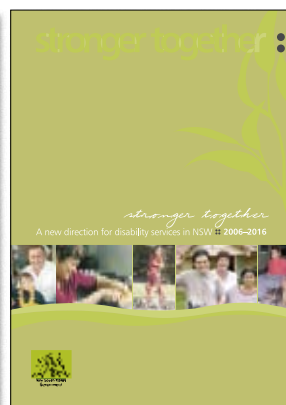
## MENTAL HEALTH



## ABORIGINAL



## DISABILITY SERVICES



## New Plans

### HEALTH PLAN

### URBAN TRANSPORT STATEMENT

### INNOVATION STRATEGY

### RENEWABLE ENERGY





# Chapter 1



The NSW State Plan reflects the hopes and aspirations, and incorporates the wisdom and experience, of the NSW community.

The launch of the draft State Plan in August 2006 was followed by an extensive community consultation process to gather feedback on the priorities and strategies in the draft document. This process provided opportunities for the community to have their input and directly engage with Government Ministers and the senior leadership of the public service. It deliberately went beyond simply consulting with the official spokespeople and structures and reached out and communicated with the wider community.

The consultation process provided detailed feedback on the issues on which the community want the Government to focus its efforts. There was strong endorsement for developing a State Plan and a clear message that the community will judge the Government on its ability to deliver real progress.

The process also provided an opportunity for people to make critical comments. This was an important, democratic feature of the process. It allowed Ministers and officials to hear about people's frustrations and disappointments first hand.

As a consequence of the extensive consultation, a number of key changes have been made to the draft NSW State Plan to better reflect what the community wants from the Plan. These include a number of new priorities and revisions to draft priorities as well as a detailed chapter on how this Plan will be implemented. We have also added a chapter that reviews the key challenges for the State Plan in each region.

# What the Community told Us

# An overview of the process

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In total, around 4000 people and organisations provided direct feedback on the State Plan, while around 50,000 people visited the State Plan website during the consultation process.

## Community forums

31 forums were held across NSW from August 15 to September 13, 2006. Of these, 19 were held in regional centres while 12 were held in the Sydney metropolitan area.

Each forum comprised three separate meetings. The first was with Mayors and other local government representatives from the area. This was followed by a meeting with members of the community who were randomly selected for invitation. The final meeting was with a mix of local community leaders such as religious leaders, the heads of sporting and recreational groups and representatives of local non-government organisations.

The forums were attended by dozens of Mayors, over 1000 community members and over 750 community leaders.

## Peak representative forums

Representatives from the state's top 100 peak groups attended a forum on August 25 to provide input into the Plan. The forum brought together some of our leading community voices in the fields of economic development, natural resources, the environment, transport, human services, arts, sport and criminal justice.

Two separate forums were also held with representatives of culturally and linguistically diverse communities in Sydney, and meetings were also held with the NSW Youth Advisory Council and the NSW Student Representative Council. State Government agencies also conducted their own consultations with their stakeholder groups. For example, the Department of Aboriginal Affairs held meetings with Aboriginal community representatives in regional NSW including Wagga Wagga, Albury, Bourke, Brewarrina and Weilmoringle, Inverell and Port Macquarie.

## Submissions and feedback

Groups and individuals could also prepare written submissions on any aspect of the draft State Plan and over 300 detailed submissions were received.

A State Plan website was created to provide an outlet for downloading a copy of the draft Plan, or requesting a hard copy, and for completing a feedback form, 1247 feedback forms were completed.

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# What the



## Community feedback

At every forum and on the website, people were asked to respond to the same five questions:

1. What is the NSW Government doing well in your area?
2. What could the NSW Government be doing better?
3. What do you see as the major challenge facing your area in the next 10 years?
4. Of the 29 priorities outlined in the draft State Plan, which are the most important?
5. Do you have any other comments on the draft State Plan?

All submissions were recorded and each one was reviewed and analysed to ensure that all ideas were considered.

We expected to hear critical observations in this process, but Government must be open to criticism and willing to learn from it. Overall, we were impressed by the informed and constructive nature of many of the comments received.

There was strong support for the development of a 10 year plan for the State that brings together the priorities and strategies of Government in one place. There was also positive feedback on the community consultation process with many people expressing their appreciation for being given a say on the key issues in their area and for the State. In particular, people welcomed the community forums being held in all parts of NSW. Many people expressed the hope that the Plan would be fully implemented across all Government agencies and would be closely integrated with other Plans and strategies across Government.



# Community told Us

## Government performance

The feedback on Government performance indicated that many people were satisfied with the performance of their local services such as schools and hospitals. Others raised particular local concerns. Some expressed the view that services were heading in the right direction but need to continue to improve.

The community generally welcomed the significant program of urban and regional road building over the last 10 years but some locations raised specific road quality or localised congestion challenges. Education and health services both received many positive comments, often based on personal experience. There were many mentions of the care and professionalism of front line staff in our hospitals, schools and other public services. There was recognition of existing service levels and outcomes currently being achieved, but also concerns about our ability to meet new and increasing demands.

The areas where the community most clearly wanted to see improvements were public transport and water. These concerns have been responded to with clear priorities in this State Plan. There are also significant investments planned to address these concerns. These have already been announced in the State Infrastructure Strategy and the Metropolitan Water Plan and will soon be detailed in the Premier's Urban Transport Statement.



# What the

## Challenges ahead

Key concerns for the future were the environment and the provision of infrastructure that support both economic growth and high quality Government services. This reflected a strong sense that we need to work together to ensure we build a better quality of life for the future.

## Ranking of the priorities

The number one ranked priority from the draft Plan was access to quality health services, indicating the importance that the community places on access to high quality health care. There was strong support for priorities to reduce crime and promote harmonious communities indicating the high value we all place on keeping NSW a relatively safe place to live.

In city areas, there was high support for public transport due to its importance to our mobility, the economy, reducing road congestion and the environment. In contrast, rural and regional areas indicated that their overwhelming priority after health care was economic growth through business investment and the development of the local skills base.

The top five priorities from the draft Plan, as ranked by the community were:

1. Health services meet key national benchmarks for access and quality
2. Public transport meets reliability and safety targets
3. Reduce rates of crime
4. More harmonious communities through increased community participation
5. Cleaner air that meets national air quality standards and progress towards greenhouse gas reduction.



# Community told Us

# Acting on the feedback

The community feedback has driven a number of changes to the NSW State Plan. These changes can be grouped into two areas:

## A focus on implementation

The community wants the Government to show how it will deliver the Plan. Many submissions asked what would be different about the follow up and reporting processes of this Plan. A number of people wanted to see how the Plan would link to existing and future plans in specific Government agencies or locations. Rural and regional communities wanted to know that the Plan would be delivered not just in Sydney, but right across the State. They wanted to know how they would be able to hold Government accountable locally.

In response, the State Plan now includes significant implementation detail in both chapter seven and chapter eight. Chapter seven delivers on the promise in the draft State Plan that the 'machinery of Government will be realigned to ensure that the focus is on achieving the priorities in the Plan'. It sets out significant reforms to structures of accountability within Government and details the ongoing reporting regime. Reforms to budgeting and planning processes are also detailed. Chapter eight examines local delivery. It provides a summary of the key issues across the regions and identifies how Government will operate at the regional level to address those priorities.

## Changes to priorities

The NSW State Plan includes eight new priorities that are based on feedback from the community. They replace two draft priorities that have been incorporated within the new priorities:

### ■ A secure and sustainable water supply for all users

This priority has been separated from the priority for energy supply reliability in response to the significant community concern regarding water supply. The sustainability of the water supply through recycling, efficient use, and conservation has been explicitly incorporated

### ■ Better access to training in rural and regional NSW to support local economies

We received strong feedback that regional and rural areas rely on local skills development in order to stay competitive and attract investment

### ■ Maintain and invest in infrastructure to support our growing economy

This priority reflects the concern that many expressed regarding the need to properly maintain existing infrastructure and invest for the future. This priority includes the concerns that many raised regarding road infrastructure as well as other forms of infrastructure

# What the

■ **Cutting red tape**

This priority replaces the draft priority 'A higher productivity economy'. We received clear feedback that in order to grow the level of business investment and increase productivity, Government needed to focus on reducing complexity and increasing predictability and speed across its regulatory regime

■ **Improved outcomes in mental health**

There was strong community support for the Government's recent commitments in mental health. It was considered appropriate to dedicate a specific priority to this issue

■ **Improve the efficiency of the road network**

This priority responds to concerns regarding roads. It incorporates the draft priority to increase the proportion of containerised freight carried on rail

■ **Improved health and educational outcomes for Aboriginal people**

We received strong feedback that the NSW Government needs to explicitly aim to reduce the disadvantages faced by the Aboriginal people of NSW

■ **Improve survival rates and quality of life for people with potentially fatal or chronic illness through improvements in health care**

Many community members commented on the quality of care they or a family member had received. It is important to maintain our focus on providing a health care system that meets the needs of seriously ill people.



# Community told Us



Two priorities from the draft State Plan have been removed from the final State Plan, but elements of them remain key strategies for delivering our goals:

■ **A higher productivity economy**

We received feedback from business groups that productivity is driven by a range of factors, many of which are outside the control of Government. By contrast, regulatory reform that reduces red tape and promotes competition can drive productivity and support increased business investment. On this basis, the priority was replaced with a priority on red tape reduction

■ **Increased proportion of freight on rail**

This priority received mixed feedback. It was quite popular in some areas, particularly in web submissions, but not in others. There was some confusion on this priority. When it was understood that the focus was on containerised freight, this priority was not strongly supported in regional areas. Through discussions in the community forums it became clear that this priority was supported as a means of achieving cleaner air and reduced urban congestion in city areas, and improved road quality in regional areas. By introducing new priorities on congestion and infrastructure maintenance, this priority was no longer essential. It remains a key strategy in achieving these priorities.

## Revised priorities and language

Many of the priorities have been amended to reflect the focus of the community. Some key changes include:

■ **Increased participation and integration in community activities**

This reflected strong feedback that people want a community where all members of the community participate together in a range of activities. This reflects a desire to foster greater understanding between groups by increasing the opportunities to interact and create friendships

■ **More students completing Year 12 or accredited vocational education**

This change was made to respond to feedback that vocational education should be recognised as an appropriate option for many students. It captures a strong community feeling that the education system should help all students fulfil their potential



# What the

#### ■ Increased levels of attainment for all students

This priority responds to feedback that the focus of the school system should be on both raising the standards of proficient students as well as specifically helping to improve the performance of students who are struggling to reach basic benchmarks

#### ■ Fairness and opportunity

This group of priorities were formerly in the Service Delivery chapter. Due to strong demand that efforts to overcome disadvantage and promote social inclusion be recognised, they have been assigned their own chapter (Chapter 4). The notion of 'fairness' and 'opportunity' have been added to make explicit the Government's commitment that such services must be designed in order to maximise opportunities for community participation and control of one's own future

#### ■ Rights, respect and responsibility

This area of activity has been renamed in response to feedback that our rights are important to protect. The community generally welcomed the recognition of this section that with rights come responsibilities and an expectation of mutually respectful behaviour

#### ■ Housing affordability

This priority has been renamed from 'targets for housing and land supply achieved' to reflect the community's concerns regarding housing affordability. Respondents recognised that many of the factors that influence housing affordability are beyond the control of State Government, however the State can play a role by itself and in cooperation with other levels of government, in particular by ensuring a sufficient supply of housing and land and by supporting a strong social housing sector.

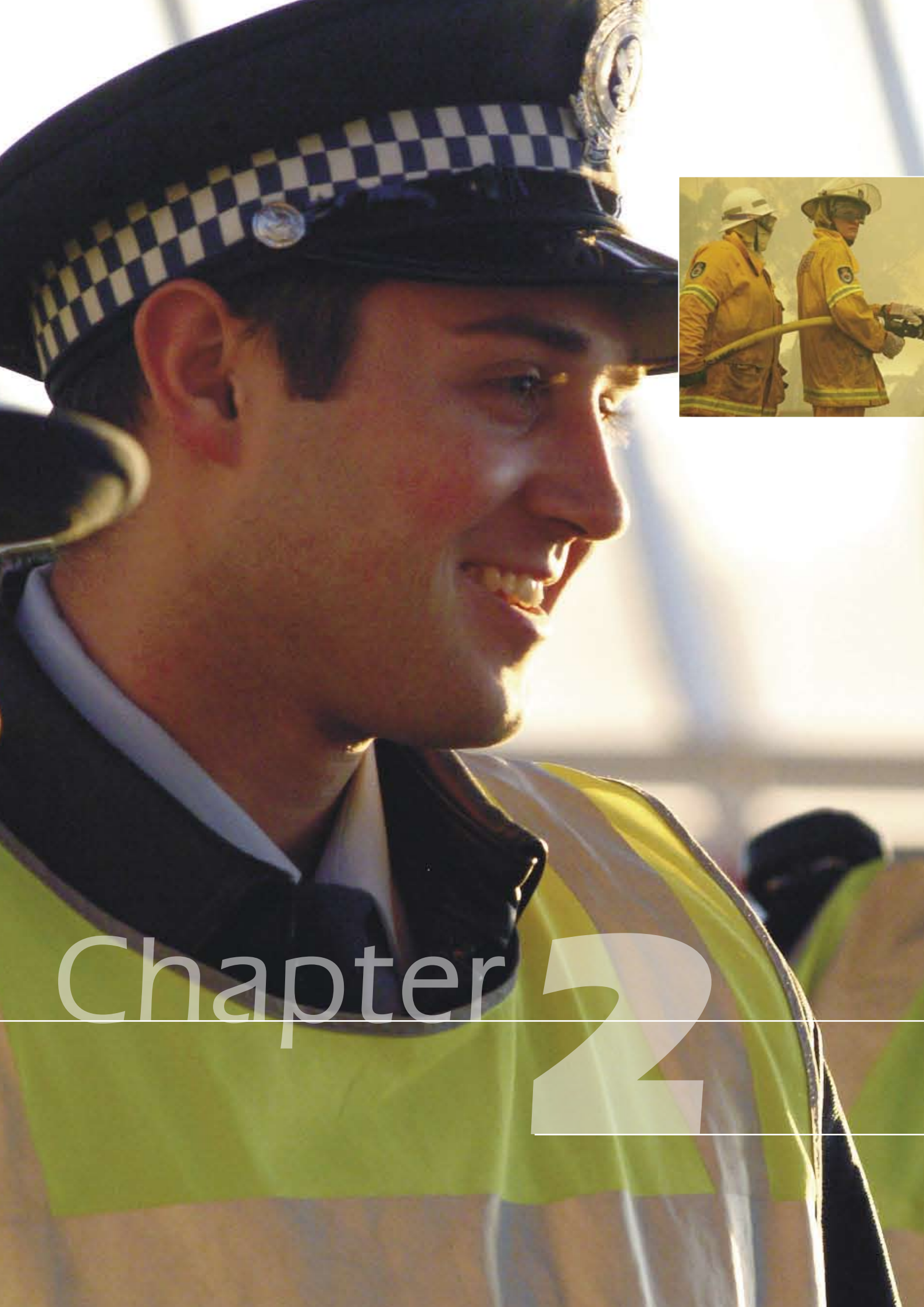
These changes are not the sum of the responses to the community feedback. Many of the individual priorities include actions or new directions that are based on feedback received.

The community consultations were a valuable exercise in getting feedback from people throughout NSW on what is important in their area and how the Government can address the issues identified. The community forums in particular were an enriching opportunity for Government Ministers and senior public servants to engage with people and jointly work through options and ideas.



# Community told Us





# Chapter 2



We all want NSW to be a safe and just society where the rule of law prevails.

The most basic responsibility of Government is to make and enforce laws that protect its citizens and their property. Strong, effective laws and a well resourced, professional police force are essential to protect the people of NSW from violence and theft. The justice system supports the rights of victims and works to rehabilitate offenders.

A successful community does more than simply protect its citizens. Thriving communities also create an atmosphere of harmony and trust.

Rates of crime have fallen consistently for the last several years. Across NSW, our communities and public spaces are neighbourly, welcoming places. We have achieved profound success in creating a society where people from all over the world generally live in harmony with each other. However, there is a minority of people in our society who disrupt this harmony through anti-social and criminal behaviour.

# Rights, Respect and Responsibility



We aim to continue to reduce crime, especially violent crime, and increase the degree of cohesion in the community by supporting communities in building harmony.

Our goals are:

- **Keeping people safe** through reduced rates of crime, particularly violent crime and reduced re-offending
- **Building harmonious communities** through reduced rates of anti-social behaviour and increased participation and integration in community activities.

There was very strong support for and a high level of confidence in the NSW Police force. The community also supported the Government's recent focus on tackling anti-social behaviour and domestic violence.

The community told us they would like to see a higher level of visible policing on the streets, stronger penalties to deter offenders and an increased focus on strategies that would help address the underlying causes of crime and stop people from re-offending.

Discussions with various peak groups in NSW identified a number of additional issues. In particular, there were calls for better coordination between justice and human service sectors, between Government agencies, between State and local governments, and between Government and community/non-government organisations.

# Rights, Respect



# Keeping People Safe

Communities across the State are the safest they have been for several years with overall crime victimisation rates falling consistently.

We have achieved this through a number of successful strategies including:

- The largest ever NSW police force
- Strengthened performance management by the NSW Police based on the New York Police Department 'CompStat' model
- Tougher bail laws to crack down on repeat offenders
- Locally focused and targeted police operations
- High visibility street policing
- Investment in technology, particularly in forensic science
- Active approaches to reducing drug and alcohol related crimes following the NSW Alcohol and Drug Summits
- Establishment of Court Liaison Services to divert the mentally ill to community care
- Effective cooperation with national and international law enforcement agencies.

A number of factors outside the State Government's immediate control also have a significant impact on the rate of crime. For example, a thriving economy with low levels of unemployment help keep crime rates down so this priority is closely linked with all the priorities in the Growing Prosperity section in Chapter Five of this Plan.

A key challenge involves finding new and more effective ways to reduce rates of re-offending. Falling crime rates can be reduced still further by better addressing the causes of re-offending.



## Terrorism

One of the most pressing law and order challenges facing NSW is terrorism. We will continue to work closely with the Commonwealth and State and Territory Governments to prevent and prepare for possible terrorist activity in the State.

The Government has amended legislation to strengthen police powers in the event of a terrorist attack. The amendments also give NSW Police emergency powers for responding to an imminent terrorist threat and in apprehending terrorists after an attack. We have also invested in substantial upgrades to emergency response equipment and training since the September 11 and Bali attacks.

# and Responsibility

## Priority R1: Reduced rates of crime, particularly violent crime

Crime can have a devastating effect on the lives of victims and their families, the families of offenders and local communities. The level of crime affects the community's perception of safety of the environment and thereby the use and enjoyment of public space. Reduced crime and violence lessens the community's fear of crime and encourages greater interaction.

We will keep people safe by continuing to drive down crime across the State. We will use an evidence-based approach to target those crimes that are affecting our communities. The community can support us by remaining vigilant and supporting their local police.

### Targets

- **Reduce the incidence of property crimes against households by 15 per cent by 2016**
- **Reduce the incidence of violent crimes against individuals by 10 per cent by 2016.**

The target is higher for reducing household crime as the Government has more levers to address these crime types than are available for tackling personal crime. This priority links to R2: Reduce re-offending and R3: Reduced levels of anti-social behaviour.

### Measuring progress

Progress against this priority will be measured annually using the Australian Bureau of Statistics, National and NSW Crime Victims Surveys, which report crime victimisation rates for both 'household' and 'personal' crime. The NSW publication reports in two of every three years with a national publication in every third year.

Survey-based crime measures are used internationally and are viewed as the most accurate measure of crime levels. This is because the surveys measure an individual's personal experiences of crime and therefore capture both recorded (reported to police) and non-recorded (not reported to the police) crimes. The Government will continue to use the NSW Recorded Crime Statistics published by the NSW Bureau of Crime Statistics and Research (BOCSAR) to manage progress against these targets between surveys.

Household crime includes break-in, attempted break-in and motor vehicle theft. Personal crime covers robbery from an individual, assault and sexual assault.

In 2005, the household crime victimisation rate for NSW was 6.8 per cent or 176,200 households experiencing such crimes, while the personal crime victimisation rate was 5.4 per cent, or 286,900 people.

Levels of household crime within NSW have declined over the last 10 years. Current household crime victimisation rates in NSW are comparable to most other jurisdictions. In contrast, there has been no significant upward or downward trend in the level of personal (violent) crimes in NSW or other Australian States and Territories with current victimisation rates in NSW broadly similar to most other States and Territories.

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# Rights, Respect

**Figure 1: Proportion of Households and People who are Victims of Crime**



Source: Australian Bureau of Statistics, National and NSW Crime and Safety

## Actions we are already committed to

We are working hard to reduce rates of crime, particularly violent crime. We are:

- Increasing proactive, high visibility policing to reduce crime in hot spot areas where the evidence demonstrates it is needed
- Reducing the bureaucratic burden on police to free up time for front line activities
- Continuing to support the NSW Police with strong and effective powers and the latest technology
- Developing improved information management including crime data mapping and sharing across Government agencies to enable a joint response to crime by the whole public sector
- Improving the intelligence capacity of police through improvements to data systems enabling more effective crime assessment and linkages
- Continuing to divert young people from the criminal justice system in line with the *Young Offenders Act*



# and Responsibility

- Implementing the 'Police in schools' program to reduce violence and tackle anti-social behaviour by youth through a range of school intervention strategies, educational programs and local relationships which model respect and responsibility.

## New directions we will consider

### ***Improved crime prevention planning***

A large cross-section of State Government agencies, along with local government, contribute to effective crime reduction. For example, drug treatment programs through NSW Health and improved environmental design through local government and the Department of Planning can both help prevent crime.

In NSW, local government has been actively engaged in crime prevention planning. It is local people and local government that best understand local problems. They can best identify the services and approaches required.

Building on this approach, the Government has been piloting a crime prevention partnership approach in four areas as part of its drive to reduce assaults. Sharing analysis and intelligence between local agencies has been a powerful tool in developing evidence based practical solutions to local issues. For example, following analysis that demonstrated Central Station was a hotspot for assaults, the partnerships paired police officers and transit officers in a buddy program to patrol the station. This has led to a significant reduction in the number of assaults at Central Station.

The Government will look to build on these successes by expanding local crime prevention planning approaches to crime reduction.

### ***Addressing domestic and family violence***

Domestic and family violence is a crime and is a priority area for Government.

Our responses need to support the victim, ensure the legal processes are timely, and respond to the causes of domestic and family violence. To achieve this, we will develop and implement a State-wide strategy to deal with the causes and consequences of domestic violence.

The strategy will include programs to facilitate early intervention in high risk situations, provide more options for victims and their children to escape domestic violence, and coordinate services so victims receive integrated police, legal and social assistance. Families at risk of, or suffering from, domestic violence will be able to seek help earlier and be supported through fast-tracked legal proceedings and other support services.

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# Rights, Respect

## Priority R2: Reduced re-offending

A small proportion of people are known to be responsible for a large proportion of criminal activity. It is therefore crucial that the Government tackles re-offending to improve the effectiveness of the justice system in reducing crime and building safer communities.

As with public health, prevention is better than cure and early intervention works best to reduce re-offending. Entrenched criminal and anti-social behaviours are hard to change. Breaking the cycle of re-offending must start early, with schools, health, justice agencies, police, family services and community groups working together to reduce the risk factors associated with juvenile involvement in crime. This priority links to priority R1: Reduced rates of crime, particularly violent crime and priority R3: Reduce levels of antisocial behaviour.

### Target

- **We will reduce the proportion of offenders who re-offend within 24 months of being convicted by a court or having been dealt with at a conference by 10 per cent by 2016.**

### Measuring progress

The key measure will be the percentage of all offenders dealt with at a conference or convicted by a court that attended another conference or were convicted of another offence by a court within 24 months as reported by BOCSAR.

We will also report progress for juvenile and adult offenders separately.

Current performance is showing some promising trends with the percentage of offenders returning to court within 24 months of a conviction decreasing from 32.1 per cent in 2000 to 29.2 per cent in 2003.

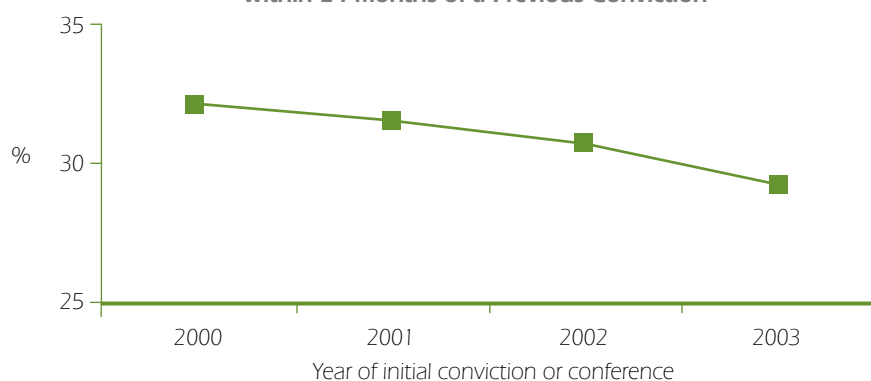
This improvement is mainly focused amongst adults, who make up the majority of offenders.



# and Responsibility



**Figure 2: Proportion of Offenders who Re-offended within 24 months of a Previous Conviction**



Source: NSW Bureau of Crime Statistics and Research, Re-offending Database

**Figure 3: Proportion of Adult and Juvenile Offenders who Re-offended within 24 months of a Previous Conviction**

	2000	2001	2002	2003
Adults	31.1%	30.6%	29.9%	28.4%
Juveniles	51.8%	53.1%	51.8%	53.4%

Source: NSW Bureau of Crime Statistics and Research, Re-offending Database

These measures focus on the broadest range of offenders, including many who have had their first contact with the justice system. These groups are the most important focus of efforts to prevent re-offending, as this is the point where there is the greatest opportunity to break the cycle of re-offending.

We will also monitor the proportion of offenders who re-offend within 12 months of their initial conviction and work towards developing a measure that takes account of the seriousness and frequency of offending. We will also investigate opportunities to refine the measures and targets to reflect the predicted re-offending rate of the group involved.

This target represents a significant challenge. Variation in rates of re-offending over time may be affected by a range of external factors.

## Actions we are already committed to

To reduce re-offending we are:

- Extending community monitoring of those at high risk of re-offending. For example, more random home visits, and electronic monitoring 24 hours a day, seven days a week for very high risk individuals
- Facilitating cross agency information sharing so that repeat offenders are dealt with through an integrated approach

# Rights, Respect

- Providing structured support for those in custody and in the community who are at moderate to high risk of re-offending. This includes therapeutic programs to address anti-social attitudes, impulse control and poor reasoning, drug and alcohol abuse, education and poor vocational skills
- Developing strategies for diverting, supporting and treating the mentally ill
- Funding case management and support packages for people with disabilities in contact with the criminal justice system
- Involving courts in diverting offenders to appropriate alternative forums and programs, such as circle sentencing, conferencing programs for young adults and the Magistrate Early Referral Into Treatment Program (MERIT)
- Providing specialised support and programs for indigenous offenders in custody and the community. For example, vocational skills and Aboriginal culture taught under the supervision of indigenous staff and local elders.

## New directions we will consider

### ***Targeting offenders who commit the most crimes***

A small minority of people are known to commit a large proportion of crimes.

We have already extended community monitoring of those at high risk of re-offending. An increased focus could involve more random home visits and increased electronic monitoring.

We will also seek to provide more tailored support to help offenders reintegrate into the community. This is a key factor in reducing re-offending and requires a response from many Government agencies. Good communication between justice agencies is essential.

Intervening early is particularly important for juvenile offenders. Where a young person leaves custody and is not supported, and the circumstances that led to their offending have not altered (such as homelessness, alcohol abuse, family dysfunction) the risk of re-offending is extremely high. Risk assessment tools can help us focus resources more effectively on those at highest risk of becoming prolific offenders.

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# and Responsibility

# Building harmonious communities

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We all want to live in a harmonious community. We want to be able to live and work together to achieve shared goals. We want to give and receive respect and enjoy our differences rather than feel threatened by them.

Building harmonious communities is everyone's responsibility. It requires us all to make an effort. Government has a role to play in supporting those who want to play their part.

## Priority R3: Reduced levels of anti-social behaviour

Across NSW, our communities and public spaces such as shopping centres and parks are neighbourly, welcoming places. On New Year's Eve, and on many other nights throughout the year, families flock to outdoor events and cultural festivals in Sydney and many smaller centres. People are confident of their safety and get along well with each other.

Despite this, and despite falling crime rates, citizens in some communities in NSW hold fears for their personal safety, particularly when they are out at night. This fear is in response to anti-social behaviour by a minority in the community.

Anti-social behaviour can be regarded as behaviour that while generally falling short of being criminal, causes harassment, alarm or distress to others. This can include anything from playing loud music to verbal abuse, harassment or threatening behaviour. Anti-social behaviour that is also a crime, such as vandalism, graffiti or even violence, requires a law enforcement response as outlined in priority R1: Reduced rates of crime, particularly violent crime.

Anti-social behaviour is often linked to declining standards in manners and respect for others. There are limits to the extent to which Government can improve personal conduct, manners and common courtesy. Respect and responsibility are learned at home and should be reinforced by the broader community – by neighbours, friends, coaches and tutors, religious leaders and others. However, the Government has an important role to play in supporting and reinforcing the efforts of people in the community to teach respect and responsibility.

### Target

- **Reduce the proportion of the NSW population who perceive problems with louts, noisy neighbours, public drunkenness or with dangerous, noisy, hoon drivers.**

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# Rights, Respect

## Measuring progress

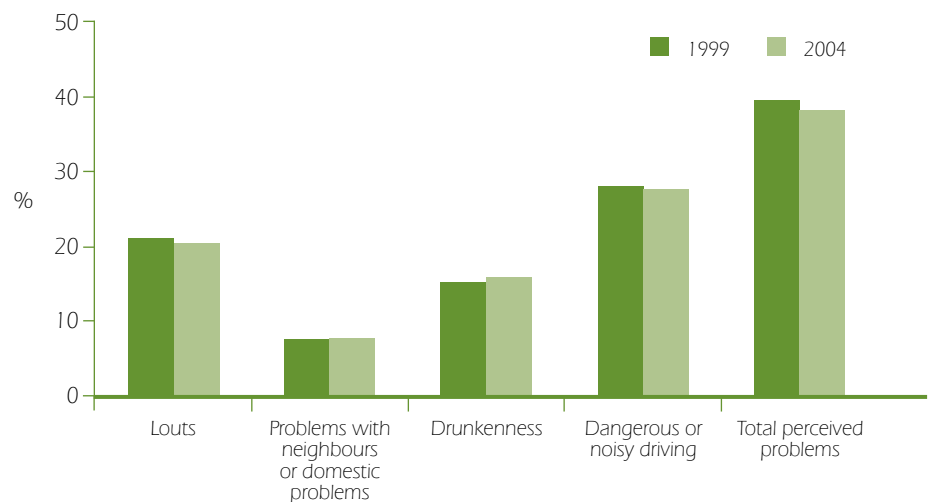
The Australian Bureau of Statistics (ABS) NSW Crime and Safety Survey measures the perceived level of specific public nuisance problems in the local neighbourhoods of NSW residents. This will be used to measure our progress in reducing the proportion of people in NSW who perceive a problem relating to public nuisance in their area:

- Percentage of the population who perceive problems with louts or youth gangs
- Percentage of the population who perceive problems with drunkenness
- Percentage of the population who perceive problems with neighbours or domestic problems
- Percentage of the population who perceive problems with dangerous or noisy driving.

In 2004, 38.3 per cent of the NSW population reported perceptions of at least one of these problems in their local area.

Overall reported perceptions of each of these types of public nuisance have not varied significantly over the last five years. Dangerous or noisy driving has been consistently rated as the most common of the perceived anti-social behaviours with 27.8 per cent of the NSW population considering this a problem in their local area in 2004.

**Figure 4: Proportion of People who Perceive Problems with Anti-Social Behaviour in their Neighbourhood**



Source: Australian Bureau of Statistics, NSW Crime and Safety

## Actions we are already committed to

The Government has two basic responses to public concern about anti-social behaviour. There are specific strategies to target anti-social behaviour as well as strategies that seek to restore a sense of respect and responsibility in our communities. The actions we are already committed to are:

- Voluntary Liquor Accords and crime-mapping initiatives to assist in curbing alcohol related anti-social behaviour
- Introduction of new school rules to improve standards of behaviour and a requirement for schools to report on respect and responsibility, including their efforts to promote students' involvement in the community, tackle bullying and use classroom activities to help children understand how to act with respect and responsibility
- Providing alternative forums to resolve local and neighbourhood disputes in an inexpensive and non-adversarial way
- Supporting community groups to help manage anti-social behaviour such as 'sports rage'
- Actions to reduce anti-social alcohol and drug behaviours recommended at the NSW Alcohol and Drug Summits.

## New directions we will consider

### ***Increasing engagement of the NSW Police with the community***

It is important that we foster a culture where people respect each other. In particular, respect for police officers ensures our police force can continue to work effectively with the community and can continue to attract people from all backgrounds to join the NSW Police.

It is important that our police force is representative of the communities it serves. To achieve this, we will look at the opportunities to create a new police cadet program to foster youth and skills development, improve respect of police and in particular target under-represented groups, such as culturally and linguistically diverse (CALD) and Aboriginal and Torres Strait Islander (ATSI) groups.

### ***Tackling alcohol related anti-social behaviour***

Anti-social behaviour is often linked to misuse of alcohol. Irresponsible drinking and drinking in public places affect the perception of safety within neighbourhoods.

To address this, we will work in partnership with the industry to promote responsible alcohol consumption and develop solutions to the anti-social and, at times, criminal behaviour that results from irresponsible drinking. In particular, we will investigate opportunities to increase the policing of licensed premises to ensure compliance with the responsible service of alcohol, based on analysis of crime mapping of 'hot spots'.

We will also work with the industry to expand the number of Liquor Accords in areas where irresponsible drinking is a contributory factor to anti-social and/or criminal behaviour. Liquor Accords are voluntary partnerships between the local hospitality industry, the Office of Liquor, Gaming and Racing, NSW Police and community

# Rights, Respect



organisations. Together, they reach agreement on ways to improve the operation of licensed venues, working collaboratively to manage issues such as closing times, the responsible service of alcohol and security.

## Priority R4: Increased participation and integration in community activities

The people of NSW have diverse linguistic, cultural and religious backgrounds. More than 1.4 million people in NSW were born overseas and NSW continues to be the destination of choice for approximately 33 per cent of immigrants into Australia. This diversity enriches our society and provides substantial social and economic benefits. Out of this diversity, the people of NSW have built a generally cohesive and integrated community.

However there are some communities where harmony has broken down and in which there is a common pattern of social isolation, poor school achievement and limited workforce and community participation. Consequently there is limited interaction and integration across groups in these areas. In some instances, cultural and religious intolerance is a contributing factor. For social cohesion to improve, there needs to be an increase in the links, connections and level of inclusion, cooperation and participation across all community groups.

Government alone cannot make communities more harmonious, but it can support the efforts of those who want to move in that direction. Community harmony is everyone's responsibility. Religious organisations, sporting groups, schools, arts and cultural groups can all encourage participation. Corporate social responsibility is an increasing trend that can support these efforts.

Arts, sport and volunteering can help bring together people of all generations and communities through shared experiences. This helps to promote both social harmony and diversity as well as breaking down the barriers faced by marginalised and disadvantaged communities.

### Targets

- **Increase the proportion of the total community involved in volunteering, group sporting and recreational activity, or group cultural and artistic activity by 10 per cent by 2016**
- **Halve existing gaps in the participation rates of low income, non-English speaking and Aboriginal communities in volunteering, group sporting activities and group cultural and artistic activities compared to the total NSW population by 2016.**

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# and Responsibility

## Measuring progress

We will measure the level of community participation of different groups in various group activities such as volunteering, sports and recreational activities or cultural and artistic activities, which in turn support the networks important to ensuring NSW has strong and harmonious communities.

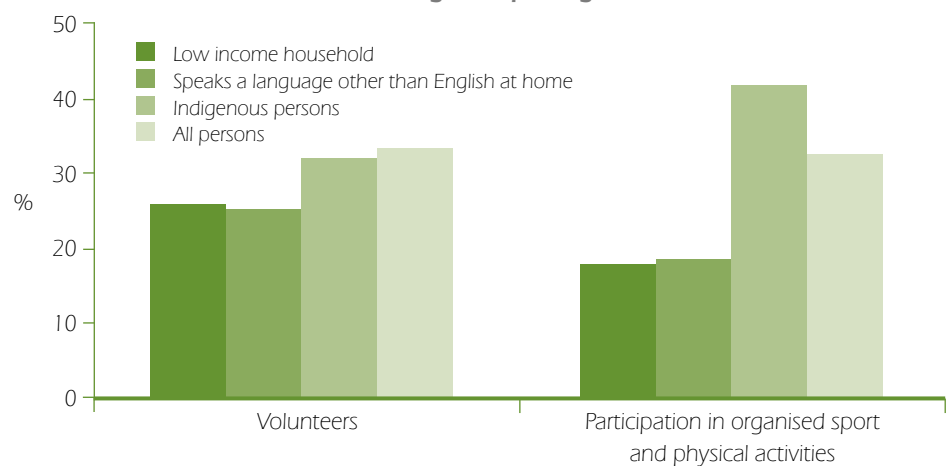
We will use the following measures to assess our progress:

- Proportion of the population of NSW who have volunteered in the last 12 months as measured by the ABS General Social Survey
- Proportion of the population of NSW who have participated in a group sport or physical activity in the last 12 months as measured by the ABS General Social Survey and Indigenous Social Surveys. This may be replaced in the future through the enhancement of an annual survey already conducted by NSW Health
- Proportion of the population of NSW who have participated in a group cultural or artistic activity in the last 12 months – this will be a new measure to be collected through a survey conducted annually by NSW Health.

In 2002, 32.7 per cent of the population engaged in some form of volunteering in the previous 12 months, compared to only 26 per cent and 25.3 per cent of those from low income households and those who speak a language other than English at home respectively.

Similar trends are evident for participation in sporting and physical activities across different groups with significantly higher levels of engagement amongst the general and indigenous populations (32.7 and 41.8 per cent respectively) than those from low income households and those that spoke a language other than English at home (17.9 and 18.7 per cent respectively).

**Figure 5: Proportion of the Community involved in Volunteering and Sporting Activities**



Source: Australia Bureau of Statistics, General Social Survey and National and Torres Strait Islander Social Survey

# Rights, Respect

## Actions we are already committed to

The Government is already undertaking a number of actions to support communities in building harmony and increasing participation. We are:

- Implementing the *White Paper, Cultural Harmony The Next Decade 2002-2012* and the *Community Relations Commission and Principles of Multiculturalism Act 2000*
- Encouraging participation in community and cultural activities by supporting investment in sporting and cultural facilities
- Promoting lessons on citizenship in schools to assist all members of the community to develop a common understanding of Australian values, and to participate in community, local and State Government structures
- Introducing an integrated approach to the effective settlement of migrants in NSW.

## New directions we will consider

### **Promoting volunteering**

The Government will consider developing an overarching strategy for increasing voluntary participation of different groups within the community.

We will consider opportunities to support the greater availability of cadet programs offered by volunteers and organisations to foster youth skills development (including State Emergency Service, Rural Fire Service). We will target under-represented groups such as those from culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islanders.

Social responsibility is increasing within the private sector, with many firms enabling staff to donate time to community organisations in need of their time, talent, energy and skills. For example many major banks have volunteer programs in place for their employees. The Government supports these programs and will assign a Minister with a particular responsibility for increasing volunteering, as well as considering options for public servants to dedicate some of their usual working time to volunteer activity in the future.



# and Responsibility





# Chapter 3





Service delivery is the core business of State Government.

The citizens and taxpayers of NSW expect and deserve fair and equitable access to high quality health, education, and transport services.

The Government is committed to continuous improvement of our services.  
Our goals are:

- **Healthy communities** through timely access to quality healthcare, improved survival rates and quality of life for people with potentially fatal or chronic illness and improved health through reduced obesity, smoking, drug use and risk drinking
- **Students fulfil their potential** with increasing levels of attainment for all students and more students completing Year 12 or recognised vocational training
- **An effective transport system** with an increasing share of peak hour journeys on safe and reliable public transport and with reduced road fatalities relative to size of NSW population
- **Customer friendly services** with increased customer satisfaction.

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# Delivering Better Services

# Healthy communities

The purpose of our health care system is to create and sustain healthy communities.

The people of NSW are now living longer, healthier lives.

High quality treatment is available when people need it. The NSW public health system now performs over 200,000 surgical procedures per year. The Government has modernised and opened new hospitals and expanded mental health services.

The NSW health system has improved its ability to meet the needs of the community in the face of significant growth in demand for health services. Since January 2005 there has been a 99 per cent reduction in the number of patients waiting more than 12 months for elective surgery and an 80 per cent reduction in the number waiting more than one month for urgent planned surgery.

We face a critical challenge to ensure equitable access for all people. Some locations are not as well served, particularly due to difficulties attracting and retaining doctors and other health professionals, and there is a clear imperative to improve the health outcomes of Aboriginal people. We also face an emerging challenge from increasing levels of obesity. Better coordination with the Commonwealth is needed to ensure that primary care works effectively to increase the proportion of people safely treated earlier in the community, thereby minimising the need for hospitalisation and improving people's wellness.

Comments on our health care system from the consultation process emphasised the number, quality and training of staff, the need to promote wellness throughout the community rather than just treat illness, and the need for better coordination across services, particularly with primary care providers.



# Delivering

# Priority S1: Improved access to quality healthcare

Healthy communities require a hospital system that provides high quality services when needed.

This priority therefore focuses on measurable improvements to the speed of access to emergency services and surgery, and on the quality of services provided.

This priority links to priority F5: Reduced avoidable hospital admissions and priority S8: Increased customer satisfaction with Government services.

## Target

### Access

- **Achieve national benchmarks for timely access to emergency departments and surgical treatment by 2008 and maintain them to 2016 in the face of increasing demand.**

These targets incorporate the necessary operational flexibility that is required to ensure that frontline staff can make the right clinical decisions and give priority to the most urgent cases.

**Figure 6: National Benchmarks for Access to Emergency Departments**

Triage Category	National Benchmark	Target
<b>Category 1</b>		
Immediately life-threatening.	100% within 2 minutes	Achieve benchmarks in every public hospital every month by 2008 and maintain to 2016.
<b>Category 2</b>		
Imminently life-threatening; a condition that requires time-critical treatment; very severe pain.	80% within 10 minutes	Achieve benchmarks on average across the hospital system every month by 2008 and maintain to 2016.
<b>Category 3</b>		
Potentially life-threatening; urgent situation; serious discomfort or distress.	75% within 30 minutes	Strive to achieve benchmarks on average across the hospital system every month by 2008 and maintain to 2016.
<b>Category 4</b>		
Potentially serious; urgent situation; significant complexity or severity; discomfort or distress.	70% within 60 minutes	Strive to achieve benchmarks on average across the hospital system every month by 2008 and maintain to 2016.
<b>Category 5</b>		
Less urgent.	70% within 120 minutes	Strive to achieve benchmarks on average across the hospital system every month by 2008 and maintain to 2016.

# Better Services

For access by public patients to elective surgery the targets are:

**Figure 7: National Benchmarks for Access to Elective Surgery**

Clinical Urgency Category	National Benchmark	Target
Patients whose clinical conditions warrant surgery within 30 days	100% within 30 days	Aim to achieve benchmarks for all patients, all of the time by 2008 and maintain to 2016 (subject to defined exceptions)
Patients whose clinical conditions warrant surgery within one year	100% within 12 months	

### Quality

There are no agreed national or international benchmarks for quality.

NSW Health will develop a robust measure of quality over the next five years. Once a robust measure and baseline performance has been established, a target will be set for improving quality.

Currently, the best measure of quality is 'sentinel' events, where system failures could potentially or actually lead to serious harm. Until a better measure is established, the Government will continue to reduce sentinel events from its current low level of one for every 70,300 procedures undertaken in NSW public hospitals. (Australian Institute of Health and Welfare, Australian Hospital Statistics 2004-05).

## Measuring progress

### Access

Success in providing accessible services is measured using national benchmarks for access. The benchmarks reflect clinical criteria, not average levels of performance, and are above the levels currently being achieved in most states. NSW is performing extremely well against national benchmarks.

We consistently meet national benchmarks for the most urgent patients in emergency departments and over 77 per cent of patients requiring urgent elective surgery were operated on within 30 days in 2005-06. (Australian Health Care Agreements Quarterly Reports).

**Figure 8: Proportion of Emergency Department Patients seen within Benchmark Time**

Triage Category	National Benchmark	2001/02	2002/03	2003/04	2004/05	2005/06
1	100% in 2 minutes	100%	100%	100%	100%	100%
2	80% in 10 minutes	78%	77%	76%	75%	80%
3	75% in 30 minutes	57%	57%	58%	60%	61%
4	70% in 60 minutes	61%	62%	65%	65%	66%
5	70% in 2 hours	86%	85%	86%	87%	86%

Source: Australian Health Care Agreements Quarterly Reports

# Delivering

Achievement of the target for triage category three will depend on the success of community-based health strategies, which will involve cooperation across levels of government. Older people and those with chronic disease have a significant representation in triage category three. Older people are twice as likely to require admission as younger patients. Older people are also the fastest growing group coming to emergency departments (14 per cent rise over the last five years).

**Figure 9: Proportion of Elective Surgery Patients Treated within Benchmark Time**

Urgency Category	National Benchmark	2005/2006
Urgent	100% within 30 days	77.2%
Non-Urgent	100% within 12 months	84.4%

Source: Australian Health Care Agreements Quarterly Reports

The number of NSW public patients waiting more than 12 months for their booked surgery has fallen significantly from 10,514 in January 2005 to just 50 in June 2006.

The NSW Health system reports on average waiting time by hospital and procedure. We measure the length of time between the decision to conduct a procedure and the procedure actually occurring. NSW Health is also developing a measure of cancellations. This will enable tracking of cancellations not related to clinical reasons or patient related reasons. These supporting key performance indicators will also be tracked.

Our ability to achieve our surgery targets will be influenced by the rising demand for services from our ageing population.

## Actions we are already committed to

- Implementing the Clinical Services Redesign Program to ensure sustainable improvements in emergency access and surgical performance
- Increasing the bed capacity of our hospitals to meet the rising demand for services
- Implementing programs to reduce health care risks, improve clinical practice and reduce the risk of infection in health care settings. We will also implement open disclosure for all adverse events and implement the National Inpatient Medication Chart
- Increasing access to services in rural and remote communities through implementation of the Better Rural Health Plan. These services include cardiology, renal dialysis and cancer treatment.

## New directions we will consider

### *Improved access to health information about health and wellbeing*

Consistent with the COAG reform agenda, we will investigate establishing a single telephone access point for the health system so that people can easily access high quality advice, support and information about health services in NSW. The service will provide specialist support for people with mental illness, families, and older people. It will also provide referral into preventative and targeted health care programs for individuals who need targeted assistance to stay well.

# Better Services



### *Strategic use of health technology*

We will develop a new strategy to guide our use of health technologies, with a focus on meeting the changing needs of the ageing population, the development of new models of care, and evidence about emerging diagnostic and treatment technologies. Under the strategy, we will implement Electronic Medication Management to provide support to doctors prescribing medications in hospital.

### *Developing and managing the health workforce*

We will design new clinical and support roles to allow the health system to more responsively meet the changing health needs of the community. This will include expanding the role of nurse and midwife practitioners (particularly in rural communities), and the introduction of a new category of doctor known as a 'hospitalist' who will manage the patient's journey through the hospital system. We will expand the use of therapy assistants, who are trained to support the work undertaken by occupational therapists, physiotherapists and other therapy professionals.

### *Managing chronic conditions in regional and rural communities*

We will also develop new models of care to expand access to specialists and their services in rural and remote communities. High-speed internet access provides patients and carers with access to up-to-date information, health care advice and strategies to manage chronic conditions, improve their health and wellbeing, and reduce the distance between the patient and health care services.

## Priority S2: Improve survival rates and quality of life for people with potentially fatal or chronic illness through improvements in health care

While Australians are living longer and, in many cases, healthier lives, chronic and potentially serious conditions are a growing problem. Long term medical conditions – which are often known as chronic illnesses – pose an immense challenge for us all.

Chronic illnesses include cardiovascular disease, asthma, diabetes, cancer, arthritis, stroke, chronic obstructive pulmonary disease (COPD), depression and chronic kidney disease.

In 2004, the leading causes of premature (before the age of 75) death were reported as:

- **Males:** ischaemic (which means caused by reduced blood flow or blockages in arteries) heart disease, lung cancer, stroke

- **Females:** ischaemic heart disease, stroke and breast cancer.

Even when a condition isn't immediately life threatening, the chronic and debilitating nature of many of these conditions can take a tremendous toll on an individual's ability to participate in many of the activities and opportunities that many of us take for granted – and ultimately, on their lifespan.

# Delivering

Chronic conditions are usually a result of several contributing factors. Although they can occur at any stage in a person's life, they are more frequent in older age. Over time, these long-term conditions have a significant impact on an individual's physical and psychological wellbeing.

In addition to helping people deal with the symptoms and lifestyle implications of long-term conditions, we also need to find ways to support their carers and families. This can include improving education and information about self-management of chronic conditions, and encouraging people to work with their general practitioners to reduce the risks associated with chronic disease progression.

## Target

- **Reduce the number of potentially avoidable deaths for people under 75 to 150 per 100,000 population by 2016.**

For the health system, major challenges exist in finding ways to improve the care, treatment and condition management options we offer to people with chronic illness and potentially fatal conditions.

## Measuring progress

Potentially avoidable deaths are those that could be avoided through healthier lifestyles, better health care and improved medical treatments. They are reported in the NSW Health Chief Health Officers report every two years. Potentially avoidable deaths for people under 75 have fallen from 253 per 100,000 population in 1995 to 175 per 100,000 population in 2003. Reducing avoidable deaths will increase average life expectancy in the NSW population.

## Actions we are already committed to

### *Undertaking research for better health outcomes*

We will undertake initiatives to promote closer alignment of teaching and research with NSW Health and national priorities. This will include implementing a cutting-edge research governance plan, based on health priorities, which will be supported by a streamlined system of scientific and ethical review of research projects including clinical trials.



# Better Services

We will also develop strategic programs to support research in fields which address State health priorities, including public health, health services and primary care. We will build national and international research collaborations, to speed the transfer of the best research evidence from across the world to drive health policy and practice in NSW.

## New directions we will consider

### *Responding to problems quickly*

We will look at expanding health services to allow us to become involved with families and individuals at the earliest stage of health problems developing, with follow up support where required.

### *Improving access to health services in rural, regional and remote NSW*

We will further develop clinical service networks to improve access to specialist services for rural communities, including expansion of specialist outreach services, transport initiatives, diagnostic and therapeutic videoconference support and innovative health programs for indigenous and non-indigenous people.

## Priority S3: Improved health through reduced obesity, smoking, illicit drug use and risk drinking

The average life expectancy in NSW is among the highest in the world, yet many people still die prematurely. A large number of these deaths can be linked to diseases and conditions that result from unhealthy lifestyles.

Even though we are living longer, many people in NSW live their lives with chronic illnesses and lifestyle restrictions brought about by poor health. Nearly half of all people in NSW are overweight or obese. Nearly a third of people engage in risk drinking behaviour. Illicit drug use carries with it serious health risks. Smoking is responsible for 22 per cent of all cancer deaths and 13 per cent of all cardiovascular deaths.

By improving the health of individuals we reduce the pressure on our hospital system.

Individuals have to take responsibility for their lifestyle choices. Achieving our targets in this area will depend on these choices. Government has a role to play through public health campaigns and regulations on issues such as smoking in public places and food labelling.

This priority also supports priority F5: Reduced avoidable hospital admissions and priority S8: Increased customer satisfaction with Government services.

## Targets

- Continue to reduce smoking rates by one per cent per annum to 2010, then by 0.5 per cent per annum to 2016
- Reduce total risk drinking to below 25 per cent by 2012
- Hold illicit drug use in NSW below 15 per cent

# Delivering

■ **Stop the growth in childhood obesity by holding childhood obesity at the 2004 level of 25 per cent by 2010. Then reduce levels to 22 per cent by 2016.**

Although the target for reduced smoking rates applies to the whole population, we aim to exceed this target for the Aboriginal population where smoking rates are higher (43.2 per cent estimated for 2002-2005) than within the general population (20.1 per cent).

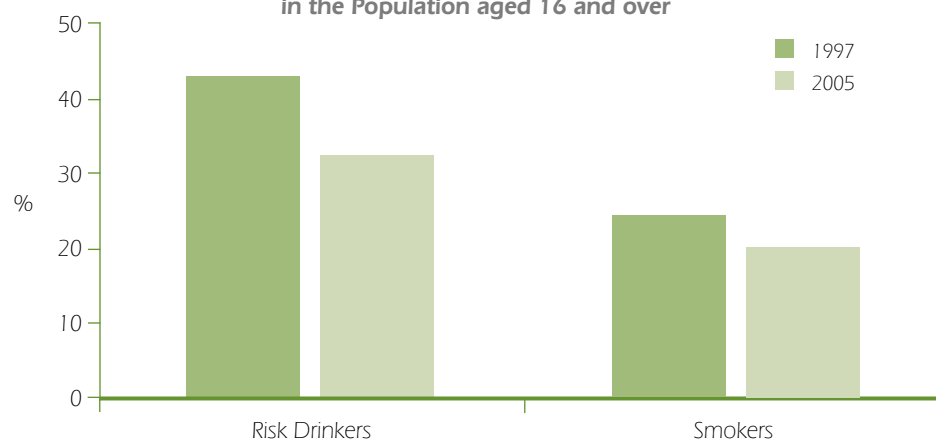
## Measuring progress

The NSW Health Survey Program (HSP) will be used to measure the proportion of the population who smoke, risk drink or are obese.

Since the late 1990s, there have been declines both in the proportion of the population who smoke and also those who are classified as risk drinkers. In contrast, the proportion of the population who are classified as overweight and obese has increased. This is in line with international trends where health problems associated with being overweight and obese, such as type-two diabetes, are on the increase. The proportions of the population affected by each of these risk groups in NSW are comparable to all other Australian States and Territories.

Illicit drug use will be measured through the National Drug Strategy Household Survey, which is carried out by the Australian Institute of Health and Welfare (AIHW) every three years. In 2004, the proportion of the population in NSW aged 14 and over who had used an illicit drug in the preceding 12 months was 14.6 per cent. According to the 2004 survey, the national average was 14.6 per cent.

**Figure 10: Proportion of Smokers and Risk Drinkers in the Population aged 16 and over**



Source: NSW Department of Health, Chief Health Officer's Report  
Note: Population aged 16 and over

**Figure 11: Illicit Drug Use, NSW**

	1998	2001	2004
Proportion of the population who have used illicit drugs in the previous 12 months	19.8%	15.6%	14.6%

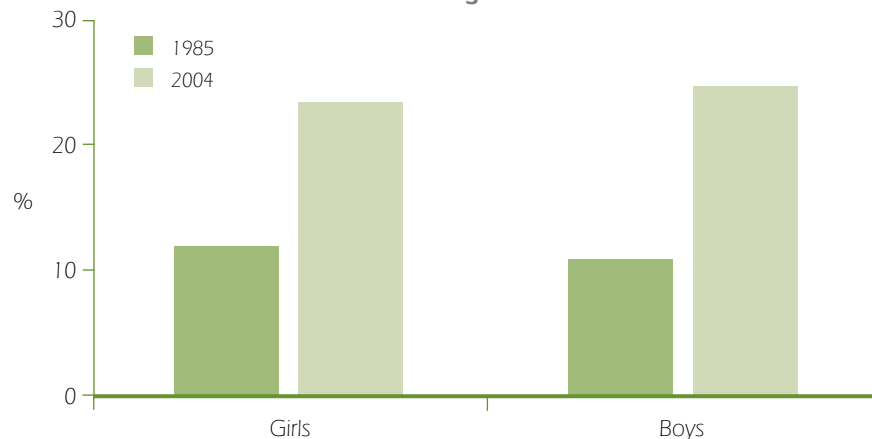
Source: Australian Institute of Health and Welfare, National Drug Strategy Household Survey  
Notes: NSW population aged 14 and over

# Better Services

Our focus on obesity will be on reducing childhood obesity. This is measured through the NSW Schools Physical Activity and Nutrition Survey (SPANS) which covers a range of factors related to physical activity and nutrition in 5-16 year olds. The survey was first conducted in 2004 and will be undertaken again in 2010.

It is well known that childhood obesity is an emerging problem. In 1985, 11 per cent of boys and 12 per cent of girls were above a healthy weight. In 2004, 26 per cent of boys and 24 per cent of girls across Year two to 10 were above a healthy weight.

**Figure 12: Proportion of Children who are Overweight or Obese**



Source: NSW Department of Health, Schools Physical Activity and Nutrition Survey

Note: Children aged 5 to 16 years

## Actions we are already committed to

- Developing a comprehensive program to tackle childhood and adult obesity with a focus on exercise, advertising and educating individuals and families to make well-informed nutrition and lifestyle choices
- Implementing the *Fresh Tastes@School NSW* Healthy School Canteen Strategy
- Implementing the Alcohol Disease Prevention Plan, which focuses on early intervention strategies to prevent and delay the onset of alcohol related diseases, and the Youth Alcohol Action Plan to establish programs that address under-age, harmful and binge drinking
- Continuing to provide specialist drug treatment clinic programs for people with complex drug and health problems and early interventions targeting young people
- Continuing the anti-smoking social marketing campaigns implemented by the NSW Cancer Institute and continuing to provide a counselling and call-back service to the community through the NSW Quit Line to encourage and support smoking cessation
- Implementing and ensuring compliance with legislation to ban smoking in all enclosed public places (pubs and clubs) by July 2007 and implementing the smoke-free workplace policy within all health service buildings and NSW Health properties.

# Delivering



## New directions we will consider

### *Laying the foundation for health and wellbeing*

We will consider opportunities to enhance assistance in building healthy family lifestyles commencing with ante-natal and post-natal education, including advice on physical activity, good nutrition in pregnancy, and the importance of breast-feeding to give children the best start in life.

Through the State's 500 Early Childhood Health Services, parents could have access to comprehensive professional support, advice and referral on all aspects of child and family health and wellbeing at appropriate stages throughout their child's development. All parents in NSW would be able to access the right information at the right time to help them make healthy choices about their family's nutrition, physical activity and development – right from the start.

### *Building health and wellbeing in young people and adults*

The strategy would encourage and support young people and adults to engage in activities and behaviour that will have a positive impact on their health and wellbeing and prevent the development of chronic health issues. It would particularly focus on the importance of good nutrition, physical activity and positive lifestyle choices.

### *Encouraging healthy ageing*

This strategy would involve targeted initiatives and projects that would promote healthy ageing amongst the population, including an emphasis on dementia and fall prevention.

## Students fulfil their potential

In education, both national and international comparisons show that our students are high performers. We perform strongly against national literacy and numeracy benchmarks and rank highly in international maths, science and literacy tests.

The NSW Higher School Certificate is a rigorous and highly regarded credential. In vocational education, the NSW TAFE sector is also very highly regarded. Approximately one in 10 people of working age in NSW is currently participating at TAFE.

While our overall achievement levels are high, our rate of students completing either Year 12 or recognised training courses such as TAFE is lower than some other states. With an increasing demand for high skilled workers, it is essential that we lift this rate and provide a range of alternatives for students.

Feedback from the community on the education system was mostly positive. A major theme from the community consultations was the clear need for students to develop skills for life. The rigour of the NSW syllabus and the final years of high school were regarded by the community as providing excellent preparation for academic study and for professional careers. However, the completion of vocational training was regarded as an equally important goal for students to fulfil their full potential.

## Better Services

## Priority S4: Increasing levels of attainment for all students

Children who fulfil their potential through schooling and training are in the best position to lead satisfying and rewarding lives. Improving education outcomes increases work and employment outcomes and lifts the overall economic and social outcomes for the State.

The challenge is to ensure that all schools, particularly those serving disadvantaged communities, can help more of their students achieve key national benchmarks.

At the same time, and in line with the emphasis on high expectations for all students, we must continue to challenge an increasing number of students towards attaining and exceeding higher-level standards and benchmarks.

### Targets

- **By 2008, reduce the number of lowest-performing students in literacy and numeracy in Years three, five and seven by 10 per cent in 2008, with a further 20 per cent reduction by 2016**
- **By 2012, increase the number of students in Years three, five, and seven meeting or exceeding national proficiency benchmarks for literacy and numeracy by 10 per cent with a further 5 per cent increase by 2016.**

Targets for Year nine will be developed after the introduction of national assessment tests in 2008.

### Measuring progress

Two key performance indicators will be monitored:

- The proportion of NSW Government school students achieving at or above the minimum national benchmarks for literacy and numeracy for Years three, five and seven
- The proportion of NSW Government school students achieving at or above the proficient standard for literacy and numeracy for Years three, five and seven.

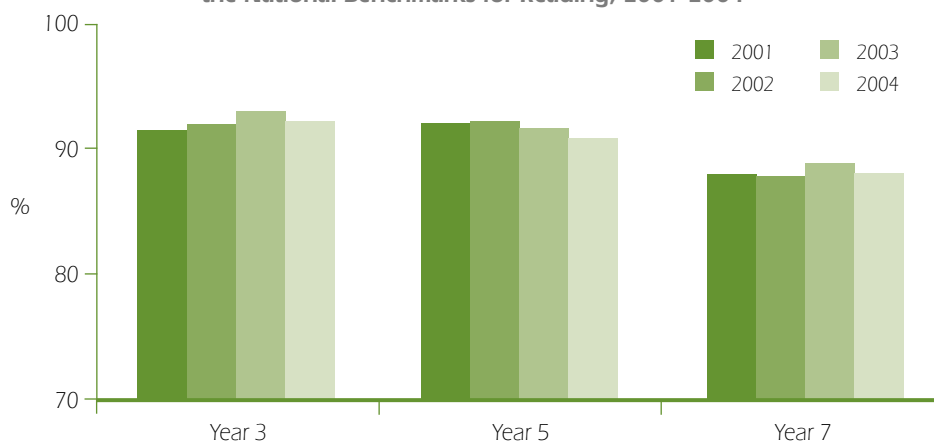
From 2008, all Australian schools will be participating in national tests for children in Years three, five, seven and nine. As part of the national tests, there will be both a minimum benchmark, below which a student would struggle to continue to the next Year level, and proficiency standards which show those students who are more capable performers.

In education, both national and international comparisons show that our students are high performers in international maths, science and literacy tests. Results include:

- Highest State in Australia for Years four and eight maths in the Trends in International Mathematics and Science Study (TIMSS)
- Highest State in Year eight science in TIMSS
- NSW 15 year olds are near the top of the international rankings for reading in the OECD PISA (Programs for International Student Assessment) test
- In 2005 NSW had the highest literacy mean score for Year three in the BST (Basic Skills Test) since testing began.

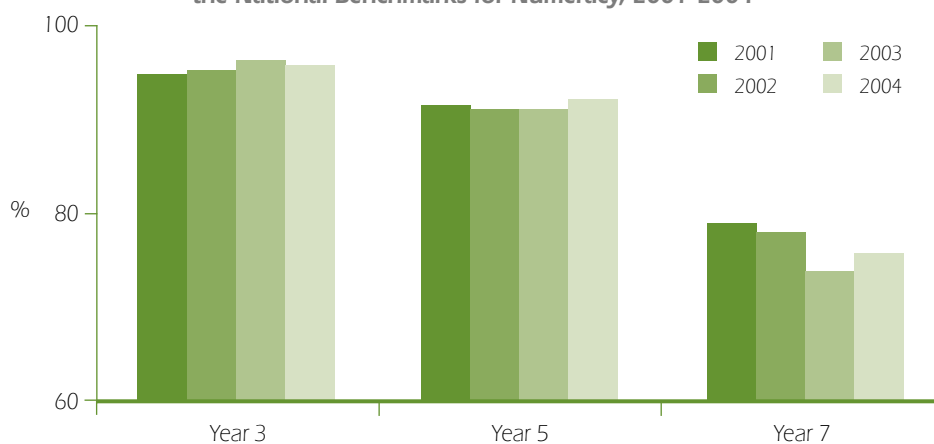
# Delivering

**Figure 13: Proportion of Students achieving the National Benchmarks for Reading, 2001-2004**



Source: Ministerial Council on Employment, Education, Training and Youth Affairs, National Report on Schooling in Australia

**Figure 14: Proportion of Students achieving the National Benchmarks for Numeracy, 2001-2004**



Source: Ministerial Council on Employment, Education, Training and Youth Affairs, National Report on Schooling in Australia



# Better Services

## Actions we are already committed to

- Ensuring all schools with a high proportion of poor performing students have access to successful specialist programs
- Setting specific targets to ensure current levels of literacy and numeracy in Government schools are improved
- Providing clear information to parents on their child's school achievement through new 'plain English' report cards
- Developing specific, targeted strategies to address the learning needs of different students, particularly Aboriginal students and students in rural and remote areas
- For literacy education, focussing on the explicit teaching of phonics (a technique in which children build up words from letter sounds) as part of an integrated approach to reading proficiency and comprehension, grammar, spelling and writing skills
- Making sure information about a student's skills is available within and between schools, particularly when students move from primary to secondary
- Lifting performance in critical areas through specific strategies for the early years, literacy, numeracy, the middle Years and 15 to 19 year olds
- Implementing the Aboriginal Education and Training Strategy to raise the achievement of all Aboriginal students
- Enhancing teacher quality and standards by using the NSW Institute of Teachers to ensure future teachers meet the requirements necessary for successful literacy and numeracy teaching in NSW schools.



# Delivering

## New directions we will consider

### ***Helping kids start school well***

Giving children a confident start to their schooling is one of the best ways of lifting achievement right throughout the school years and into adult life. In order to have more children ready to learn by the time they reach school, we need to strengthen the links to prior-to-school services, by providing curriculum support materials to prepare children for learning.

Once children are at school each child should be provided with the same opportunity for success. Young children are eager to learn and we will harness this enthusiasm by tailoring our teaching to individual strengths and weaknesses.

### ***Better partnerships with parents***

Engaging parents with their child's learning is a critical factor in lifting attainment. Many parents are very actively involved in their child's school life. However, not every parent has the time or feels comfortable to engage with their child's school. To form stronger partnerships, schools need to provide parents with straightforward information, in a timely and convenient manner, on how their child is progressing, as well as opportunities to be involved in planning for their child's future learning. Different models for engaging the whole school community will need to be developed – such as the greater use of the Internet to allow parents to interact with the school online. Greater parental involvement will also require the public school system as a whole to allow parents a greater say in their school.

### ***Performance improvement for schools***

Lifting achievement for all students will require both targeted assistance to children at risk of falling behind, and individual attention for those in the middle and our highest performers. Each school, no matter what community it serves, will need to set targets and plan for how it will take the next step in lifting achievement. Principals and teachers need the right tools to support this. They will also need flexibility to carry out their plans in a way that is responsive to their individual school community.

Australian and international research shows that of the variables controlled by schools, teacher quality is one of the biggest factors that impacts on student achievement. The future of our schools will largely be determined by how well we support the teaching profession to place the best people in each classroom.

We will continue to support the profession through the Institute of Teachers to set and monitor the highest standards. New teachers will need to be fully equipped to teach in the modern classroom by both their university training and through induction programs. Professional development for existing teachers will remain one of the most effective tools for supporting the profession.

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# Better Services



## Priority S5: More students complete Year 12 or recognised vocational training

In an increasingly high-skill workforce, completing Year 10 is no longer a sufficient ambition for young people. Students who do not complete Year 12 or an equivalent vocational qualification, such as an apprenticeship, are now more likely to experience restricted work and limited further educational opportunities over their lifetime. They are also more likely to experience periods of unemployment.

Research shows that increasing completion of schooling raises the level of economic growth, reduces poverty and can improve health and crime outcomes.

However, it is not sufficient to just keep young people at school. Students need to be provided with a sufficient range of options and pathways, including vocational education, to ensure they are obtaining meaningful skills before they move on to further education or into the workforce. It is important that the skills they are taught help them succeed in further learning or at work and that young people are able to make a smooth transition from school to work or further study.

### Target

- **We will increase the proportion of students completing Year 12 or recognised vocational training from 82.7 per cent in 2005 to 90 per cent by 2016.**

### Measuring progress

The measure of progress is the proportion of 20-24 year olds who have completed a vocational qualification (AQFII and above) or Year 12. This is measured by an annual survey undertaken by the ABS. This will indicate if the retention of students to either the HSC or a vocational qualification is increasing.

Currently, 82.7 per cent of students either complete Year 12 or receive a vocational qualification. This has been relatively stable since 2001. Achieving this target will require a step change in performance.

**Figure 15: Population with a Year 12 or Recognised Vocational Qualification**

	2001	2002	2003	2004	2005
Proportion of the population aged 20-24 with a Year 12 or AQF II and above Vocational Qualification	81.5%	81.7%	82.6%	83.6%	82.7%

Source: Australian Bureau of Statistics, Education and Work, Australia

# Delivering

## Actions we are already committed to

- Opening 10 new trade schools to increase opportunities for students to start an apprenticeship while at school and to speed up their entry into the workforce after they leave school
- Strengthening introductory programs such as 'VET in schools' and 'Taste of TAFE' program to help retain students in school and provide pathways to jobs and further study
- Conducting an annual destination survey of Year 12 leavers to get better feedback on students' choices after school
- Increasing the flexibility of school timetables and 'network' schools to encourage schools to share resources and increase the options available to students.

## New directions we will consider

### *Tailoring education options to suit different students*

This will require a substantial rethinking and expansion of the options available to students – particularly through vocational education. Every public school should be a pathway to university for students who have the ability and the will. Equally, high skill vocational pathways (such as through trade schools) should be available to allow students to pursue other high skill jobs. Providing more education is not an end in itself, students need to be meaningfully engaged in developing skills and experiences that give them a smooth transition into work or further education. This process needs to start by Year 10. Students need to be actively involved in choosing their individual pathway. To support students in this we will strengthen the links of schools with business, TAFE and universities to provide students with information about their future opportunities

### *Supporting school retention rates*

To improve the proportion of students who complete Year 12 or a recognised vocational qualification we will consider increasing the school leaving age to 16 years, or the end of Year 10 (whichever comes first).



# Better Services

# An Effective Transport System

Excellent roads and quality public transport complement each other to create an effective transport system.

## **Public Transport**

NSW has the largest public transport system in Australia. Public transport in Sydney has almost double the share of journeys to work than any other state capital.

The rollout of bus transitways and bus-only lanes has improved bus journeys. The reliability of the rail network is increasing as a result of the introduction of a new safer timetable and significant investment in new trains and improved infrastructure. Combined with increases in petrol prices, these changes have seen a sustained increase in public transport patronage over the last 12 months.

Customer satisfaction with public transport services has improved, but more needs to be done. For many commuters public transport is the only affordable choice and we need to deliver continuing improvements in reliability, safety, frequency and comfort.

Public transport was one of the most commented upon issues in the community consultation process. It was an issue in metropolitan areas where the emphasis was on bus and rail services. Many recognised the good existing levels of service but raised concerns regarding the capacity of the system to respond to increased demand. The frequency and capacity of services were the most commonly raised concerns, followed by issues relating to amenity and cost. There were also a large number of suggestions on strategies and actions for transport. These focused on ways to encourage greater public transport usage and cycling in order to reduce congestion and improve the environment.



# Delivering

Community feedback also stressed the importance of equitable and accessible transport options in rural areas. This was seen as a vital part of the 'safety net' for many people whose ability to access health and other services was constrained by the availability of transport from smaller to larger centres and to the major cities. The role of community transport as a form of public transport was emphasised. In terms of mainstream public transport, rural and regional areas placed considerable emphasis on the availability and timeliness of CountryLink services.

### **Roads**

The road network has required significant investment over the last 10 years to bring it to the standard required for a thriving and growing economy. The completion of the Lane Cove Tunnel and expanded Gore Hill Freeway will complete Sydney's Orbital Network. Significant upgrades to the Princes, Pacific and Great Western Highways have improved linkages between regional centres.

Significant ongoing maintenance and improvement programs improve the functionality and safety of the road network. Sixty five per cent of the NSW road budget (of \$2.8 billion) is allocated to rural and regional NSW. These investments plus driver education, licensing changes and crack downs on drink driving and speeding have helped to drive down the road toll to its lowest level relative to the total population since records began.

The community provided strong feedback on the need for continued investment in both new roads and road maintenance. This has been responded to with new priorities in other chapters of the Plan. In metropolitan Sydney this concern was balanced with a strong emphasis on expanding the bus and rail networks. In rural and regional areas there was a stronger emphasis on road maintenance and enhancements. There was also support for the Government to continue to drive down road fatalities.

## Priority S6: Increasing share of peak hour journeys on a safe and reliable public transport system

Every day in NSW almost two million passenger trips are taken on public transport.

A global city like Sydney cannot function effectively without a quality public transport network. Increasingly cities throughout the world have critical hubs, such as Sydney's CBD, within global economic corridors that drive economic prosperity. These hubs are employment centres for large numbers of people and can only be serviced by high levels of public transport usage.

Community consultations indicated there is strong support for increasing this mode share still further, particularly for local journeys to the emerging business districts in Parramatta, Liverpool, Penrith, Gosford, Wollongong and Newcastle.

The people who use public transport expect a reliable, high quality and safe service. By providing a quality service and increased capacity, public transport will be able to attract an increasing share of journeys.

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# Better Services

This priority has a direct relationship to the priority E7: Improve the efficiency of the road network, priority E5: Jobs closer to home, priority E3: Cleaner air and progress on greenhouse gas reductions and priority P2: Maintain and invest in infrastructure.

## Targets

- **Increase the share of trips made by public transport to and from the Sydney CBD during peak hours to 75 per cent (currently 72 per cent) by 2016**
- **Increase the proportion of total journeys to work by public transport in the Sydney metropolitan region to 25 per cent by 2016 (currently 20-22 per cent)**
- **Consistently meet public transport reliability targets:**

**Trains** – 92 per cent of City Rail trains run on time across the network

**Buses** – 95 per cent of Sydney buses run on time across the network at departure and 80 per cent pass the midpoint on strategic corridors on time (in keeping with international standards for bus performance). Targets for private buses on strategic corridors will be implemented in 2008 to align with new integrated networks (as part of the implementation of the New Metropolitan Bus Contract system), and will utilise similar targets as Sydney Buses

**Ferries** – 99.5 per cent of Sydney Ferries run on time.

## Measuring progress

The census measures shares of journeys by public transport, walking, cycling, as a car passenger and as a driver by origin and destination every five years. In the 2001 census, 22 per cent of people in Sydney, including Central Coast and Blue Mountains, used public transport as their main mode of transport. This compares to levels of 9-13 per cent in the other capital cities. 72 per cent of those commuting to the Sydney CBD use public transport. In addition, about 4.5 per cent either walk or cycle to work the Sydney CBD.

The Household Travel Survey of 5000 households is conducted annually in intervening years and provides data on mode shares in Greater Metropolitan Sydney.

The mode share of public transport into the CBD is significantly higher than for Sydney as a whole with proportions in 2004 standing at 71.5 per cent and 24.5 per cent respectively.

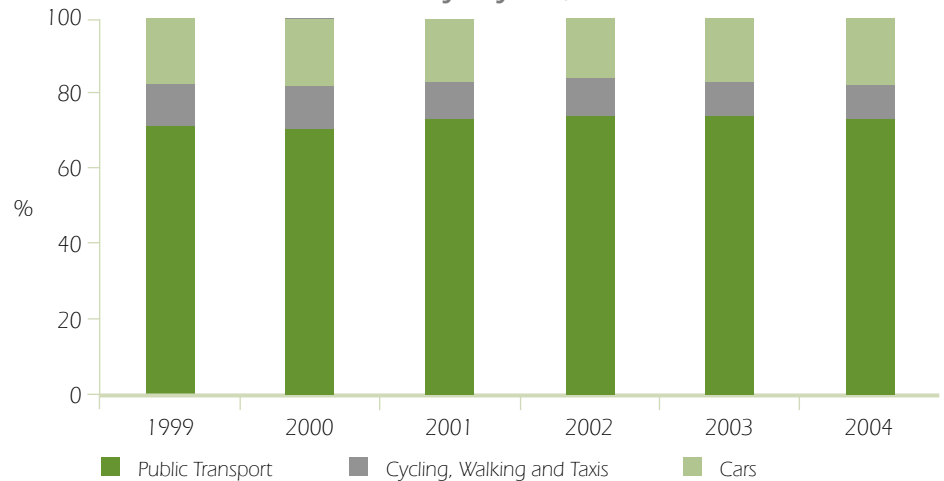
The Independent Transport Safety and Reliability Regulator (ITSRR) monitors and reports on reliability and safety performance and on customer satisfaction. Currently reliability data for public transport modes are:

- City Rail on time running is currently 91.2 per cent. This is measured by the percentage of trains that arrived within five minutes of the timetable during peak times
- Sydney Ferries on time running is currently 98.5 per cent. This is measured by the percentage of ferries that leave Circular Quay within five minutes of the timetable
- Sydney Buses on time running is currently at 95 per cent. This is measured by the percentage of buses that depart within 5 minutes of the timetable.

# Delivering



**Figure 16: Proportion of Trips by Various Transport Modes to and from the Sydney CBD, Peak Hour**



Source: Transport and Population Data Centre, Household Travel Survey

**Figure 17: Proportion of Journeys to Work by Various Transport Modes, Greater Metropolitan Sydney**



Source: Transport and Population Data Centre, Household Travel Survey

Note: Peak hour commuters

The development of the Public Transport Information and Priority System (PTIPS) will improve performance and reporting of buses on strategic bus corridors. PTIPS uses satellite technology to identify late running buses and communicates with the Road and Traffic Authority traffic management system to direct traffic signal priority to late running buses. It also provides a more robust method of measuring the reliability and performance of buses.

# Better Services

## Actions we are already committed to

The public transport network will increase its share of journeys to work by upgrading and adding new capacity through significant investments identified in the *State Infrastructure Strategy*, including:

- Purchasing more than 700 new rail cars – including 122 for the outer suburban network and 14 for the Hunter
- Completing the Epping to Chatswood Rail line
- Investing \$130 million over four years for the country regional rail network
- Completing new rapid bus-only transitways and bus-only lanes
- Purchasing more than 1000 new clean diesel and natural gas buses over the next seven years for Sydney buses and the private sector
- Planning for new rail lines to North West and South West Sydney and a third CBD/ harbour rail crossing.

A full schedule of committed capital works for the Rail network is provided at Appendix A.

In order to increase the overall uptake of public transport and increase reliability and speed of bus and train trips, the NSW Government is also:

- Consolidating bus contract areas to better meet Sydney's growth needs
- Implementing bus priority measures on the 43 strategic bus corridors across Sydney
- Implementing the Rail Clearways Program
- Designing a new rail timetable for 2008 to respond to increased passenger numbers
- Implementing the Tcard project across the transport network to simplify the payment of fares
- Developing a community transport strategy to improve equitable access to services
- Implementing the Accessible Transport Action Plan.

## New directions we will consider

In addition to the significant new expenditures, we are investigating:

- Improving the capability of rail by utilising new signalling and other technology to increase the capacity of rail lines during peak times
- Incentives for public transport use, including:
  - Liaising with employer groups in major employment centres such as the Sydney CBD, Parramatta and the global employment corridor to support higher workforce utilisation of public transport
  - Improving service quality and frequency, including extensions to peak hour services
  - Pursuing, through reforms to the Commonwealth's Fringe Benefit Tax arrangements, opportunities to enable salary packaging of public transport tickets

# Delivering

- Improving passenger information for trains, buses and ferries by building on the 131500 system and using technology such as GPS to provide up-to-the-minute information on likely travel times
- Better coordinated timetables and public transport entry and exit points
- Improving the capacity and quality of our ferry fleet through a ferry replacement strategy.

## Priority S7: Safer Roads

Road casualties are one of the major contributors to death and injury in our community, especially among young people. Every year, more than 500 people are killed on our roads and more than 25,000 are injured, leaving many of them with a lifelong disability. Interventions that reduce road casualties therefore link to priority F4: Embedding the principle of prevention and early intervention into Government Service Delivery in NSW and priority F5: reduced avoidable hospital admissions.

### Target

- **We will reduce road fatalities to 0.7 per 100 million vehicle kilometres travelled (VKT) by 2016.**



# Better Services

## Measuring progress

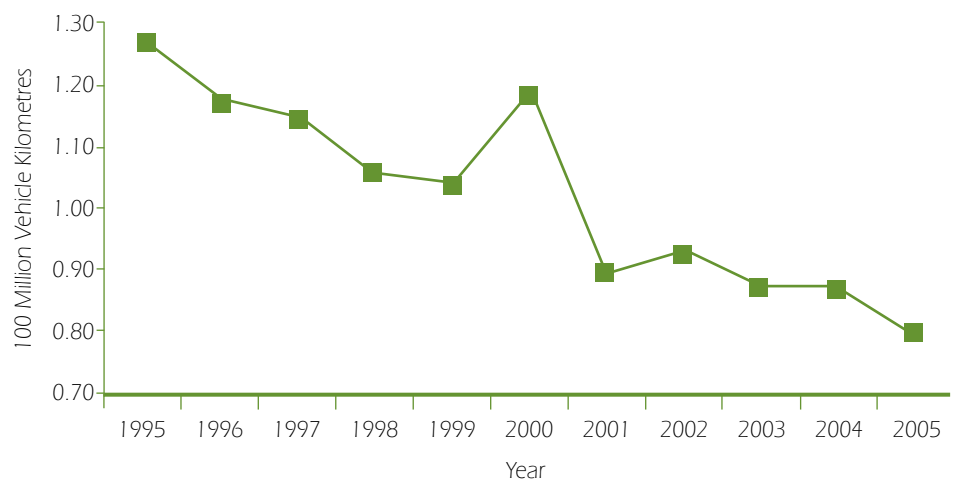
There were 508 fatalities on NSW roads in 2005 and 510 in 2004. These results place the annual NSW road toll for the past two years among the lowest since the mid 1940s when the population was less than half that of 2005 and the number of vehicles was less than a tenth.

The NSW fatality rate per 100 million VKT in 2005 was 0.80 compared to 1.27 in 1995. This is similar to the rate for whole of Australia at 0.80 fatalities per 100 million VKT in 2004.

International comparisons show NSW ahead of other OECD countries such as France (0.99 per 100 million VKT), Italy (0.86), New Zealand (1.16) and the United States (0.91).

Fatalities per 100,000 population is also a commonly used measure for comparing road fatalities over time and across locations. In 2005 in NSW there were 7.5 fatalities per 100,000 population. By comparison, there were over 25 in 1980. The 2005 level is the lowest since records began in 1908. It also compares favourably with the rate for the whole of Australia which was 8.0 fatalities per 100,000 population in 2005.

**Figure 18: Road deaths per 100 million vehicle kilometres travelled**



Source: NSW Roads and Traffic Authority

# Delivering

## Actions we are already committed to

Our focus here is to continue with our successful, evidence based strategies to further reduce fatalities. These include:

- Red light cameras
- Zero alcohol limits for P platers
- Public education campaigns on the effects of speeding, fatigue and drink driving
- 40km/h zones near schools supported by additional road safety features such as flashing lights
- Restrictions on high powered vehicles for P platers
- Random roadside drug testing to detect speed, cannabis and ecstasy
- Compulsory drug and alcohol testing of motorists involved in fatal crashes
- Heavy vehicle initiatives to address overloading, speeding and driver fatigue, including Safe-T-Cam, Heavy Vehicle Inspection Scheme, chain of responsibility legislation and speed limiter deeming legislation
- High visibility RTA/NSW Police operations targeting speeding, drink driving, fatigue, heavy vehicle safety, seatbelt use and helmet use.

Given our ongoing progress in improving road safety and the comprehensive strategies already in place, there are no proposed new directions.



# Better Services



# Customer Friendly Services

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Government services should be of the highest quality possible given the available resources.

It's not enough that operating targets are met: customers deserve an experience that meets their needs, shows them respect and leaves them feeling satisfied. For example, it is not sufficient that trains run on time, they should also be clean, comfortable and staff should be approachable and helpful.

Services must be designed around the needs of customers with complaints taken seriously and used to improve service quality.

Many services are now simpler to use, with transactions able to be completed through the telephone and the Internet but more needs to be done.

## Priority S8: Increased customer satisfaction with Government services

Measuring the satisfaction of customers is usually the best way to determine if Government agencies are giving good quality service. We will focus on the customers of key services such as public transport, health and transactional services such as obtaining licences.

Regularly measuring and reporting customer satisfaction with Government services and using the results to improve services will increase trust in Government and support the delivery of the other priorities in the State Plan.

### Target

- **We will measure, report and improve customer satisfaction with Government services.**

### Measuring progress

We will report existing agency specific performance and satisfaction indicators and where necessary develop new measures.

### Actions we are already committed to

- Developing and publishing service standards and statement of values:
  - Updating Guarantee of Service documents to reflect results of customer satisfaction surveys and NSW Ombudsman's guidelines
  - Ensuring each agency has a Guarantee of Service displayed in a public place
  - Ensuring complaints handling procedures satisfy the NSW Ombudsman's guidelines.
- Improving performance management systems to focus on service delivery:
  - Establishing a co-ordinated framework to ensure customer satisfaction results are incorporated in implementation plans for improved service delivery

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# Delivering



- Continuing to foster a culture of customer service by identifying ‘customer service champions’ in each agency and publicise best practice techniques from the public and private sectors.

■ Simplifying Government processes:

- Implementing customer improvement recommendations resulting from the red tape reviews
- Implementing customer service improvement strategies from the ‘People First’ Information and Communication Technology Strategic Plan to continually improve its delivery of frontline services and customer service in NSW by:
  - Increasing investment and access to frontline service and line-of business technologies
  - Electronically servicing a greater number and range of customers at their convenience
  - Tailoring electronic services to suit the needs of clients with differing expectations
  - Increasing the coordination of customer service requests and actions between electronic service delivery channels.

## New directions we will consider

- Incorporating minimum standards of service delivery in Guarantees of Service, these will progressively include a guarantee that the first person you talk to will resolve your request or take it up on your behalf
- Establishing appropriate customer service performance indicators in Chief Executive Officers’ performance agreements with Ministers
- Establishing partnerships with the NSW Ombudsman, The Audit Office of NSW and Standards Australia to periodically review customer service
- Establishing benchmarks for public and private partners to drive improvement in customer satisfaction.

# Better Services





# Chapter 4





A society can be judged by the way it cares for its most disadvantaged and vulnerable members and creates opportunities for their full participation in economic, social and decision making activities.

NSW is a caring and inclusive community, but we can do more.

Over 150,000 people are the primary carer for a family member or friend with a severe or profound disability. Approximately 1.3 million people volunteer their time and around \$511 million is donated each year by NSW citizens to non-government organisations that work with disadvantaged people.

Protecting those at risk, and supporting the most vulnerable is at the heart of what the NSW Government does. We strive to overcome cycles of disadvantage by delivering services to those in need and working in partnership with non-government organisations.

The Government has already demonstrated its support for the most vulnerable with increased investments in disability services, mental health services, child protection, out of home care and social housing over the last 12 months.

One of the most significant challenges involves overcoming pockets of entrenched disadvantage characterised by intergenerational unemployment, low levels of school attainment, chronic substance abuse, higher rates of crime and limited access to services and employment opportunities. Uninterrupted economic growth has had a positive effect across NSW, with the number of disadvantaged areas falling as employment rates and incomes have risen. Unfortunately, some locations and population groups have remained disadvantaged.

# Fairness and Opportunity



We will overcome cycles of disadvantage through our goals of:

- **Strengthening Aboriginal communities** through improved health and educational outcomes for Aboriginal people
- **Opportunity and support for the most vulnerable** through increased employment and community participation for people with disabilities and improved outcomes in mental health
- **Early intervention to tackle disadvantage** through embedding prevention and early intervention into Government services, reduced avoidable hospital admissions, increased proportion of children with skills for life and learning at school entry, and reduced rates of child abuse and neglect.

The community consultations revealed a strong commitment to maintaining a caring and generous society. The community want the Government to focus its efforts on prevention. The community also wants to see a continued focus on programs that help people to age in ways that enables a continuing contribution to the community and continued independence.

Stakeholders, such as non-government service providers and advocacy groups, want to see ongoing investment in programs that tackle disadvantage by building on community strengths and resilience. They welcomed the commitment of the draft State Plan to early intervention.

The focus over the next 10 years must be to ensure that our investment to assist the most vulnerable delivers better outcomes.

# Fairness and



# Strengthening Aboriginal Communities

## Priority F1: Improved health and education for Aboriginal people

NSW is home to the largest number of indigenous people in Australia. Over 110,000 people in NSW identify themselves as Aboriginal, and a further 4,000 identify as Torres Strait Islander.

The population characteristics of Aboriginal people are distinctly different to the rest of the State and, as a consequence, the Aboriginal community faces different challenges.

- Aboriginal people tend to be younger – 58 per cent of the Aboriginal population in NSW is under the age of 25 compared to 34 per cent in the non-Aboriginal community
- Aboriginal people do not live as long – only 7 per cent are over the age of 55 compared to 22.6 per cent in the non-Aboriginal community and, on average, they die 20 years earlier
- Aboriginal people are more likely than the total population to live in regional, rural and remote areas – although the majority of Aboriginal people live in cities.

Health, social and other outcomes for Aboriginal people are significantly worse than for the rest of the State. It is essential that we work towards overcoming these disadvantages.

### Targets

The NSW Government has committed, through the *Two Ways Together*, to improve outcomes for Aboriginal people. In line with this commitment we have established two key targets for reducing the gap in well-being between the Aboriginal and the total population of NSW:

- **Close the gap between Aboriginal and all students in primary school numeracy and literacy rates by 2016**
- **Over five years, reduce by 15 per cent hospital admissions for Aboriginal people who have conditions that can be appropriately treated in the home.**

### Measuring progress

The Government's 10 year plan on Aboriginal affairs, *Two Ways Together*, includes an agreed set of measures to monitor progress on the goal of improving outcomes for Aboriginal people. These measures are linked to a national framework, established by the Council of Australian Governments, for measuring indigenous disadvantage across Australia.

# Opportunity

**Figure 19: Educational outcomes for Aboriginal People**

	Aboriginal	All persons
<b>Year 3 achievement – 2004</b>		
Reading	80.4%	92.2%
Numeracy	89.5%	95.8%
<b>Year 5 achievement – 2004</b>		
Reading	75.7%	90.9%
Numeracy	77.0%	92.2%

Source: Ministerial Council on Employment, Education, Training and Youth, National Report on Schooling in Australia, 2004

Currently Aboriginal students are 19 months behind in literacy by Year three and by Year five and Aboriginal students may need an extra three and a half years of literacy learning to match the literacy levels of non-Aboriginal students.

## Actions we are already committed to

### ■ Implementing *Two Ways Together*, including:

- Strategies to help keep Aboriginal families together and improve access to safe and affordable housing
- Implementing the Aboriginal Child, Youth and Family Strategy which is focused on the health and education of Aboriginal mothers and children
- Implementing the Aboriginal Vascular Health Program focusing on reducing the risk factors for vascular disease (diabetes, hypertension, smoking, renal disease)
- Increasing employment in the private sector through job opportunity partnerships between job network providers, industries and employers, unions and local government in regional areas
- Implementing the Aboriginal Employment and Training Strategy, Kids Excel and Youth Excel programs
- Implementing the Aboriginal Justice Plan. Strategies under the Plan include creation of Aboriginal Community Justice Groups in 24 communities and Aboriginal Community Patrols in 17 communities.

### ■ Implementing the Aboriginal Mental Health Workforce Program that will place local Aboriginal mental health trainees in mainstream community health teams.

Significant consultation between the NSW Government, Commonwealth Government and local communities has been undertaken to develop *Two Ways Together*. The NSW Government is committed to implementing *Two Ways Together*, planning and delivering solutions that meet Aboriginal community needs. This provides a robust framework for policy direction and development into the future, and therefore no new directions are proposed.

# Fairness and

# Opportunity and Support for the Most Vulnerable

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## Priority F2: Increased employment and community participation for people with disabilities

Engagement in work, education and community life are the foundations of our society's prosperity.

In particular, employment plays an important role in ensuring an individual's wellbeing and sense of belonging. Society benefits from this participation in terms of stronger economic growth and more vibrant and inclusive communities.

However, the representation of the people with a disability in training and employment is well below the average.

The NSW Government is committed to narrowing this gap by working to provide support and opportunity for people with a disability to engage in their community through work, education and other forms of community participation.

However, the Government cannot achieve this alone. Families, non-government service providers, employers and governments all have a role to play in increasing the participation of people with disabilities in our community.

The Government provides specialist care services to people with disabilities and their families and carers including home support, clinical treatment and rehabilitation services, accommodation, school and vocational education and community participation programs.



# Opportunity

People with disabilities who are not able to work are assisted to participate and make a contribution in other ways. Community participation, including interaction with families and friends and involvement in organised social, cultural and leisure activities and voluntary work is vital for people with disabilities.

## Targets

- **Close the gap in the unemployment rate between people with a disability and the overall community by 50 per cent by 2016. This is equivalent to around 6,000 jobs**
- **Increase the out of home participation rate of people with a severe or profound disability to at least 85 per cent.**

## Measuring progress

While there has been an upwards trend in the proportion of people with disabilities who are employed, there is still a significant gap between people with disabilities and the overall community on this measure. In 2003 the NSW labour force participation rate of people with disabilities of working age was 51 per cent and the unemployment rate was 9 per cent. This compares to the participation rate of people without disabilities of 74 per cent and an unemployment rate of 6 per cent.

**Figure 20: Employment and community participation of people with a disability**

	Profound or severe core activity limitation	All with a disability	All persons
Unemployment rate <sup>(a)</sup>	9.6%	9.0%	6.0%
Participation in social activities in the last 3 months <sup>(b)</sup>	81.8%	89.7%	..

(a) Persons aged 15-64 years

(b) Persons aged 5 years and over

Source: Australian Bureau of Statistics, Disability Ageing and Carers, Australia and Labour Force Survey

## Actions we are already committed to

Implement the 10 year plan for improved disability services, *Stronger Together: A new direction for disability services in NSW*, involving \$1.3 billion of new investment over five years, rising to an ongoing annual expenditure of \$377.6 million by 2010/11. This includes:

- An additional 450 respite care places and 960 therapy places over the next five years to assist families in supporting their children at key transition points throughout their younger years
- Expanded programs for school leavers with a severe or profound disability, who are unable to enter the workforce immediately or within two years, to provide age appropriate activities and skills development. In early 2007 services under these programs will increase from three days a week to four or five days a week according to need

# Fairness and

- An additional 780 places in other day programs for adults over the next five years
- Continuing a range of support services at public schools and TAFE, including curriculum support and career counselling to assist people with disabilities to enter the workforce.

The Government will continue to support the COAG National Reform human capital agenda. Pathways to employment will be improved by working with the Commonwealth to establish better links between the supply of training and employment places. People with a disability who require personal care or other support to help them maintain their participation in the workforce or training will also benefit from a significant expansion of in-home support places.

Given the significant reforms over the last 12 months and the ongoing COAG commitments, no new directions are proposed.

## Priority F3: Improved outcomes in mental health

Over 1 million people in NSW experienced a mental illness in 2005/06. Last year, more than 26,000 overnight admissions were made to mental health units in NSW hospitals.

When a person is discharged from a mental health acute facility, it is vital that strong and effective support is in place in the community. We will provide more community care and early intervention so that problems are identified and managed earlier instead of escalating into acute episodes that need treatment in hospital.

As for those with disabilities, it is important that people with a mental illness are able to effectively engage in society and that their families and carers are supported. We will assist people with mental illness to sustain secure living environments and assist people to move into or maintain employment.

### Targets

- **Reduce readmissions within 28 days to the same facility**
- **Increase the percentage of people with a mental illness aged 15-64 who are employed to 34 per cent by 2016**
- **Increase the community participation rates of people with a mental illness by 40 per cent by 2016.**

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# Opportunity



# Measuring progress

## Readmission Rates

To measure our success in providing appropriate levels and types of support to people who return to living in the community after being admitted to a mental health acute facility, we look at the number of people who are readmitted to that same facility within 28 days of discharge.

The Government will be enhancing the planning, coordination and delivery of support to patients when they are discharged from a mental health acute facility. We would expect to see a reduction in the number of patients who are readmitted within 28 days.

Figure 21: Mental Health Readmissions						
	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
Proportion of adults readmitted within 28 days to the same facility with an acute mental health problem	11%	11%	10%	10%	12%	11%

Source: NSW Department of Health

NSW Health is improving its data collection methodologies and there is a possibility that with improved data collection we may see an initial increase in the recorded rates for readmission to an acute mental health facility within 28 days.

## Participation

The Mental Health Outcomes and Assessment Tool (MH-OAT) collects data relating to mental health. The Government will adapt MH-OAT to improve data availability and measure future improvements against employment indicators.

We will also monitor the participation of people with a mental illness in other community activities through the NSW Health Survey. This survey asks questions about unpaid participation in local groups or organisations, attendance at local community events, and membership of a church, sports, craft, or social club.



# Fairness and

## Actions we are already committed to

To achieve these targets, we will implement the State's plan for improving mental health services, *NSW: A New Direction for Mental Health*, involving about \$940 million of additional investment over five years, including:

- An additional 234 packages under the Housing and Support Initiative (HASI) to increase stable accommodation and support so that people can be assisted to retain better mental health and re-engage with their communities, employment, education and other activities
- Enhanced community rehabilitation services to assist people with assessment, support and linkages into employment services, including the introduction of Vocational Education, Training and Employment (VETE) clinicians
- New Recovery and Resource Services to increase the social and leisure opportunities of people with mental illness through non-government organisations
- Expanding the NSW Mental Health Court Liaison Service to ensure the early referral of suitable defendants into mental health and drug and alcohol treatment.

We will continue our efforts to improve patients' transitions between acute mental health care and the community by establishing a Mental Discharge Planning Policy. This will focus on support services to individuals in the first 28 days post discharge.

We will also complete the Area Mental Health Clinical Partnership (AMHCP) Program which is:

- Developing clinical care networks
- Developing and monitoring referral pathways
- Monitoring implementation of partnership agreements/initiatives
- Ensuring integration of all partnerships with core clinical service activities
- Identifying and facilitating new clinical partnerships and opportunities for collaboration.

In education and training, a trial program is already in place to implement new vocational education, training and employment (VETE) programs for people suffering with mental illness. This program is designed to:

- Deliver and evaluate service pathways for targeted groups to improve their educational and employment options and
- Develop a model for collaborative projects and activities between agencies and jurisdictions (including the Commonwealth government).

Outcomes from the trial will inform future state planning for VETE coordination.

Due to the Government's recent and comprehensive package for *A New Direction for Mental Health*, no additional new directions are proposed in this area.

# Opportunity

# Early Intervention to Tackle Disadvantage

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We are increasingly seeking to tackle disadvantage by preventing problems from happening in the first place and stopping existing problems from getting worse.

Both early intervention and prevention programs can have benefits at all life stages, for all members of the community, and across a wide range of Government services. They can be universally available, such as health promotion programs that reach the whole community, or targeted so that they address the specific needs of individuals, such as people with a disability. Almost always they rely on Government departments working together to provide support to people across all aspects of their life.

We want 'early intervention' to characterise the way the NSW Government approaches future policy development and program design. We want to be able to answer positively when asked the question: 'when confronting this problem or issue, did we consider all the options for acting earlier to prevent it or to reduce its impact'.

Early intervention is therefore a concept rather than a specific program or programs. However, effectively embedded it can produce profound reforms in Government services. These reforms have many benefits. They benefit individuals whose problems are dealt with early and effectively, they reduce demand on acute services so that scarce resources become available for more services, and they assist whole communities to function better by improving safety and services.

For example, under the 'Families First' program, new parents are offered a home visit from an early childhood nurse to make sure their baby is healthy and answer any questions they may have.

## Priority F4: Embedding prevention and early intervention into Government services

To embed the principle of early intervention into the core workings of Government we need to do two things:

- (i) establish a sound early intervention and prevention policy framework to guide policy-makers, program designers and decision-makers
- (ii) shift resources to support early intervention and prevention within our Government agencies.

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# Fairness and

## Target

- **We will produce the policy framework for early intervention by the end of 2006/2007 and benchmark and set targets for agency performance by no later than 2008/2009.**

## Measuring progress

Early intervention and prevention programs are diverse. Some programs that have an early intervention or preventative focus may not be traditionally recognised in this way. These programs may have long term benefits for a great number of people, but do not produce measurable results in the short term.

Different measures of success will be appropriate for different policy areas. In fact, many of the measures included in other parts of this Plan will help us measure the success of our prevention and early intervention responses and some other priorities, eg developing skills for life and learning, are themselves part of an early intervention philosophy.

## Actions we are already committed to

We are already committed to providing prevention and early intervention services in a wide range of areas including for people with a mental illness, people with a disability, for mothers and babies, for at-risk children, for families and to improve the overall health and wellbeing of the community. These commitments are highlighted under the relevant priority areas elsewhere in the State Plan. Some of these commitments are part of a national agenda under the Council of Australian Governments.

Successful early intervention is often supported by the provision of social housing. The 'Reshaping Public Housing' reforms emphasise making public housing available to those most in need. The Housing and Support Initiative (HASI) that enables people with a mental illness to live successfully in the community, is consistent with this approach.

## New directions we will consider

We need to make sure that investments in prevention and early intervention are good value for money and are based on sound evidence about what works best.

The Government will look to improve planning processes so we understand which parts of the NSW community are likely to have the greatest impact on demand, and the types of interventions that are most effective for those groups. We will emphasise reaching communities that are geographically isolated or disadvantaged. This will include community renewal efforts in the most disadvantaged social housing communities.

We know that by 2020 the proportion of the population aged over 65 will increase to 18.6 per cent compared with just 13.7 per cent in 2005. The ageing of the population is expected to increase the demand for and costs of Government services significantly. The Government will consider developing a whole of Government strategy on ageing to set the direction for future service delivery with a focus on the areas of illness and disability prevention and early intervention, community care and support and improved health care.

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# Opportunity

We will develop a cross agency early screening, triage and assessment strategy across the Departments of Community Services, Education and Training, Ageing, Disability and Home Care, Housing and NSW Health

We will consider a NSW Oral Health Strategy, which will design and implement new models of care for oral health with a focus on prevention and early intervention.

## Priority F5: Reduced avoidable hospital admissions

There are over one and a half million hospital admissions every year in NSW. Demand for services continues to grow. Over the last three years, there has been a rise in the number of admissions to hospital through emergency departments each year.

Patients are telling us that if treatments could be safely delivered in the community or at home, they would prefer not to have to be admitted to hospital.

Reducing avoidable hospital admissions through early intervention and prevention will lead to improved health outcomes and enable better management of hospital resources.

This priority is linked to priority S3: Improved health through reduced obesity, smoking, drug use and risk drinking and priority F4: Embedding the principle of prevention and early intervention into Government service delivery in NSW.

### Target

- **We will reduce by 15 per cent over five years hospital admissions for people who should not need to come to hospital.**

### Measuring progress

We will measure the reduction in admissions for the following conditions, reviewed and added to over time:

- Cellulitis, a skin inflammation caused by bacteria. It most commonly occurs when skin has been broken – for example, by a cut, burn or insect bite. Infection can spread to underlying tissues
- Deep vein thrombosis, a condition where a blood clot forms in a leg vein
- Community-acquired pneumonia
- Urinary tract infections
- Certain chronic respiratory disorders (such as emphysema and chronic obstructive pulmonary disorder)
- Bronchitis and asthma
- Certain blood disorders, such as anaemia
- Musculo-tendinous disorders, such as acute back pain.

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# Fairness and



## Actions we are already committed to

The Chronic Care Program is delivering real reductions in the number of days patients are occupying beds in hospitals for heart failure and Chronic Obstructive Pulmonary Disease, a lung disease which makes it difficult to breathe.

**Figure 22: Reduction in Bed Days from the Chronic Care Program**

	2001/02	2002/03	2003/04	2004/05
Number of Bed Days	5,778	1,463	1,304	20,751

Source: NSW Department of Health

To allow earlier discharges and drive reduced readmissions, the Program delivers a case-managed package of care for up to six weeks after discharge from hospital. This program has saved over 35,000 hospital bed days in 2005/6.

We are also:

- Building integrated primary care centres to reduce avoidable admissions and improve management of chronic and complex illnesses
- Co-locating general practice services at hospitals to improve consumer access to after-hours primary care and ease pressure on emergency departments
- Increasing immunisation of people over 65 (over 50 for Aboriginal people) for influenza and pneumococcal disease
- Reducing fall injuries amongst older people through increased promotion of physical activity through public campaign delivery and implementing fall prevention plans in Area Health Services
- Providing an additional 65 specially trained professionals to respond to out of hours emergency and acute community responses across the State.

## New directions we will consider

### *Providing health care in the home*

We will increase the focus on making access to home-based care easier for older people and those with chronic disease and high care needs living in the community, to minimise the need for hospital admissions. We will integrate aged care, chronic care and community acute/post-acute care services in each Area Health Service. We will look to provide a single referral centre in each Area Health Service for GPs, carers and the Ambulance Service to refer older patients and those with chronic illness to a community-based service. We will increase the participation rate of patients with chronic disease in rehabilitation and self-management programs.

# Opportunity

Information technology will support this by allowing doctors and health providers to develop comprehensive management plans for their patients and to document patient assessments and decisions about treatments. It allows for improved case management and more efficient treatment of patients.

#### ***Enhancing support for carers***

We will respond to the growth in demand for programs to support carers of people with health needs, including those requiring care for mental health, disability or dementia. Support will include education, training, individual and peer support to families. It will also recognise the important role that carers play in a patient's journey through the health care system and in providing support for people to live in the community rather than be admitted to hospital.

#### ***Providing more care options for pregnancy and childbirth***

We will investigate options to increase the availability of midwifery services. This is particularly important for rural areas and also recognises the important role that continuity of care during pregnancy plays in avoiding the need for unnecessary hospital admissions.

## Priority F6: Increased proportion of children with skills for life and learning at school entry

There are 90,000 children born in NSW each year. Assisting them to develop to their potential is a key investment in the future of NSW.

There are many benefits from increasing the proportion of children with basic skills for life and learning at school entry including:

- The individual benefits both socially and economically
- The nation benefits from increased skill and productivity in the future workforce
- The State benefits from decreased need for intervention by police, health services, child protection services and special education services
- The local community benefits from decreased juvenile and adult crime.

We need to focus on outcomes for the population as a whole by improving the average performance, and in particular we need to lift the performance of at-risk children who will suffer long-term disadvantage if they are not assisted to meet developmental milestones.

This will encompass a wide range of programs, activities and services at Commonwealth, State and local government levels, plus the activities of parents, extended families and community-based organisations. We need to set clear objectives for improvements to services and better linkages between services.

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# Fairness and

## Target, measurement and current performance

- **NSW, through the COAG process, is working collaboratively to develop a measure of performance and targets. Measurement should begin in 2008. The Government will then set a target for increasing the mean performance of the child population in NSW by 2016.**

## Actions we are already committed to

This is a national agenda and NSW has committed to working with the Commonwealth and the other States and Territories to develop a package of policy directions and programs that will provide a better overall level of service. The objectives are to remove existing overlaps, integrate services across levels of government and identify and close gaps in the service system.

Universal services are already well developed in NSW. These include:

- Strong ante-natal and post-natal health services which have helped NSW to achieve a good track record in baby health
- The Families First program which provides new parents with the offer of a home visit from an early childhood nurse to make sure their baby is healthy and answer any questions they may have about caring for their child. If any problems exist, they can either be addressed on the spot by the nurse or referred to specialist support services
- Additional funding to provide pre-school opportunities to an extra 10,500 children the year prior to school

Targeted services, provided to those with greater needs, include:

- Additional 200 therapy places for children with a disability
- Widening the range and location of respite choices to better match with age of the child or young person and the needs of them and their family.



# Opportunity

## New directions we will consider

The ante-natal period is critical for child development and the Government will examine ways to strengthen its ante-natal services for at-risk mothers to ensure they engage with the support system early in pregnancy and receive appropriate advice and specialised support as required. Particular attention will be given to young single mothers and Aboriginal mothers. The aim is to avoid preventable problems and to increase the time between births.

Better support for parents benefits all children and significantly improves outcomes for those at risk of not meeting developmental milestones.

The Government will consider improving the quality and accessibility of information on child development and will also consider improving the quality and accessibility of parenting information. Introduction of a parenting education program that provides both general support and specific problem-solving capabilities will also be examined.

Parents also need to be warned about risky behaviours, such as smoking and alcohol abuse during pregnancy, and further encouraged to adopt sound strategies for enhancing child development such as breast-feeding babies. The Government will work with the Commonwealth to ensure that key messages are delivered to parents through campaigns and existing State service structures.

Strengthening of targeted services for at-risk children will also be considered. The target group is broadly described as children who are at risk of developmental disadvantage, but not yet involved in the child protection system. Areas for focus include parenting education and access to quality childcare, sustained home visiting models, and improved information for professionals who work with families or parents about the developmental risks for young children in sub-optimal environments. It will be important to trial options with a sound evidence base and then evaluate them in the Australian context.

## Priority F7: Reduced rates of child abuse and neglect

For a child born today in NSW, the probability of being reported as at-risk of abuse or neglect before reaching adulthood is now one in five. NSW is not alone in this (there is increased reporting occurring right across the western world), but it is simply not acceptable that significant numbers of this State's children are identified as being at-risk.

There are three major concerns for at-risk children:

- Direct injury such as physical, psychological or sexual harm
- Developmental delay or sub-optimal achievement that will reduce life outcomes
- Intergenerational impacts based on evidence that victims of abuse and neglect are more likely to become future perpetrators of abuse and neglect.

# Fairness and

In NSW, suspected cases of child abuse and neglect are reported to the Department of Community Services (DoCS) Helpline by mandatory reporters (police, health workers, teachers) and by the general public. These reports are assessed by trained child protection caseworkers and a determination made as to whether the report requires further investigation by DoCS field staff or by joint police and DoCS teams. In 2005-06, 241,000 reports were made about 110,000 children. Approximately 66 per cent of the 241,000 reports involving a total of 87,000 children were referred for further investigation.

Changing community attitudes as to what constitutes abuse and neglect, and improved reporting and recording capacity, are undoubtedly contributing to the observed increase in reports. Evidence of abuse or neglect is present in a substantial proportion of the reports referred for further investigation.

## Target

- **Reduce the underlying rate of child abuse and neglect in NSW over the course of the Plan.**

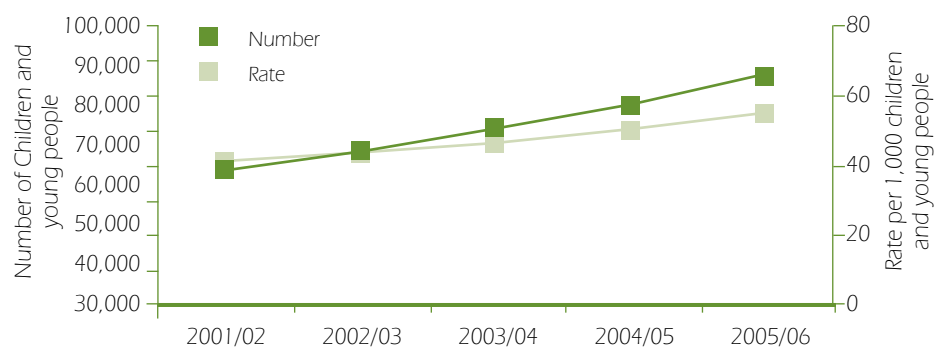
## Measuring progress

There is no measure currently available that accurately measures the actual prevalence of child abuse in NSW. Most measures are influenced by community attitudes, mandatory reporting rules, changes in DoCS resources, changes in assessment criteria, or changes in population levels.

The rate of children referred for further investigation per 1000 population is the most consistent measure that can be used at this stage.

Currently this rate of children reported and referred is rising at around five per cent per year (see Figure 23). This is caused in part by significant changes to the reporting system in NSW, and by shifting community attitudes regarding what constitutes reportable abuse. The effects of these changes are still settling down.

**Figure 23: Children and Young People involved in Child Protection Reports referred for further assessment**



Source: NSW Department of Community Services, Client Information System (CIS) Annual Statistical Extract, 2002-03 to 2003-04 and Key Information and Directory System (KiDS) Annual Statistical Extract, 2003-04 to 2005-06 Australian Bureau of Statistics, Population Estimates

Notes: 2005-06 figures are preliminary referrals. For further assessment go to a Community Services Centre (CSC) or to a Joint Investigation Response Team (JIRT)



The effects of reporting changes should stabilise in the next two to four years. Beyond that, changes in the referred reports rate should be reflective of underlying rates of child abuse and neglect.

For this reason, the goal is to reduce the referred reports rate of child abuse over the course of the Plan.

This will be a significant achievement as there is an expected 10 per cent increase in the rate over the next two years alone based on current reporting trends.

## Actions we are already committed to

The Government is implementing a \$1.2 billion reform program of the child protection system in NSW. This reform program has three key elements:

- The early intervention program, which is a major new initiative to prevent children entering the child protection system or escalating within it. It focuses on young children. The target is to keep these children safe and return them to a normal development path as quickly as possible. The services are provided by a mix of Government and non-government organisations with very strong central coordination
- Reforms to statutory child protection. This involves improving systems, building capacity to respond to the substantially increased level of child protection reports and improving interagency cooperation. The commitment includes an additional 375 child protection case workers and their support staff
- Reform of the Out-of-Home Care (OOHC) system involves substantial investment in additional caseworkers (300 in DoCS plus their support staff including lawyers and psychologists), a significant expansion of non-government services, and improved support for foster carers. The aim is to assess the needs of these children comprehensively, place them accurately and then provide strong support to both them and their carers at the beginning of their time in OOHC to give them their best chance at life.

## New directions we will consider

There is already a substantial reform program in child protection. However, this program is primarily aimed at children who are already victims of abuse and neglect, or are at significant risk of becoming so. We therefore need to look at additional areas.

### ***Targeting services to those at risk***

In conjunction with the Commonwealth, the Government will consider developing an improved package of ante-natal services for young single mothers and Aboriginal mothers. If children are born healthy, with mothers effectively supported in the post-natal period, the risks of entry to the child protection system are reduced and life outcomes will be improved considerably.

### ***Improvements in child protection service delivery***

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# Fairness and

We will investigate opportunities for improvements in cross agency early screening, triage and assessment strategy to achieve gains in child protection service delivery. We know that for children at-risk of abuse and neglect, early identification, accurate assessment and adequate support can mean the difference between developing to their potential in a family setting, and severe physical and/or psychological damage. We also know that these children may come into contact with the system in a variety of ways and that they are not always recognised or referred appropriately.

#### ***Improving information usage***

Develop better risk profiles to target investigation and support services more effectively. The objective is to provide better services to more clients more efficiently.



# Opportunity



ASX



LAST	FOR	
0.045	2HT	
0.08	0	
4.88	21T	
1.18	31T	
1.26	51T	
2.74	4HT	
0.028	0	
0.30	8HT	
0.225	1HT	
0.75	2HT	
0.67	63T	
3.40	8T	
0.55	3HT	
0.26	2HT	
1.40	95T	
0.105	7HT	
1.36	5HT	
0.455	4HT	
0.15	90T	

# Chapter 5



A strong economy allows us to provide the excellent services such as healthcare, education and policing, which the public expects.

NSW is Australia's economic powerhouse. It accounts for 34 per cent of national GDP and employs 3.24 million people. It is the home of Australia's only global city and a number of thriving coastal and inland regions.

The NSW unemployment rate has averaged 5.3 per cent in the past two years, the lowest sustained rate for 30 years. Despite the recent slow down in the property sector, the underlying strength of the economy is demonstrated by business investment growth of 68 per cent over the last four years.

The chief competitive advantage of NSW is our people. We are well educated, innovative people, who want a society built on fairness, equity and collaboration. We believe that a society built on these principles will be more productive, wealthier and fairer, leading to a higher quality of life for all.

# Growing Prosperity across NSW



# NSW: Open for Business

We want Sydney to be the most attractive city in which to do business in South East Asia. We want our regions to share in the benefits of Sydney's global city status and have thriving and diverse economies in their own right. We want a strong and growing small business community that competes with the best in the world and wins. We want higher paid, higher value added jobs.

The private sector will drive this economic growth, however, The NSW Government will provide the foundations for this growth by achieving our goals of:

- **NSW Open For Business**

- **Stronger rural and regional economies.**

Our community consultations reinforced these priorities. Community members were particularly concerned that the economy continues growing so that their children have attractive opportunities locally. They were particularly concerned that training be available throughout people's working lives. In regional and rural areas, there were particular concerns about the local availability of relevant training and about continuing to attract business investment.

Business groups want the Government to focus on reducing the regulatory burden on business, ensure infrastructure is available to support business needs and develop strategies to help particular industries succeed competitively. They also want world-class events held in NSW to draw attention to the broad range of opportunities for business and investment.



# Growing Prosperity



## Priority P1: Increased business investment

Being 'Open for Business' means providing the right foundation for business investment and growth. Our priorities are to:

- Maintain and invest in infrastructure to support our growing economy
- Cut red tape
- Increase participation in education and training
- Maintain the State's AAA rating.

Being Open for Business is about supporting large and small businesses. It's also about supporting a working environment that is fair and collaborative – meaning NSW is a place where people want to do business, and where people want to work.

The private sector's ability to maintain and create highly productive jobs across a diverse range of industries and locations in NSW underpins the State's ability to realise higher standards of living for all.

The key drivers of business investment are national and global economic conditions, supported by a stable and secure State business environment. NSW business must be highly engaged and visible in the international economy.

We will be more aggressive about fostering innovation and attracting investment through newly established and expanding businesses.

The Government will continue to promote NSW in major markets as a destination for international investment, events and tourism and a source of world class products and services. Tourism growth will benefit both Sydney and the regional economies. Tourism levels will be influenced by a variety of factors outside the control of the NSW Government, but we are committed to working with our partners and the tourism industry to help achieve this goal.

### Targets

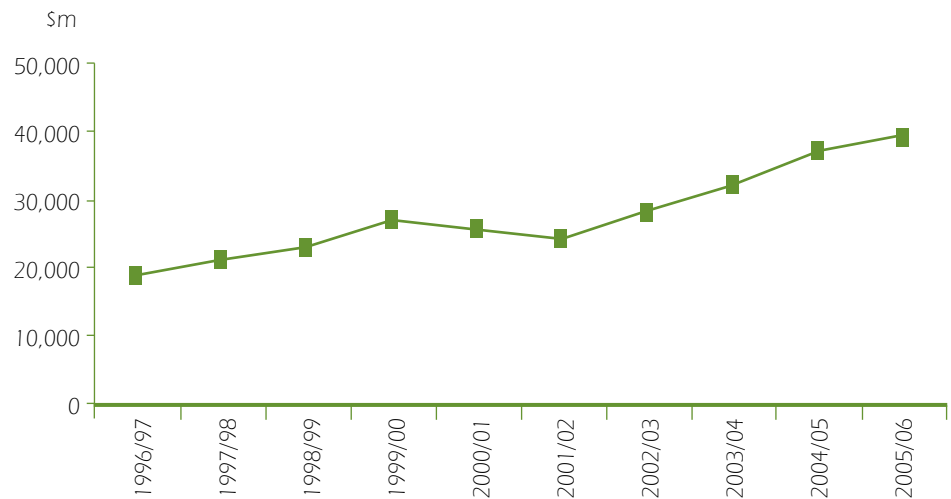
- **Continue to increase business investment through making NSW a more attractive place to do business**
- **Increase tourist visitation to NSW by 10 million visitor nights by 2016.**

across NSW

## Measuring progress

Real business investment has grown by eight per cent per annum over the last decade to \$39.5 billion in 2005-06. This growth is historically high due to the almost unbroken economic expansion that occurred over that period. We will continue to strive for the highest possible rates of growth.

**Figure 24: Private Business Investment, NSW**



Source: Australian Bureau of Statistics, National and State Accounts

To take into account the 'lumpy' and cyclical nature of business investment, a five year moving average of private business investment growth will be used to measure the State's performance against this priority. Data on a quarterly basis is readily captured from quarterly accounts released by the Australian Bureau of Statistics.

Tourist bed nights provide the best measure of the level of tourism activity. A target of 10 million additional bed nights by 2016 would generate an additional 20,000 jobs and \$1.8 billion in tourism expenditure.

**Figure 25: Tourist Visitation to NSW**

	2000/01	2001/02	2002/03	2003/04	2004/05
Annual Visitor Bed Nights (million)	144.4	136.9	136.5	134.4	135.1

Source: Tourism NSW

Note: High figure in 2000/01 as a result of the Sydney Olympics

# Growing Prosperity

## Actions we are already committed to

NSW is working aggressively to attract and retain competitively advantaged, innovative industries. Many of these actions will also lead to the continuing success and expansion of firms already based in NSW. We are:

- Working with local businesses to keep jobs and investment in NSW and side by side with Invest Australia to promote Sydney and regional NSW as first-rate business destinations
- Reducing turnaround times and increasing the certainty of expected timeframes for major development assessment approvals
- Taking a lead role in COAG negotiations regarding human capital and innovation – these being key drivers of future productivity growth
- Protecting priority employment land in existing areas and fast tracking the zoning and availability of serviced industrial land to meet the needs of business growth across the State
- Continuing to support efforts to attract major events to NSW such as World Youth Day and international football fixtures
- Supporting the efforts of NSW companies to win against international competition in local and overseas markets
- Working in partnership with industry to attract tourism from China, India and the Gulf States
- Investing in domestic tourism marketing for both Sydney and regional NSW.



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## New directions we will consider

### *Fostering innovation*

We will develop strategies to focus Government attention on high wage, high skilled, export oriented industries that have the greatest potential to thrive in the future in NSW. Former Harvard Business School Professor, Jonathan West has been commissioned by the Government to identify these sectors and examine ways the Government can assist innovation within them. The sectors identified by Professor West are:

- High value added manufacturing
- Entertainment, media, fashion and creative arts
- Finance and business services
- Logistics and internationally tradeable services
- Energy and related services, particularly coal.

Innovation occurs in all sectors of the economy, notably agriculture and primary industries, and the Government will continue to work with these industries to support innovation that provides economic benefit for the State.

This is not industry strategy – it is innovation strategy. The Government will work to enhance knowledge and information infrastructure, create a stable business environment and strengthen the innovation capability of these selected sectors. A key aim of this strategy will be to increase the State's attractiveness as a location for new firms, thereby increasing private business investment in NSW.

### *Increasing tourism*

We will investigate ways to encourage Australians, particularly NSW residents, to use their accrued leave through short breaks. This would provide a basis for stimulating regional tourism.



# Growing Prosperity

## Priority P2: Maintain and invest in infrastructure

Every business and person in NSW relies on State Government infrastructure such as roads, railways, power, water supply and ports to do their business.

The Government needs to ensure we have the right infrastructure at the right place at the right time. The Government needs to balance the demand for more major projects with maintaining existing assets and the impact on taxpayers.

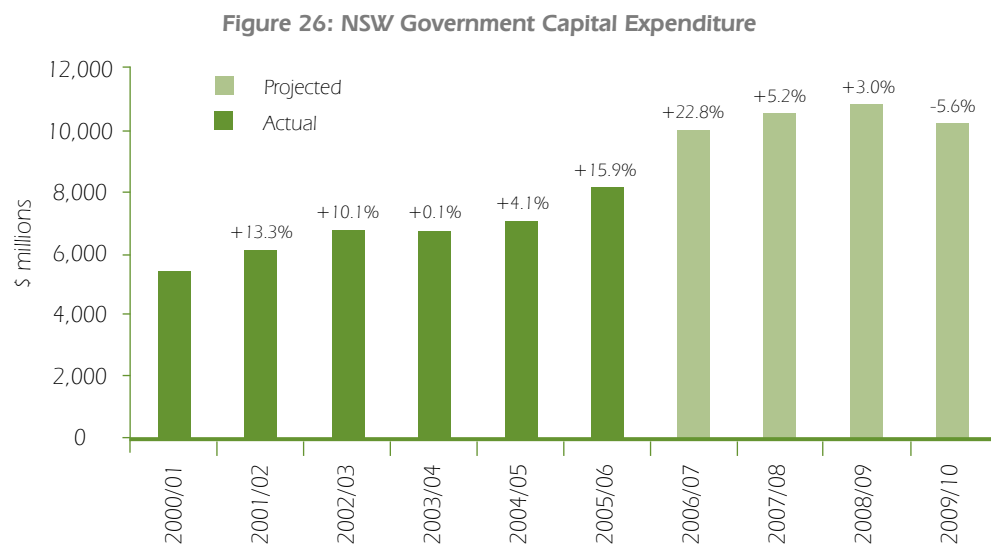
Good maintenance ensures the effectiveness of the infrastructure in supporting economic growth and it costs less over the life of the asset. The need to keep our infrastructure maintained, particularly country roads, was a key message from the community consultations.

Freight movements were a particular focus of comments on infrastructure. Efficient freight movements increase State and international competitiveness and encourage regional development. The development of roads also increases the access to rural and regional economies, ports and freight terminals.

### Targets

- **Maintain average annual growth rate in capital expenditure of 4.6 per cent nominal over the next decade (2015-16)**
- **Develop and report measures of maintenance effectiveness.**

### Measuring progress



Source: NSW Treasury, State Infrastructure Strategy 2006-07 to 2015-16

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The Government has committed to a record infrastructure spend over the next 10 years with over \$41 billion to be spent in the next four years. The infrastructure spend target will lead to expenditure of \$12.7 billion per annum by 2016.

The revised estimate for 2005-06 infrastructure maintenance expenditure is \$3.4 billion. This is approximately 2.7 per cent of the Government's total physical asset holding, excluding lands, which were valued at \$124 billion at the end of June 2005.

It is important to note that infrastructure maintenance reporting is still relatively new. We are developing maintenance effectiveness reporting tools for various asset classes.

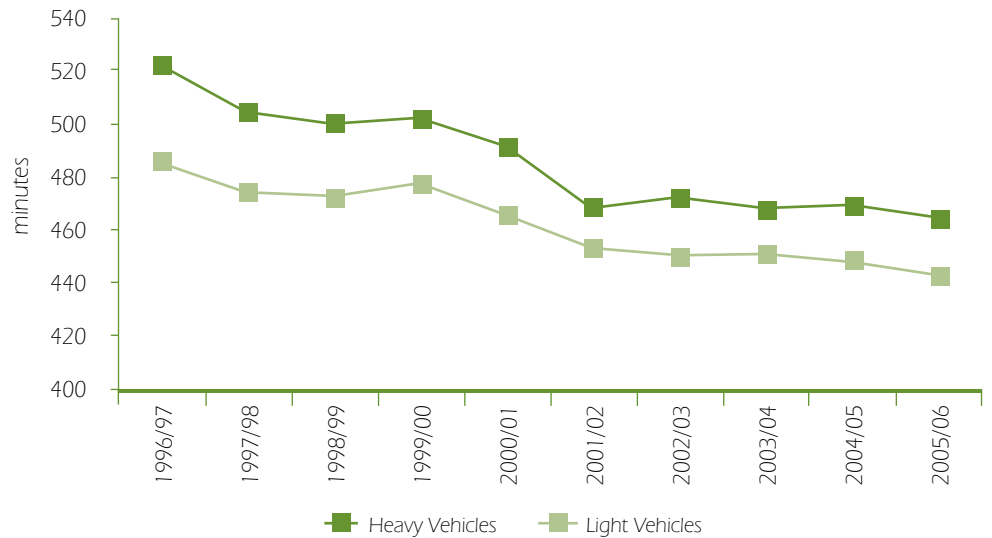
To monitor the effectiveness of investment and maintenance expenditures on road infrastructure, we will report on the travel speed on key road corridors and the condition of the network.

For example, Figure 27 shows average travel times between Hexham and the Queensland border. It is based on an average of the north and south bound travel time surveys with the average observed work site delay effect removed, giving an indication of overall 'free speed' on the Pacific Highway. Travel time for both light and heavy vehicles on the Pacific Highway has improved as a result of major capital works carried out over the last decade. Additional segments of key road corridors will also be reported.



# Growing Prosperity

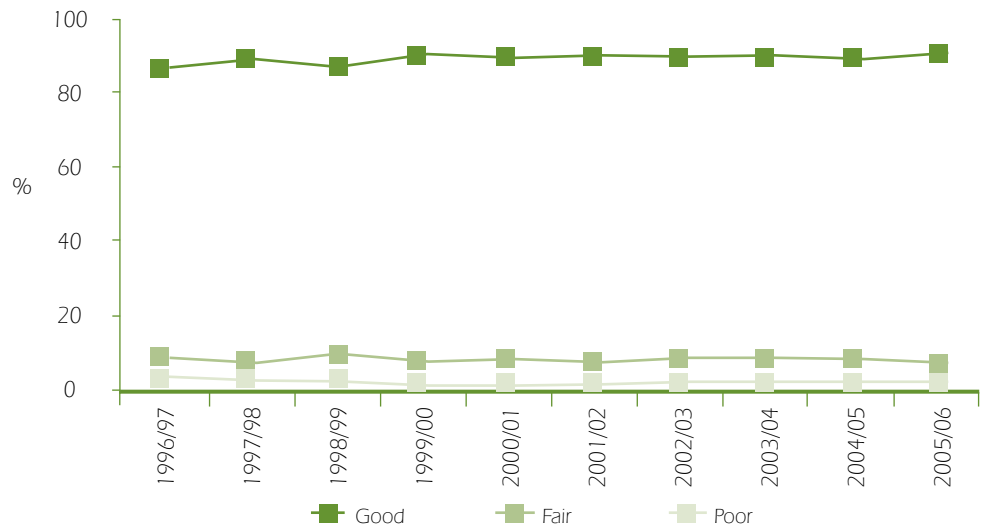
**Figure 27: Average Travel Times on the Pacific Highway**



Source: NSW Roads and Traffic Authority

Ride quality refers to the smoothness of State roads. It is basically the roughness of the roads measured using an Austroads standard known as NAASRA Roughness Meter counts (NRM, counts per kilometre). A count of less than 110 is considered good and one over 150 is regarded as poor. The measurement is taken by a standard mechanical device that has been in use in Australia and New Zealand since the 1970s. The average ride quality of State road pavements has improved since the early 1990s and held steady since 2000.

**Figure 28: Ride Quality on State Roads, NSW**



Source: NSW Roads and Traffic Authority

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## Actions we are already committed to

- Improving the on-time and on-budget delivery of the projects in the NSW *State Infrastructure Strategy* as a result of the tightened 'gateway process' which identifies projects at-risk early in the project
- Reviewing the *State Infrastructure Strategy* every two years to take account of emerging needs and new population and business trends
- Greater use of Part 3A of *Environmental Planning and Assessment Act* to ensure major infrastructure development approval is fast-tracked.

## New directions we will consider

### ***Consulting with local government on infrastructure planning***

Local government are key providers of infrastructure such as local roads. They also are key partners with State Government in land use planning and environmental protection. Consequently, it is important to ensure there is close collaboration between the State and local governments in infrastructure planning. In recognition of this, there will be a formal consultation process with local government (via Regional Organisations of Councils) in advance of the next review of the State Infrastructure Strategy.

## Priority P3: Cutting red tape

Nobody likes red tape. Not the businesses that have to go through it, nor the public servants who have to administer it.

Regulation should only be used where it is needed, and efforts should be made to avoid inefficient regulation and minimise that which may be unnecessarily costly, excessive, or complex.

Well designed and targeted regulation is one of the central tools used by governments to deliver the social, environmental and economic goals of business and the broader community. However, regulations that impose unnecessary burdens can impede competition, productivity, investment and innovation.

The nature of the regulatory environment is an important consideration in business investment decisions. Consequently, this is an important priority for the Government in its support of business investment.

Since 2000, NSW has achieved a 27 per cent reduction in the number of regulations and a 10 per cent reduction in the number of pages of regulations.

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# Growing Prosperity

## Targets

- **Establish a Better Regulation Office which will implement an effective and transparent gatekeeping process. The office will be established by January 2007 and be fully operational by June 2007. The office will be responsible for developing a measure of the compliance costs and administrative burden for business and the community of all new regulatory proposals**
- **Conduct and implement the findings of three industry specific red tape reviews of existing regulation per annum over the next five years.**

## Measuring progress

There is currently no agreed measure of red tape in Australia or internationally.

The Council of Australian Governments (COAG) has acknowledged the significance of these issues by committing, in principle, to adopt a common framework for benchmarking, measuring and reporting on the regulatory burden across all levels of Government.

The Better Regulation Office will be tasked with assessing different measures of red-tape reduction. This will include a specific reference to the 'one-in-one-out' methods of red-tape reduction as supported by some peak business groups.

To that end, COAG has asked the Productivity Commission to develop a range of feasible performance indicators for assessment and comparison of State and Commonwealth regulatory regimes. The NSW Government is committed to working with other Australian Governments to employ those indicators.

## Actions we are already committed to

The Government has taken a proactive approach in the past 12 months towards reducing red tape by commencing several red tape reviews:

- Investigating the Burden of Regulation – the Independent Pricing and Regulatory Tribunal's review of the undue burden of Government regulation on business, councils and the community in NSW



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- Small Business Regulation Review – a rolling program of sector-by-sector reviews of the compliance and administrative burdens imposed on small business. A review of the Motor Vehicles Service Sector has already been completed (see breakout on page 99). A review of the catering and hospitality industry is underway and will be followed by a review of the small to medium manufacturing sector
- Implementing the findings of at least three industry specific red-tape reduction projects, done in partnership with industry groups
- Government Red Tape Review – an internal review of undue red tape burdens imposed on Government agencies.

## New directions we will consider

### ***Improved rigour in regulatory gatekeeping***

The establishment of a transparent gatekeeping process, including better identification of potential compliance costs, to prevent the future build up of unnecessary red tape and regulation. The gatekeeping process will educate, assist, oversee and report on compliance with good regulatory process by all agencies. The process will provide a rigorous, transparent and consistent management of regulatory impact statements.

### ***Better alignment with other States and the Commonwealth***

The Government will work, through COAG, to better align our regulations with other States and the Commonwealth, for example, in the area of consumer protection. Simplified regulations and procedures will lead to cost savings for firms who operate across States.



# Growing Prosperity



## Motor vehicle services sector small business regulation review

The taskforce spoke with and listened to small business operators and their industry associations. Rules and regulations for firms operating in the motor vehicle services sector are now much simpler. The review is:

- Eliminating 'equipment lists' which previously spelt out the minimum requirements for various classes of motor vehicle repair work
- Streamlining record-keeping processes
- Reducing the number of forms businesses must fill in, and then submit
- Taking action on sharing information between NSW Government agencies. Business operators will have the option of providing data once only to the NSW Government
- Ensuring the consistency between regulations so businesses can operate safely and comply with legal obligations. A good example of this is the need for 'bundling' under environmental protection regulations. A bund, which might be made out of concrete, is the main part of a spill containment system. A bund can also be used for fire protection, or product recovery and process isolation. Under occupational health and safety requirements a bund may be considered to be a hazard. This anomaly will be addressed and consistent requirements will be specified for business.

The Government's red tape reforms mean direct savings of more than \$1.5 million each year for companies who work in the motor vehicle services sector.

## Priority P4: More people participating in education and training throughout their life

The economy is continually changing. For example, between 1995 and 2005, the number of people employed in NSW in the agriculture, forestry and fishing industries has fallen by nearly 19,000 while the number employed in property and business services grew by over 142,000.

As industry and the economy change the people of NSW need to have the skills to adapt. Over the next 10 years, employment is predicted to grow strongly in those occupations that require higher level skills, and to shrink in low skill occupations.

Elsewhere in the State Plan we have outlined the Government's plan to assist young people achieve their highest potential, however, we cannot limit our efforts to those about to enter the workforce. We need to focus on the existing workforce as well. To drive our productivity, we want more people participating in education and training throughout their lives.

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Training now takes place in a number of areas – at work, at university or a TAFE or other training institutions. From the Government’s perspective we need to ensure that our TAFE system plays its part by catering for the needs of the population and of business.

## Target

- **Increase the proportion of the population aged 15-64 participating in vocational education and training from 11.7 per cent in 2005 to 16 per cent by 2016**

This target can only be achieved through joint effort and funding with the Commonwealth Government and industry.

## Measuring progress

Over the last five years, between 11 and 12 per cent of the population aged 15-64 participated in vocational education and training (VET). The 16 per cent goal is an ambitious but necessary target. It will require a concentrated effort from all partners in the training system, including the State and Commonwealth Governments, industry and individuals.

The ABS measures the proportion of 15-64 year olds participating in vocational education and training through the annual Survey of Education and Work.

## Actions we are already committed to

To achieve this ambitious growth in vocational education, we will build on our existing arrangements that deliver flexible training when and where it is required, including:

Workplace training and assessment to improve the skills and productivity of existing workers

- Recognition of Prior Learning (RPL) to officially recognise skills gained at work to assist labour mobility
- Online tools to assist mature age workers access relevant training.
- The NSW Skills Council which provides more effective investment in skills development to meet business priorities
- Implementing a whole of Government apprenticeship strategy including a commitment to apprenticeship ratios in Government contracts and build on current growth in apprenticeships in NSW Government agencies
- Increasing employment and retention of Aboriginal apprentices and trainees across the State.

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# Growing Prosperity

## New directions we will consider

### *Increasing investment in our training system*

Our economy will require more people with skills and more people with higher skills over the next 20 years. This will require further investment in TAFE to adopt a stronger workforce development approach and deliver the training places necessary to meet industry demands.

### *Flexible delivery of training*

We will provide training in a way that is flexible and relevant to industry and individuals. This will include increasing the proportion of training delivered in the workplace, in times and ways that are convenient. The types of services provided will also need to change, to take in workforce development and to assist firms to innovate and adapt to new technology. Training providers will increasingly need to focus on improving employment outcomes for their graduates.

### *Focusing on mature workers*

Meeting our target will also require a greater engagement of the existing workforce, including assisting mature age workers to keep their skills up-to-date. To do this effectively we will need to recognise the skills that an individual already has and then grant them credit towards a new qualification. Tailoring and personalising courses to individuals, businesses and industries will also become more important. Current arrangements for apprenticeships and traineeships will need to be reconfigured to make these pathways more accessible to mature workers.

## Priority P5: AAA rating maintained

The AAA credit rating is the single most important signal that the NSW Government finances are being well managed. It is the gold stamp that provides confidence to investors, and underpins business confidence.

The AAA rating reflects a Government living within its means. In order to keep the AAA, NSW has to maintain fiscal discipline over the course of the business cycle.



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Being prudent in the way we manage our own finances means the State is in a better position to manage shocks to the economy such as prolonged droughts, or major property downturns, without having to reduce the levels of service in priority areas such as our hospitals, policing and education.

The AAA rating supports the use of debt to invest in necessary infrastructure that will deliver a real economic benefit over a long time frame. Having a AAA credit rating also means that the Government can borrow money at the lowest cost, meaning we can spend more on the things that matter to people, rather than on interest payments.

## Target

- **To maintain the highest level credit rating (Aaa from Moody's and AAA from Standard and Poors) by maintaining the operating budget in surplus through the budget cycle.**

## Measuring progress

Standard and Poors and Moody's regularly publish State's credit ratings.

## Actions we are already committed to

NSW remains committed to the *Fiscal Responsibility Act 2005 (FRA)*. It provides the framework for keeping NSW finances in a strong condition over the medium to long term, consistent with a AAA credit rating. The FRA sets out fiscal targets for the medium and long term to:

- Reduce the level of net financial liabilities as a share of gross State product
- Control the level of net debt of the general Government sector as a share of gross State product
- Eliminate total State unfunded superannuation liabilities by June 2030.

The FRA also contains a number of fiscal principles targeting specific objectives. Key among these are:

- The maintenance of a general Government sector Budget surplus (Operating Result)
- Limiting the growth in expenses to the long-run growth in revenue
- Managing the growth in public sector wages consistent with the Government's overall fiscal strategy
- Taking into account the long-term fiscal consequences of revenue and expenditure decisions in each year's Budget.

Given the existing actions and policies in place to maintain our credit ratings, no new directions are required or proposed.

# Growing Prosperity

# Stronger Rural and Regional Economies

Strong rural and regional economies are critical to achieving the overall prosperity of NSW.

The prosperity of the regions of NSW and Sydney are vitally interconnected. Regional economic growth reduces pressure on the infrastructure of metropolitan areas, while Sydney provides the regions with Australia's biggest marketplace and centre of commercial activity.

While many regional centres have prospered in the recent boom, this benefit has not been evenly spread. Drought and structural adjustment often have a disproportionate impact in regional NSW, with the closure or downsizing of a major employer having a disproportionate impact on the town or region's economy. Therefore, it is critical that efforts continue to attract emerging industries and to bolster existing industries in regional areas.

We want regions to be positioned to take advantage of emerging industries where high quality, stable staff and reasonably priced land are key commercial drivers.

## Priority P6: Increased business investment in rural and regional NSW

Continued business investment in rural and regional areas is crucial to secure their long term future.

Achieving priorities P1: Increased business investment and P7: Better access to training in rural and regional NSW will support this priority.



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## Target

- **We will work through Regional Coordination Management Groups (RCMGs) and Regional Development Boards, and with local government and local representative groups to set business growth targets.**

## Measuring progress

Growth across regional NSW is uneven. Some large centres have experienced strong stable growth while more remote locations face specific challenges. Many inland areas, where a local industry is growing rapidly, have low levels of unemployment but have shortages of skilled staff.

Disaggregated business investment data is not readily available at the regional level. The Government will work with the ABS and industry to develop appropriate measures of business investment in rural and regional NSW.

## Actions we are already committed to

The NSW Government is committed to delivering economic growth across NSW. We will:

- Continue to support programs that assist businesses to establish or expand in regional NSW and help regional communities build local economic capacity
- Continue to work with drought affected communities by providing a suite of practical programs that deliver support for families – over the last four years we have spent \$230 million and we will continue to spend every day the drought drags on
- Continue services provided by the Department of State and Regional Development and Department of Primary Industries to encourage and facilitate private sector interest in existing or prospective regional industries with a competitive advantage
- Support the network of Regional Development Boards across the State that are tasked to promote their respective regions as locations of choice for both business and prospective employees, as well as provide important input to Government on regional business challenges and opportunities

# Growing Prosperity

- Deliver the new \$95 million (over four years) Payroll Tax Incentives Scheme to regional areas with high and chronic levels of unemployment
- Improve the delivery, quality and availability of Government broadband services, particularly for regional communities and businesses through the Government's new Information and Communication Technology (ICT) Strategic Plan, '*People First – A new direction for ICT in NSW*'. This will lead to better, quicker and easier access to Government information and services, thereby removing a competitive disadvantage of regionally based business.

## New directions we will consider

### *Developing a regional innovation strategy*

We will consider regional innovation strategies where appropriate to focus Government attention on those high wage, high skilled industries that have the greatest potential to thrive in each region of NSW. The Government will work to strengthen the innovation capability of these selected sectors in regional areas.

### *Innovation in primary industry*

Strong rural and regional economies depend on profitable and sustainable primary industries. Increasing uptake of innovation will ensure that they manage the resources in a sustainable way and that their rate of productivity growth is greater than their competitors.

In addition, the Government will work with businesses to help them plan for and adapt to climate change, including drought preparedness, and work with industry to develop the human capacity for regional industries to compete nationally and internationally.

## Priority P7: Better access to training in rural and regional NSW to support local economies

To attract and maintain highly productive businesses in rural and regional NSW, and give individuals more opportunity, relevant training must be available across the State. To promote sustainable development in rural and regional NSW, the Government will provide better access to training in those areas.

Training now takes place in a number of areas – at work, at university or at TAFE or other training institutions. From the Government's perspective, we need to ensure that our Vocational Education and Training (VET) system, including TAFE, plays its part by catering for the needs of the rural and regional population and of its businesses.

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## Target

- **Increase to 250,000 the number of people in regional areas participating in VET by 2012, with an aim of 300,000 by 2016**

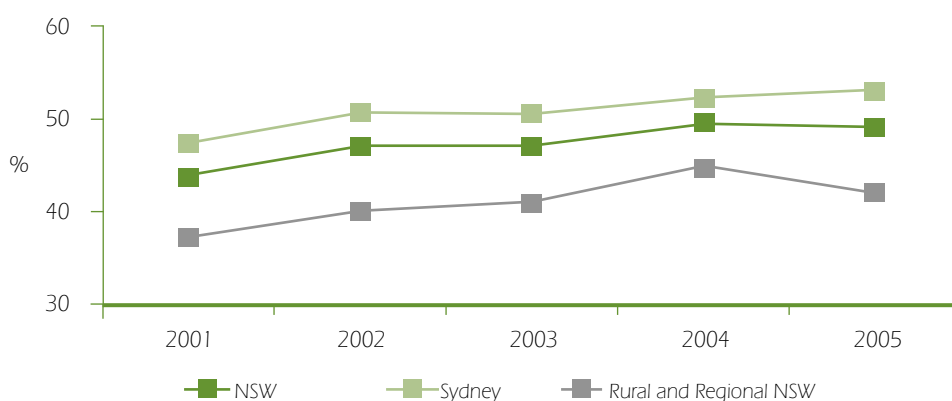
This target can only be achieved through joint effort and funding with the Commonwealth Government and industry.

## Measuring progress

There are currently 228,000 students participating in VET in regional areas in NSW. Consequently, the 250,000 is an ambitious target that will require a concentrated effort from all partners in the training system, including the Commonwealth and State governments, industry and individuals.

Figure 29 highlights the differences in educational attainment rates between Sydney and the rest of NSW. Attainment means the percentage of the population that has received educational qualifications. By increasing education and training participation rates in rural and regional areas, this gap will reduce over time.

**Figure 29: Proportion of the Population aged 25 to 64 with an AQF Certificate III or above**



Source: Australian Bureau of Statistics, Education and Work, Australia

# Growing Prosperity

## Actions we are already committed to

- Focusing on matching regional educational opportunities with local business demands in regional areas
- Using the NSW Skills Council to get better links between the demand for skills and workforce supply
- Increasing opportunities for Recognition of Prior Learning and credit transfer to University in regional areas
- Offering additional training for mature aged people in regional areas
- Promoting regional development through enhanced capacity for innovation, skills specialisation and technology transfer including liaison with TAFE NSW, universities, industry and Cooperative Research Centres to create jobs and spread economic prosperity
- Providing capacity for TAFE NSW, Department of Primary Industries and other registered training organisations to support innovation within industry and assist with the development of emerging industries and skills.

## New directions we will consider

### *Improving linkages between local needs and training*

The economic prosperity of rural and regional areas will increasingly be linked to the skills in the community and the industries these skills can support. Maximising the impact of skills will require a specific strategy for each region that recognises the unique features of the region such as its economic base and strategic advantages.

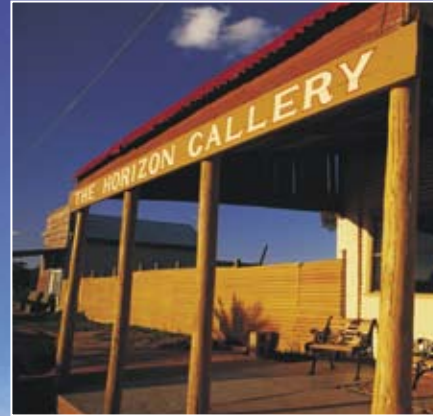
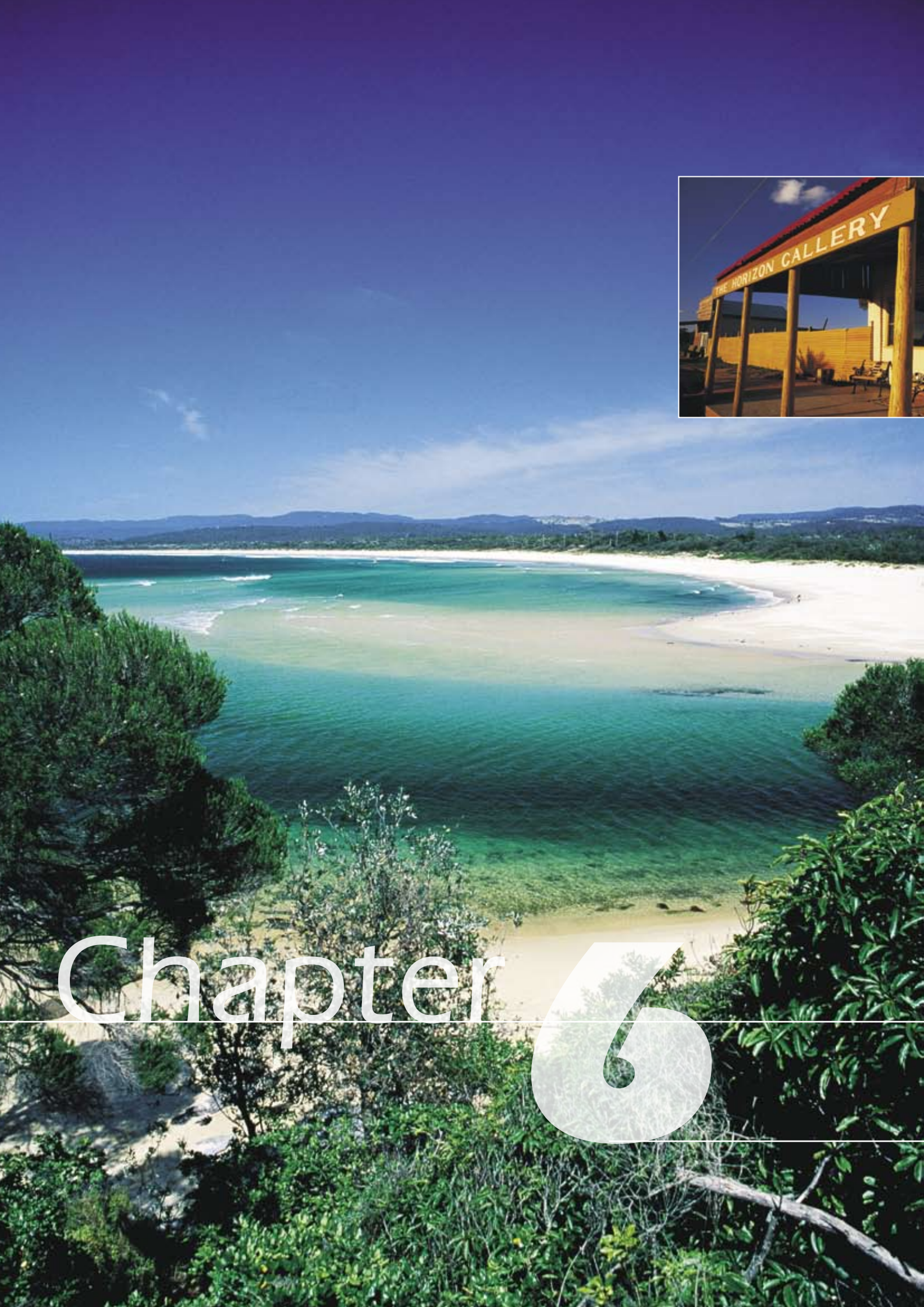
Within each region training providers such as TAFE Institutes will need to have the ability to respond flexibly to engage with industry and provide relevant services including training. Support will be given to TAFE Institutes to work in partnership with local businesses and industries to assist in workforce development and foster economic growth within the region.

Local enterprises will need to be supported to assist them to use skills as a key method of generating economic activity and creating jobs within a region. Partnerships will also be needed between schools, training providers and universities to increase the available training opportunities and maximise the use of existing resources.

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# Chapter 6





Both the natural and urban environments in which we live significantly affect our quality of life.

The natural environment provides the water, air and soil that we need to remain healthy. We are also increasingly aware of the role of a healthy atmosphere and biodiversity in the long term maintenance of a stable environment that supports human life. The natural environment also provides opportunities for enjoyment and recreation.

In NSW we are blessed with a unique natural environment, beautiful beaches and extensive national parks. We also have a good record of environmental protection, with significant improvements in air and water quality, increasing areas of national parks and falling levels of waste.

The urban environment is also key to both economic prosperity and quality of life. It is essential to get right the linkages between residential development and retail areas, employment lands, Government services and recreational, cultural, artistic and entertainment precincts. Getting it right ensures fair and equitable access and promotes safe and cohesive communities. 'Liveable' cities and towns attract highly skilled and educated workforces and thereby attract and retain private sector investment.

Our cultural sector provides a wide range of pursuits that can engage and entertain us, fostering creativity and life long learning, and contributing to a distinct local identity. Sydney is the cultural capital of Australia, with the major arts companies and about one-third of all of Australia's actors, directors, writers and artists based in NSW.

# Environment for Living



The State Government works closely with local government to provide the broader community with liveable cities and towns and to protect our natural environment.

Our consultation with the community highlighted three results that the community expect from Government action in this area:

- **Secure supplies of water and energy** with an increased focus on water recycling and renewable energy
- **Practical environmental solutions** to provide cleaner air and progress on greenhouse emissions and better environmental outcomes for native vegetation, biodiversity, land, rivers and coastal waterways
- **Improved urban environment** through jobs closer to home, housing affordability, improved efficiency of the road network by targeting congestion hotspots and more people using parks, sporting and recreational facilities and more people using parks, sporting and recreational facilities and participating in the arts and cultural activities.

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# Securing our supply of water and energy

The supply of water and energy are basic services provided by the State Government, local government and private industry.

Our aim is to ensure that reliable supplies remain available and affordable, while populations grow and conditions change. In addition, we aim for this supply to be delivered in the most cost effective and sustainable way.

## Priority E1: A secure and sustainable water supply for all users

Water is a precious resource in NSW.

Meeting our water needs in the face of drought, climate change and population growth requires a sustained effort to balance supply and demand, increase recycling and improve efficiency of water use.

NSW communities need secure supplies of quality water for drinking, farming, industry and residential use, and for sustaining the health of our rivers and wetlands.

This priority links to priority E4: Better environmental outcomes for native vegetation, biodiversity, land, rivers and coastal waterways and new directions under this priority will deliver on the targets in this priority.

### Targets

- **Meet reliability performance standards for water continuity and quality**
- **Increase water recycling:**
  - **In Sydney, increase the volume of water recycled from 15 billion litres per year to 70 billion litres of water per year by 2015**
  - **In regional centres, increase the volume of recycled water**
- **Improve efficiency of water use:**
  - **In Sydney, save 145 billion litres of water per year by 2015, representing almost a 25 per cent reduction from Sydney's projected water demand in that year**
- **Across NSW, meet the commitments under the National Water Initiative to restore water extraction from rivers to sustainable levels.**

### Measuring progress

Success in providing water services is measured in a number of ways.

Sydney Water Corporation, Hunter Water and the Sydney Catchment Authority provide 65 per cent of the urban water that is used in NSW. Their operating licences include performance standards for drinking water quality, water pressure and continuity.

Every year the Independent Pricing and Regulatory Tribunal (IPART) publicly and independently audits the performance of these utilities against the standards.

In other areas of NSW, the remaining 35 per cent of NSW urban water is supplied by 107 local council operated water utilities. The Government supports these utilities to achieve best practice management of their water supply and sewerage disposal.

Across NSW, State Water supplies bulk water to irrigators, country towns and other regional water users. IPART also regulates State Water and reports publicly on achievement of standards within its Operating Licence.

The NSW *State of the Environment Report* also reports publicly on achievement against objectives to improve efficiency of water use and increased recycling. NSW also has reporting obligations and performance measures under the National Water Initiative.

In NSW we have very good quality drinking water.

The current drought, the worst in 100 years, has meant that our water supply storages are under pressure. Residents in Sydney and most urban centres around NSW are currently under water restrictions.

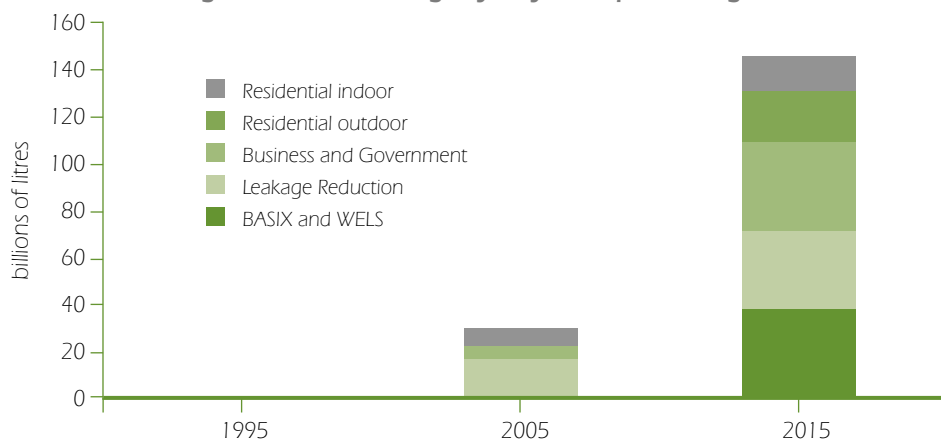
These challenges are beginning to be addressed through improved water use efficiency and increased recycling:

- In regional centres, the volume of recycled water is now 33 billion litres per year. Regional water consumption has also declined in recent years with the annual residential consumption of drinking water in 2004-05 standing at 200 kilolitres per connected property, down from 220 kilolitres in 2002-03
- In Sydney, demand for water has dropped from 506 to 343 litres per person per day and Sydney is still using the same amount of water as it was 25 years ago despite significant population growth. Over the last 10 years the amount of water recycled in Sydney has more than doubled reaching 15 billion litres per annum.



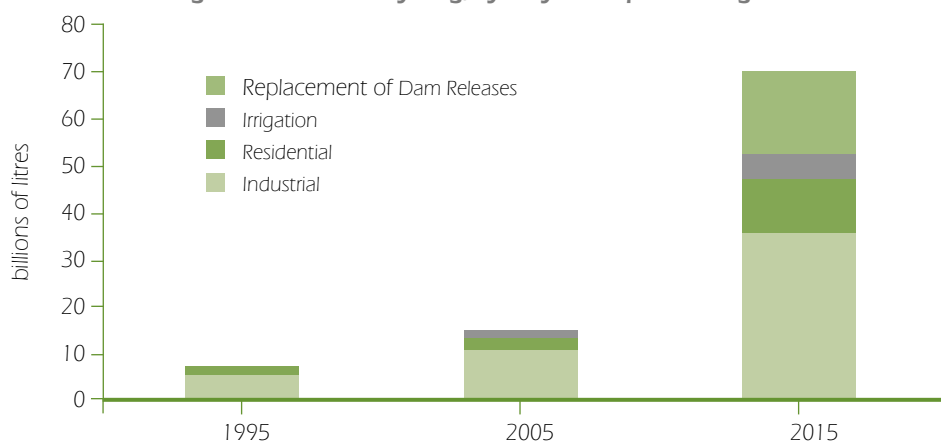
# Environment

**Figure 30: Water Savings, Sydney Metropolitan Region**



Source: Metropolitan Water Plan 2006

**Figure 31: Water Recycling, Sydney Metropolitan Region**



Source: Metropolitan Water Plan 2006

## Actions we are already committed to

*The Metropolitan Water Plan* (2006) identifies actions to secure Sydney's water future, by increasing recycling, reducing demand and increasing supply, including:

- New water recycling schemes, such as the major recycling scheme underway in Western Sydney, to increase water recycling more than four fold
- Water savings programs for households, industry, agriculture and Government
- Accessing deep water in our dams and increasing transfers from the Shoalhaven
- New bores to tap groundwater reserves if needed to respond to worsening drought conditions
- New regime of environmental water releases from dams to improve river health
- Reforms to introduce competition into the Sydney water market.



Throughout rural and regional NSW, the Government is providing assistance and incentives for local water utilities to achieve secure and sustainable water supplies following the *Best Practice Management of Water Supply and Sewerage Guidelines (2004)*. We are increasing the capacity and efficiency of our existing industrial, domestic and rural water use and promoting the use of new water savings technologies, water trading and the strategies of the National Water Initiative.

Water Sharing Plans have been prepared for our major rivers and groundwater systems and are now being implemented. These plans were established in 2004 by community based committees in partnership with stakeholders and water users. The Plans set rules for providing water for the environment and direct how the water available for extraction is to be shared between users.

## New directions we will consider

### *Rural and regional water security*

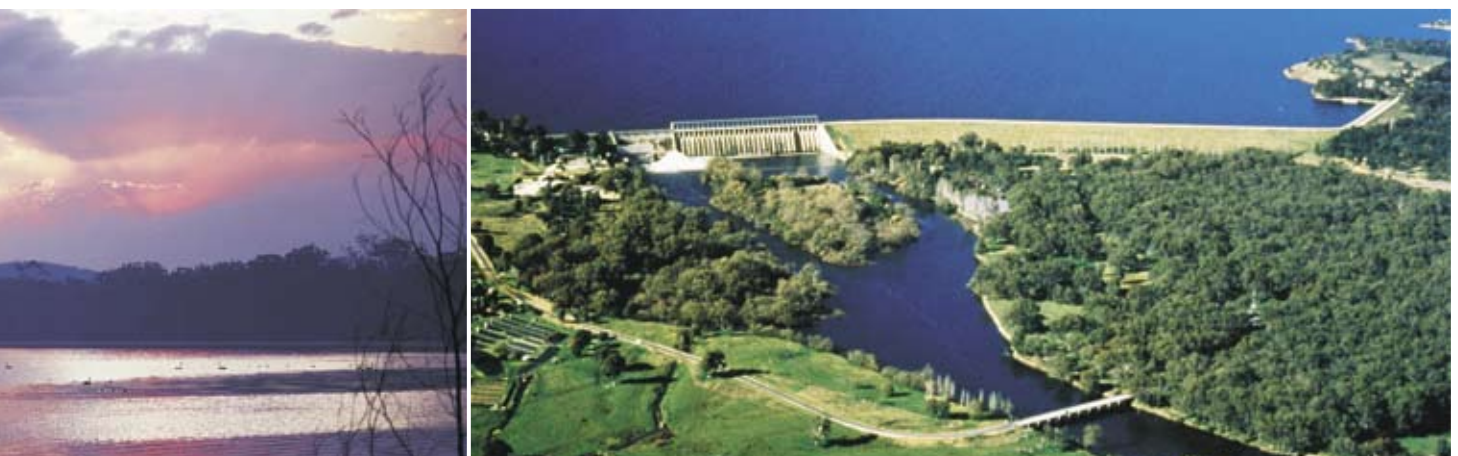
We will work with local utilities to fast track actions to secure sustainable town water supplies beginning with the Central Coast and Goulburn. We will apply and adapt the critical elements of the approach taken to secure a long term water supply for Sydney.

Secure rural industry supplies and restore water to stressed river systems by:

- Securing water supplies for communities, industry and the environment through the Department of Natural Resources, Catchment Management Authorities, and community and industry involvement in water sharing plans
- Capitalising on the partnership under the National Water Initiative to broaden the scope of innovation in water recovery and recycling.

## Priority E2: A reliable electricity supply with increased use of renewable energy

A reliable electricity supply is a basic service and critical to our quality of life and the State's business competitiveness. The community understands that due to storms, bushfires and accidents, no electricity network in the world can be 100 per cent reliable,



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but we should aim to get as close as possible, and to restore supply as fast as possible. The cost of energy supply is also a key concern as low cost energy supply helps to both attract business investment and minimise costs for low income earners.

We should also aim to increase our energy efficiency and reduce the environmental impact of energy production. The challenge of climate change means that Government, industry and the community must continue to seek further reductions in greenhouse gas emissions associated with electricity generation. Increased use of renewable energy will help achieve this.

This priority links to priority E3: Cleaner air and progress on greenhouse gas reduction.

## Targets

- **Achieve average electricity reliability for NSW of at least 99.98 per cent by 2016**
- **By 2010, 10 per cent of electricity consumed in NSW will be from renewable sources, rising to 15 per cent by 2020.**

## Measuring progress

### *Reliability*

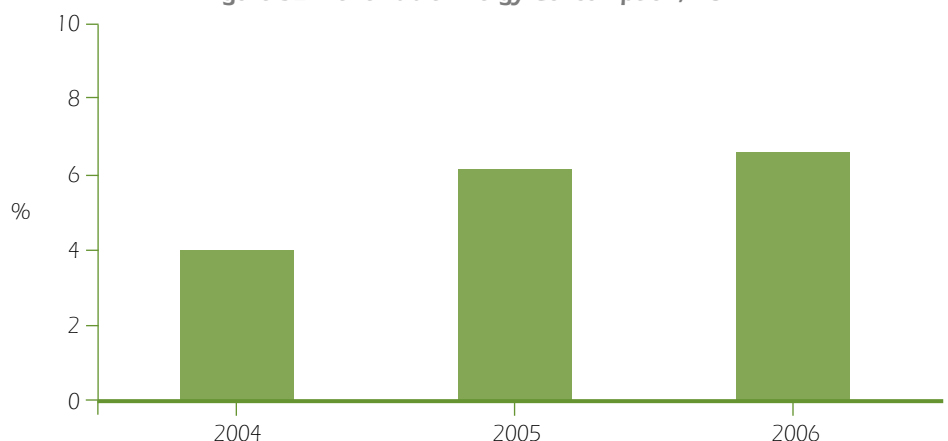
The reliability of the electricity supply in NSW is measured by the total number of minutes an average customer is without electricity each year.

NSW has experienced a decade of more than 99.9 per cent reliability; while over the same period electricity demand has increased substantially, driven by population and economic growth and in response to changing lifestyles. This reliability means we have few blackouts in NSW, none of which are caused due to lack of capacity.

### *Renewable Energy*

Currently renewable energy represents 6.1 per cent of the State's total energy consumption. Renewable technologies includes wind, solar, landfill, bagasse, geothermal, wave, tidal and hydro power.

**Figure 32: Renewable Energy Consumption, NSW**



Source: Department of Energy, Utilities and Sustainability

## Actions we are already committed to

### *Reliability*

New Reliability Standards for electricity distributors were introduced in 2005. This will see \$9.1 billion invested in the NSW network over the next five years. Key actions under the new standards are:

- Identifying and fixing the worst performing 'feeders' (local distribution lines) each year
- New design criteria to improve reliability from capital works
- Rolling out Guaranteed Customer Service Standards which entitle customers to compensation for poor reliability.

### *Renewable energy*

To increase usage of renewable energy we will:

- Promote more intensively the GreenPower program which allows customers to choose to have their electricity supplied from renewable sources (wind, solar, hydro, etc) for a small annual cost
- Continue to implement the NSW Government's Energy Management Program which requires Government departments to purchase a proportion of their electricity from renewable sources

To increase the supply of renewable energy, we will:

- Establish a NSW Renewable Energy Target (NRET), imposing the target on electricity retailers with an enforceable penalty for non-compliance when retailers fail to meet their targets. The target will be backed by a tradeable certificate regime to promote innovation and allow the market to make the most efficient investment in new renewables
- Extend the NSW Greenhouse Gas Abatement Scheme which provides financial incentives for some types of renewable generation to be built (e.g. landfill gas)
- Continue the Energy Savings Fund, a \$200 million fund to support demand management and local renewable projects.

Given the recently announced renewable energy plan, no new directions are proposed.



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# Practical environmental solutions

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Protecting the environment is about working together in a practical way. Cooperative endeavour, market based solutions and innovative regulation better engage everyone in protecting the environment. This approach also provides certainty, with clear, predictable and easy to understand rules.

## Priority E3: Cleaner air and progress on greenhouse gas reductions

Clean air is important for the health of the NSW community and for mitigating climate change at the national and global levels.

Our air quality is considered good by world standards and has improved significantly in our urban centres over the last 10 years despite increase in car travel and population growth. In rural areas, industry, agricultural burning, coal heaters and wood heaters can also be unrecognised sources of air pollution. In Sydney, the air pollution challenges are smog and particles which can cause respiratory symptoms such as asthma.

Climate change can be mitigated by global reduction in the emission of greenhouse gases. In NSW we can contribute to this reduction. The NSW Government remains committed to the huge task of slowing and reversing the projected growth of greenhouse gas emissions.

Many of the strategies to achieve this clean air priority also relate directly to other priorities including priority S6: Increasing the share of peak hour journeys on public transport, priority E7: Improve the efficiency of the road network and priority E2: A reliable electricity supply for all users.

### Targets

- **Clean air target – we will meet national air quality goals as identified in the National Environment Protection Measure for Ambient Air Quality**
- **Greenhouse gas target – we will achieve 60 per cent cut in greenhouse emissions by 2050 and a return to year 2000 greenhouse gas emission levels by 2025.**

### Measuring progress

#### *Clean air*

The national ambient air quality standards set goals for six key pollutants. These standards have been agreed by all levels of Government in Australia and are to be met by 2008.

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for Living

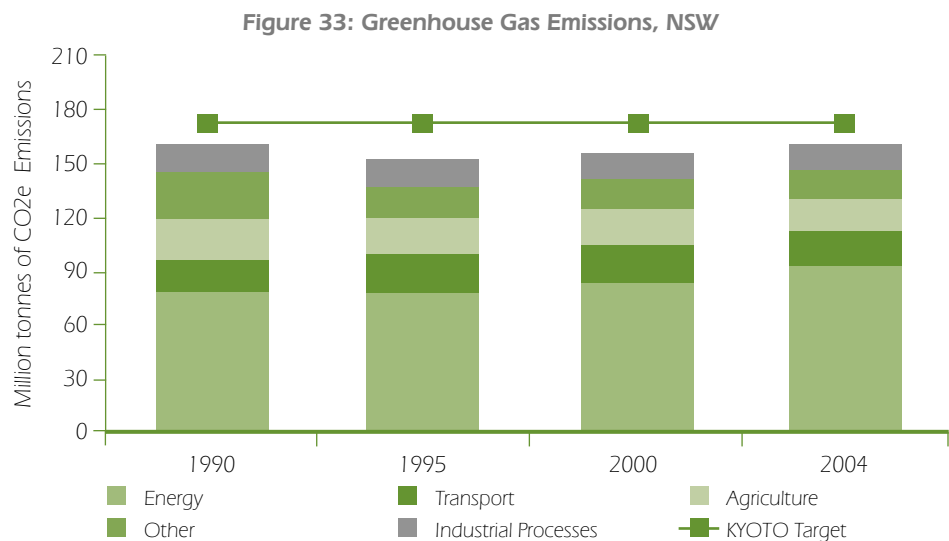
In NSW concentrations of carbon monoxide, lead, nitrogen dioxide and sulfur dioxide consistently meet the national goals. Air quality in Sydney, Newcastle and Wollongong has been steadily improving since the 1980s. Sydney faces significant challenges meeting ground level ozone (or photochemical smog) and airborne particle goals, both of which are linked with motor vehicle emissions and cause health impacts.

We have a comprehensive air monitoring network in place in NSW which measures and reports on air quality twice daily as well as a coordinated air quality and health alert system for days where high pollution is forecast.

### Greenhouse emissions

Greenhouse gas (carbon dioxide and gases such as methane) emissions data are collected or estimated using internationally agreed conventions by the Australian Greenhouse Office.

Greenhouse emissions are increasing and are currently about 158 million tonnes per year. Major sources of greenhouse gas emissions are the stationary energy sector (48 per cent), transport (14 per cent) and agriculture (12 per cent).



## Actions we are already committed to

The Government has comprehensive action plans in place to improve air quality and reduce greenhouse gas.

**Action for Air** is the NSW Government's 25 year air quality management plan. It was prepared in 1998 and already many of the actions and outcomes have been achieved. **Action for Air** was most recently updated in 2006 and has new actions to:

- Further reduce emissions from motor vehicles by half by 2020, despite predicted increases in car travel. This will be achieved by cleaner fuels and car technology, and improvements to public transport and urban and transport planning



- Significantly reduce emissions from industry and the energy sector by requiring licensed industry, under the Clean Air Regulation, to make improvements through technology upgrades
- Control the two main air pollutants of concern: photochemical smog (ozone) and particles from industrial and commercial sources and everyday household activities.

The *NSW Greenhouse Plan* is the NSW Government's agenda to make big cuts to greenhouse gas emissions in NSW over the next 20 to 45 years. Many actions in the 2005 Plan are well underway, including:

- Leading the development of a national emissions trading scheme
- Investing \$2.5 million annually in Climate Action Grants to encourage industry innovation and develop new technologies
- Encouraging low emission energy supply and decreasing demand for electricity
- Actions to curb growth in transport emissions while maximising transport choice.

## New directions we will consider

### *Targeted strategies*

To understand the sources of air pollution, NSW has just completed a comprehensive air emissions inventory. This will be used to develop new targeted strategies for industry, commercial and transport sectors to further reduce their emissions. The information will also be used to refine existing emission reduction strategies. These will be included in the next review of *Action for Air* in 2007.

### *New tools for reducing air pollution*

We will explore methods to reduce both greenhouse gas emissions and air pollution including:

- Developing incentives to increase the rate of uptake of cleaner fuels and low emission vehicles
- Promoting the environmental rating scheme for trucks and buses to recognise better environmental performance and promote leading edge technologies
- Developing best practice approaches to reducing emissions from surface coatings, aerosols and solvents.

### *Reducing greenhouse gas emissions*

The NSW Greenhouse Gas Abatement Scheme will be extended to 2020 and beyond unless and until a National Emissions Trading Scheme comes into effect; and NSW will continue to lead the work of States and Territories on the National Emissions Trading Taskforce.

## Priority E4: Better outcomes for native vegetation, biodiversity, land, rivers, and coastal waterways

Healthy and resilient natural resources and systems provide the basis for our primary industries, tourism and recreational activities as well as providing the habitat for our unique native flora and fauna. For example, the agriculture, forestry, fishing and mining industries in NSW generate more than \$10 billion in export earnings, and directly contribute more than \$20 billion to the NSW economy.

As a community we have been learning how to generate wealth from natural resources in a sustainable fashion. There are already a large number of initiatives being undertaken to protect our natural environment by landowners, volunteer community groups, businesses and all levels of Government. The State Government will continue to support this in the way it manages its own land and through partnerships with Catchment Management Authorities, local government, peak stakeholder groups, local community groups and the wider community.

This priority links to priority E8: More people using parks, sporting and recreational facilities and participating in the arts and cultural activity, priority E1: A secure and sustainable water supply for all users and priority P1: Increased business investment.

### Targets

#### ■ Meet the NSW Government's state-wide targets for natural resource management:

##### *Biodiversity*

1. By 2015 there is an increase in native vegetation extent and an improvement in native vegetation condition
2. By 2015 there is an increase in the number of sustainable populations of a range of native fauna species
3. By 2015 there is an increase in the recovery of threatened species, populations and ecological communities
4. By 2015 there is a reduction in the impact of invasive species.

##### *Water*

5. By 2015 there is an improvement in the condition of riverine ecosystems
6. By 2015 there is an improvement in the ability of groundwater systems to support groundwater dependent ecosystems and designated beneficial uses
7. By 2015 there is no decline in the condition of marine waters and ecosystems
8. By 2015 there is an improvement in the condition of important wetlands, and the extent of those wetlands is maintained
9. By 2015 there is an improvement in the condition of estuaries and coastal lake ecosystems.

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### **Land**

10. By 2015 there is an improvement in soil condition
11. By 2015 there is an increase in the area of land that is managed within its capability.

### **Community**

12. Natural resource decisions contribute to improving or maintaining economic sustainability and social well-being
13. There is an increase in the capacity of natural resource managers to contribute to regionally relevant natural resource management.

## Measuring progress

The Natural Resources Commission has been specifically tasked with reporting against the State-wide standards and targets.

The current status of environmental protection and natural resource management in NSW will be reported in detail in the *State of the Environment Report*.

## Actions we are already committed to

The solutions to our natural resource problems are mostly well known and are being implemented. The challenge is to target our resources to the activities and places with the greatest potential for improvement, and to make the most of the knowledge and experience of local communities.

We are improving the health of our catchments, rivers and wetlands by:

- Implementing the Catchment Action Plans of the 13 Catchment Management Authorities
- Integrating catchment planning with regional land use planning strategies and local government planning to deliver both catchment and State targets
- Supporting the wetland recovery program on the Macquarie and Gwydir Rivers and supporting the National Water Initiative.

We are protecting native vegetation and biodiversity, by:

- Actively managing weeds, fire and pests on National Parks, Reserves and Crown Land
- Applying new scientific information, tools and market based programs to promote better natural resource management on both public and private land
- Building a network of marine protected areas to comprehensively represent marine biodiversity
- Providing incentives to landholders for improved management through stewardship programs, native vegetation offsets and CMA incentives schemes to deliver state-wide and regional targets.

## New directions we will consider

### **Supporting Catchment Management Authorities**

We will explore options to support CMAs to continue to deliver natural resource programs on behalf of the Government. This will complement voluntary private land conservation schemes with innovative market-based approaches that target better environmental outcomes and enable landholders to operate profitably.

### ***Biodiversity Strategies***

We will identify and consider conservation priorities region-by-region in a comprehensive Biodiversity Strategy to halt the loss of native plants and animals by:

- Building and managing a comprehensive, adequate and representative reserve system which includes both terrestrial and marine parks to protect the State's unique biodiversity from current and future pressures
- Promoting voluntary conservation on private land and linking areas of prime habitat with corridors to mitigate the impacts of climate change
- Targeting resources to manage priority weeds and pests in key locations through a *NSW Invasive Species Plan*.

### ***Supporting Rural Industry Innovation***

We will consider ways to improve the production and environmental outcomes of our rural industries with new technologies and actions that:

- Support industry to increase adoption of low impact conservation farming systems such as minimum till, water efficient technology and uptake of R&D which impacts positively on the environment
- Position NSW producers as the market leaders in green production by promoting a national approach to sustainability accreditation and eco-labelling
- Encourage the expansion of forest plantations for carbon sequestration, mine site rehabilitation, other environmental benefits and future timber supply.

### ***River Health***

We will consider options to recover water for the State's stressed river systems, including:

- Reducing water losses and restore environmental flows by coordinating the major water recovery initiatives for the Snowy and Murray Rivers
- Funding innovative water efficiency projects, water buy-back and improved management to restore the Macquarie Marshes, Gwydir Wetlands and iconic sites on the Murray River
- Using funds from the RiverBank program to continue purchasing water on the open market for wetlands and river ecosystems
- Encouraging new water industries by expanding interstate trade in water entitlements
- Securing water supplies for industry, communities and the environment through water sharing plans over all water sources across NSW.

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# Environment

# Improved Urban Environment

Most people in NSW live urban areas, including the global city of Sydney, the emerging centres such as Parramatta, Liverpool and Penrith and the large coastal and rural towns. The quality of the urban environment is central to our ability to enjoy living, working and relaxing in our communities. Well designed cities, centres and suburbs are safer and encourage stronger communities.

We want our urban environment to promote:

- Jobs closer to home
- Housing affordability
- Reduced traffic congestion.

## Priority E5: Jobs closer to home

Planning for jobs and services closer to home is a key theme of the *2005 Metropolitan Strategy* for the Sydney area.

Over the next 25 years, the regional cities of Parramatta, Liverpool, Penrith, Gosford, Newcastle and Wollongong will increasingly become a focus for jobs, services, cultural facilities and recreation and lifestyle opportunities. This will enable people to work and carry out their important activities closer to home.

The community strongly supported this priority, telling us that locating businesses, services and lifestyle opportunities close to where people live has many benefits. For them, less travel means:

- More family time
- More productive businesses
- Less congestion and less pollution
- More vibrant and attractive cities and centres.



# for Living



This priority also supports fairness and opportunity by enhancing access by public transport to jobs, services and other facilities.

## Target

- **Increase the percentage of the population living within 30 minutes by public transport of a city or major centre in Greater Metropolitan Sydney.**

## Measuring progress

This target is a key performance measure within the NSW Government's *Metropolitan Strategy*.

The Transport Population and Data Centre (TPDC) conduct the annual *Household Travel Survey* and run Sydney's Strategic Travel Model which includes the transport network and dwelling, population and job locations. These tools are used to provide information on current and future travel patterns and employment and population trends.

**Figure 34: Proportion of the population with access to a city or major centre within 30 minutes by public transport**

Subregion	
East	90%
Inner North	90%
Inner West	100%
North	85%
North East	69%
North West	59%
South	86%
South West	68%
West Central	93%
Total Sydney	80%

Source: Transport and Population Data Centre

In Sydney in 2005, 80 per cent of residents could access a major centre or regional city within 30 minutes by public transport. However, this varies greatly by subregion.

## Actions we are already committed to

### *Cities in the Greater Metropolitan Region*

Historically Parramatta has played the role as Sydney's second centre. It has been transformed into a vibrant city centre after almost 40 years of concentrated Government investment focus, culminating in the Parramatta Transport Interchange, the Justice Precinct and proposed Civic Place redevelopments.

Liverpool and Penrith will be the next two regional cities in the Sydney area. These city centres will be the focus for higher order jobs, services, cultural facilities and recreation and lifestyle opportunities over the next 25 years. The successful transition of these

# Environment

Figure 35: Subregions of Sydney



centres into regional cities will assist in making Sydney a more sustainable, fair and competitive city as it will provide new opportunities, particularly within a reasonable distance for people living in Western Sydney.

Wollongong, Gosford and Newcastle complete the list of regional cities close to Sydney for which the Government is developing long-term strategic visions. These visions aim to boost the employment and residential opportunities as well focus education, health and other services in and around the city centre, whilst also improving the recreational and lifestyle offerings in these places. Creation of employment opportunities in the regional cities is a high priority for the taskforce.

In addition, the *Metropolitan Strategy* identifies a range of key major and specialist centres across Sydney which will continue to grow as employment centres. Examples include Macquarie Park, Chatswood, Green Square, Sydney Olympic Park, Westmead, Blacktown, Castle Hill, Hurstville and Campbelltown.

### **Regional strategies**

Regional strategies are also being prepared for high growth areas across New South Wales which identify the key strategic directions for these mainly coastal areas. They nominate the important places to encourage economic activity and areas that are suited to increased housing growth.

### *Planning legislation*

As the Government shifts from the broad strategic work of recent years to an implementation focus, Local Environmental Plans (LEPs), which are the legal document that enforces the State and local government agreement on land use planning, are being brought into a consistent format to create a clearer and simpler planning system. This will assist in cutting red tape and creating a strong base for establishing jobs closer to home.

## New directions we will consider

### *Employment lands strategy*

Subregional strategies for areas within the Sydney region will provide the local detailed planning in line with the Metropolitan Strategy. These strategies are being prepared in consultation with local government and will guide them in ensuring there is enough appropriately zoned land in the right locations to cater for projected employment growth and change in their areas.

## Priority E6: Housing Affordability

Strong economic growth for the last 10 years has seen home values rise dramatically across many parts of NSW. Alongside this however, there has been a corresponding increase in difficulty for many people in affording housing.

The Government considers housing affordability from two perspectives. Firstly, from the perspective of the first home buyer for whom purchasing a home is increasingly difficult. Secondly, from the perspective of the most vulnerable households – the frail aged, people with disabilities, people with mental illness and people at risk of homelessness – who face poor health, educational or other social outcomes due to high housing costs or overcrowding.

The State Government does not control the main levers that affect housing affordability – interest rates, tax laws, funding for public housing construction, rent assistance and migration are all controlled by the Commonwealth while local government controls many elements of the planning system.

Nonetheless, the NSW Government is making real progress in this area by developing innovative ways to assist people into affordable and stable housing.

For first home purchasers, the First Home Owners Grant and the \$402 million First Home Plus initiative provide significant assistance to first home buyers.

A lever affecting affordability for home buyers is housing supply. It is important to meet projected demand to keep the pressure off housing prices. The *Metropolitan Strategy* and the Regional Plans set goals for housing and land supply. Achieving these targets will ensure the distribution of growth in a manner that provides housing choice, greater transport options, proximity to jobs and reduced living costs for individuals and families. This will deliver an improvement in the quality of life in Sydney and the regions experiencing growth.

For the most vulnerable households, the NSW Government remains committed to a strong social housing sector. It is committed to maintaining the total social housing stock despite significant reductions in Commonwealth funding for public housing.

# Environment

## Targets

### In Greater Sydney Metropolitan Region:

- 640,000 new dwellings over next 25 years to 2031 – of which 445,000 will be in existing urban areas and the remainder (195,000) in greenfield locations
- Achieve 55,000 zoned and serviced lots ready for development by 2009

### In regional areas:

- At least 300,000 new dwellings over the next 25 years, with an increased rate of infill development.

## Measuring progress

The Department of Planning will monitor annual delivery and provide a 10 year forecast for Sydney and high growth regional areas of the number and type of new dwellings and the split between greenfield and infill development.

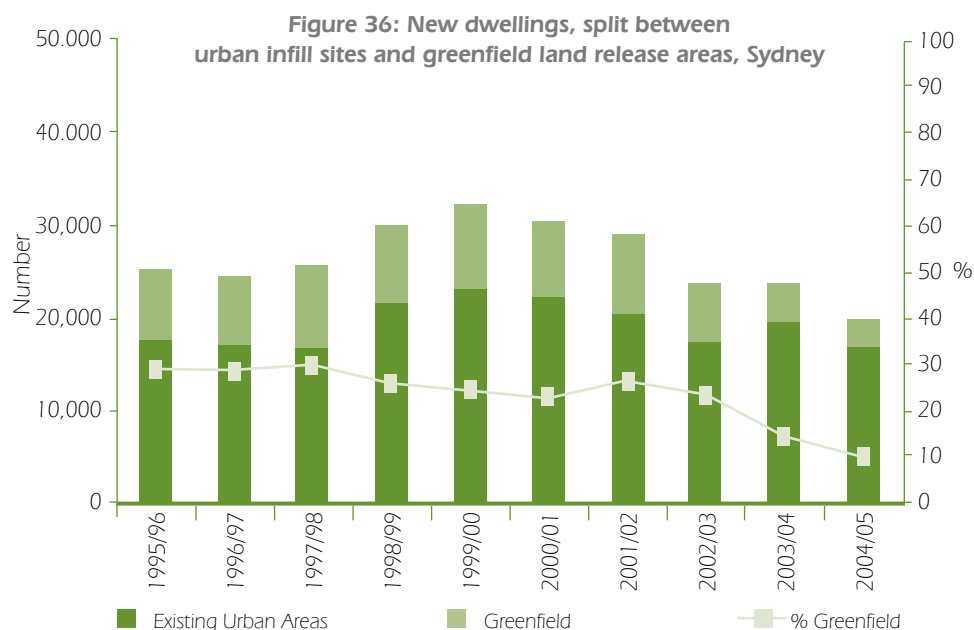
It is important to note that dwelling supply is highly cyclical due to many factors including population growth, interest rates, housing prices and other economic factors. These influences result in large annual fluctuations in both the number of new houses built and the split between new dwellings in existing areas and those in new land release areas.

The 10 year forecasts pull together data on zoning and approvals and help assess whether overall targets will be achieved and whether further work is required with local government.

Over the last 10 years, new dwelling supply in Sydney has fluctuated between 20,000 and 30,000 dwellings. Typically, 70-75 per cent of this has been in urban infill sites, although this has increased in the last couple of years. Over the life of the *Metropolitan Strategy* we should average around 25,000 dwellings per year, with a higher portion in greenfield locations.



for Living



## Actions we are already committed to

We will work with local government to achieve the target of 55,000 zoned and serviced lots. This recognises the need to ensure there is competitive tension in the supply of land, and will help ensure a continuing flow of new properties onto the market. Currently, there are 27,000 zoned and serviced lots in the Sydney area.

In providing housing for the most vulnerable, the NSW Government will continue to support:

- The Partnership Against Homelessness – a whole of Government response to tackling homelessness and the issues faced by homeless people in NSW. The Partnership is a network of key agencies which targets specific groups, particularly those with mental health issues and other complex needs
- The Inner City Homelessness Outreach and Support Service which works in partnership with the City of Sydney Council and Mission Australia. This new outreach service combines State and local Government services to better meet the needs of homeless people in the inner city
- The Temporary Accommodation Line which operates during evenings and weekends and assists people who are 16 years or older to get into accommodation. Last year it assisted 2,793 people through the after hours service
- Reforms to the Public Housing system to ensure it provides effective support to those most in need, this includes the Older Persons Strategy which will see almost \$500 million spent on affordable housing for older people in NSW.

The NSW Government will continue to explore innovative approaches to the redevelopment and renewal of public housing, building on the Bonnyrigg Public Private Partnership. This project will see the redesign of the estate and construction of approximately 700 public housing homes and 1600 private dwellings as well as



parks and community facilities. The project also includes the provision of a further 134 public housing dwellings in Western Sydney to maintain the original estate numbers. Bonnyrigg Partnerships will finance the project and also provide tenancy and facilities management services for all the public housing homes on the estate and implement a community renewal plan.

## New directions we will consider

### *Expanding the Role of Community Housing*

We will consider the potential for a significantly expanded role for the community housing sector in the provision of stable and affordable housing. Community housing is a form of housing that is managed by non-government community-based bodies. It has traditionally offered housing only to those who are eligible for public housing. Future growth in this sector could see it developing new, affordable stock for households who are experiencing housing stress. It is intended that growth in this sector will rely principally on long term private investment.

### *Commonwealth-State-Local Government Cooperation*

Housing affordability is influenced by all three levels of government, and strong progress will not be possible without coordinated effort. As we commence renegotiations of the Commonwealth State Housing Agreement, we will work to achieve a broader approach to housing affordability that considers the role of public housing, Rent Assistance, land release and other policy levers in achieving positive outcomes.

## Priority E7: Improve the efficiency of the road network

The community identified traffic congestion in major urban centres as a key issue.

Congestion was recognised as an ongoing challenge as the economy and population of our urban centres continue to grow. A balanced approach is required which improves road capacity, improves public transport and other transport options, creates jobs closer to home and promotes flexible work arrangements.



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This priority links to priority E5: Jobs closer to home, priority S6: Increasing share of peak hour journeys on a safe and reliable public transport system and priority E3: Cleaner air and progress on greenhouse gas reductions.

## Target

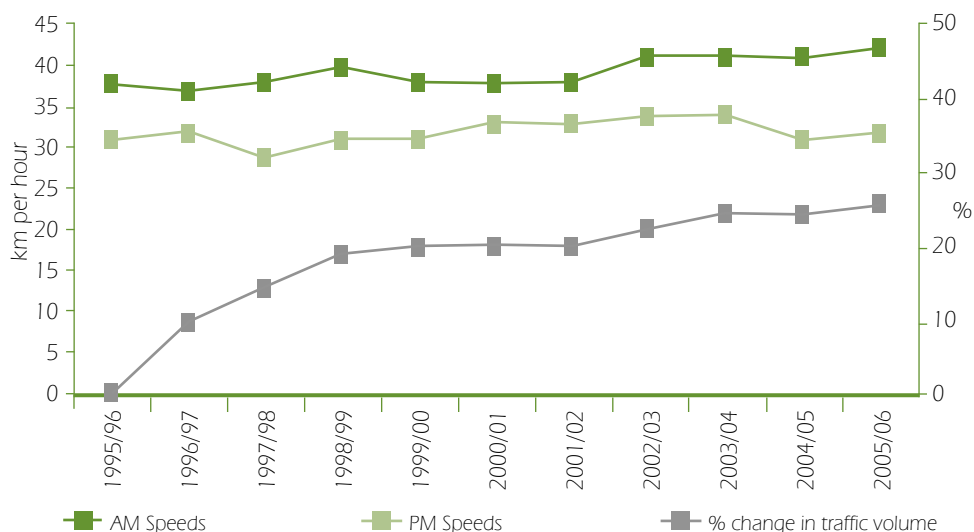
- Improve the efficiency of the road network during peak times as measured by travel speeds and volumes on Sydney's major road corridors.

Seven Major Road Corridors, Sydney



# Environment

Figure 37: Travel speeds on seven major routes into Sydney during peak hours



Source: NSW Road and Traffic Authority

## Measuring progress

The average travel speeds are measured in Sydney by the Roads and Traffic Authority based on Sydney's seven major road corridors:

- Princes Highway route between Heathcote and Railway Square
- M5 Motorway, between The Crossroads and the Eastern Distributor toll gates
- M4 and City West Link route between Blacktown and King Street in the City
- Victoria Road route between Parramatta and King Street in the City
- M2, Epping Road, Gore Hill Freeway and Harbour Tunnel route between Seven Hills and the Eastern Distributor toll gates
- F3, Pacific Highway, Gore Hill Freeway and Harbour Tunnel route between Hawkesbury River (Brooklyn) and the Eastern Distributor toll gates
- Pittwater Road, Spit Road, Military Road, Warringah Freeway and Harbour Tunnel route between Mona Vale and the Eastern Distributor toll gates.

Travel times on Sydney's major road corridors have improved over the last 15 years, despite a 25 per cent increase in traffic volumes.

## Actions we are already committed to

The Government has a number of actions underway to reduce congestion in major urban centres. These include:

- Implementing the *Metropolitan Strategy* which aims to create a number of urban centres across Sydney so that there are jobs closer to where people live, reducing the need for trips to Sydney
- Reducing the proportion of containerised freight travelling by road
- Implementing the *State Infrastructure Strategy* which identifies significant expenditure to upgrade road infrastructure

- Completing strategic road and bus corridors in Sydney.

There are many additional actions to improve the public transport share identified in the Delivering Services chapter of this Plan.

## New directions we will consider

### *Address the increasing demand on our road networks, by:*

- Providing more 'park and ride' facilities at railway stations to make it easier to do part of a journey by public transport
- Improving our understanding of the emerging trends and impacts of urban traffic growth and congestion due to freight as a basis for prioritised and targeted decision making
- Promoting flexible work arrangements in partnership with businesses
- Working with industry to encourage increased use of non-peak periods for warehouse and distribution industries so that there are less commercial vehicles on the road during peak times.

### *Improving availability and access to real time information about congestion on transport corridors through the use of new technologies, including:*

- Use of SMS and web to provide information
- Links to car navigation systems – giving current travel times to assist in selection of alternate route options.

## Priority E8: More people using parks, sporting and recreational facilities, and participating in the arts and cultural activity

In our increasingly busy lives it is important that people have opportunities to enjoy what they've worked for.

The Government can support this by providing parks, sporting and recreational facilities and supporting cultural and artistic events.

The cultural and artistic sectors provide the local community and interstate and international visitors with a wide range of entertainment and arts. The arts and culture contribute more than 3 per cent of GDP and represent one of the fastest growing areas of employment, with more than 110,000 people in NSW employed in sectors.

Our sport and recreation sector provides opportunities for a wide range of physical activity and contributes to health, wellbeing, self-esteem, and social cohesion. State parks and reserves are used for sporting events, bushwalking, picnics and for access

# Environment



to beaches, rivers and estuaries, marinas and wharves. The NSW Government also works with local government and sporting organisations to support the development of facilities and training programs for both regular participants and elite athletes. The sport and recreation sector in NSW contributes approximately two per cent of Gross Domestic Product. There are over 450,000 volunteers in organised sport and recreation in NSW. There are over 25,000 people in NSW whose main occupation is in a sport or physical occupation with a further 50,000 in paid employment in the sector.

## Targets

**Increase participation in recreation, sporting, artistic and cultural activity. Specifically, we will:**

- **Increase the number of visits to State Government parks and reserves by 20 per cent by 2016**
- **Increase the number of people participating in sporting activities and physical exercise by 10 per cent by 2016**
- **Increase visitation and participation in the arts and cultural activity by 10 per cent by 2016.**

## Measuring progress

The Australian Bureau of Statistics General Social Survey monitors participation in various activities and usage of various facilities.

In 2002, almost three million people participated in some form of sport and physical activity, while over four million attended at least one cultural event or venue in the previous 12 months.

We measure national parks visitation at specific parks and estimate that in 2005 there were over 22 million visits to national and state parks in NSW. NSW National Parks and Wildlife Service are currently putting in place a more robust framework for recording visitor numbers with the aim to provide better estimates in the future.



for Living



## Actions we are already committed to

- Maintaining the pre-eminence, international standing and popular appeal of our cultural institutions – State Library, Art Gallery, Australian Museum, Powerhouse Museum, Historic Houses Trust and the Sydney Opera House
- Fostering local film and television production in NSW through the NSW Film and Television Office and by attracting international production companies to film in NSW
- Undertaking the Cultural Grants Program to support arts practice across the State
- Upgrading Taronga Zoo as a premier conservation, education and recreational facility
- Maintaining partnerships with local government through Cultural Accords that have guided a doubling of local government expenditure on the arts to more than \$350 million in 2005
- Operating a sport development program and facilities to support over 90 sport and recreation organisations in NSW, providing almost \$10 million in 2006-07 towards sporting and recreation infrastructure in NSW
- Providing recreational boating infrastructure through the Maritime Infrastructure Program and Sharing Sydney Harbour Access Program
- Promoting the engagement of Aboriginal communities in park activities to strengthen and renew Aboriginal cultural and physical wellbeing
- Taking into account the importance of the arts and culture in the lives of people and in developing local identity when planning new regional centres and urban consolidation.



# Environment

## New directions we will consider

Increase the range of opportunities and facilities for the community to enjoy a diverse range of recreational facilities in national parks, crown reserves and State forests by:

- Better promoting the use of existing walking trails and cycleways in State forests and national parks
- Expanding volunteering opportunities and participation in existing volunteering management programs across our reserves and crown land. The existing volunteer management program in crown land involves over 700 crown reserves being managed by in excess of 3,000 volunteer trustees
- Promoting the Healthy Parks/Healthy People program to promote health benefits of our urban parks and gardens.

Actively promoting and improving access to sporting, cultural and community events by building stronger partnerships between State and local governments and the private sector by:

- Focusing support on arts programs targeting children and young people, in particular ConnectEd Arts – a joint initiative of the Arts and Education portfolios
- Working with hotels and clubs to more effectively support arts, cultural and sporting activities, especially in rural and regional areas
- Developing a more strategic approach with local government to increase and improve their arts, cultural, sporting and recreational facilities
- Encourage development of arts and culture and cultural precincts in local communities through partnerships with local government.





# Chapter 7





The community has made it clear that it wants the State Plan to be delivered.

This State Plan is designed for delivery. The priorities have been defined in specific, measurable terms so they can drive action – and so actions can be assessed to see if they've produced the desired outcomes.

In addition, this State Plan ushers in a wide range of changes to the way Government is conducted in NSW, to ensure an unwavering focus on delivery. Transparent reporting of results will occur so the community can judge whether or not the Government is delivering real results.

In summary, these changes will introduce:

- Stronger accountability for delivery of priorities
- New structures to drive decision making and support delivery
- New approaches to working with our partners
- Reforming budget processes to allocate resources to deliver the priorities
- Building capabilities across the public sector to drive delivery.

# Delivering the Plan

## A. Stronger accountability for delivery of priorities

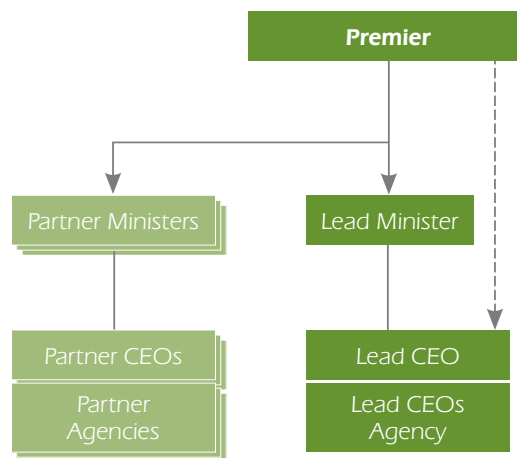
The Premier has the overall responsibility for the State Plan. At his direction, each priority has been allocated to a Lead Minister and to a Lead CEO who reports to the Minister (see figure 38 Accountability Framework).

Lead responsibilities have been allocated to the Ministers and CEOs responsible for the agency that has the greatest capacity to deliver the priority. 'Partner Ministers' and 'Partner CEOs' will also be identified based on their agency's ability to significantly contribute towards delivering a priority. The Premier will issue directions in formal letters to each Minister in relation to these responsibilities.

Lead Ministers will be accountable to the public and within Cabinet for Government performance on the priority. They will be responsible for coordinating with their Partner Ministers to ensure that their agencies are working together effectively and providing strategic direction and oversight.

Lead CEOs will be accountable to their Ministers and to the Premier for the delivery of their priorities. CEOs' performance agreements will reflect this responsibility, with all Lead CEOs having the Premier and Director General of Premier's Department as signatories to their agreement. Annual performance reviews will be coordinated by the Director General of the Premier's Department, bringing together the input of both Ministers and Premier.

**Figure 38: Accountability Framework**



Partner CEOs will be accountable to their Minister. Their performance agreements will also be signed by the Director General of Premier's Department and the Director General will provide advice to their Minister regarding their performance in supporting lead CEOs.

In addition, the Premier's Department will coordinate a 'blind' peer feedback process amongst CEOs as a key input into performance reviews, to provide frank and comprehensive information on CEOs' performance.



The lead agencies responsible for the delivery of the State Plan priorities at the commencement of the plan are as follows:

Heading	Theme	Priorities	Lead Agency
Rights, Respect and Responsibility	Keeping people safe	<b>R1:</b> Reduced rates of crime, particularly violent crime	NSW Police
		<b>R2:</b> Reducing re-offending	NSW Department of Corrective Services
	Building harmonious communities	<b>R3:</b> Reduced levels of antisocial behaviour	NSW Police
		<b>R4:</b> Increased participation and integration in community activities	NSW Premier's Department
Delivering Better Services	Healthy communities	<b>S1:</b> Improved access to quality healthcare	NSW Department of Health
		<b>S2:</b> Improve survival rates and quality of life for people with potentially fatal or chronic illness	NSW Department of Health
		<b>S3:</b> Improved health through reduced obesity, smoking, illicit drug use and risk drinking	NSW Department of Health
	Students fulfil their potential	<b>S4:</b> Increasing levels of attainment for all students	NSW Department of Education and Training
		<b>S5:</b> More students complete Year 12 or recognised vocational training	NSW Department of Education and Training
	A high quality transport system	<b>S6:</b> Increasing share of peak hour journeys on a safe and reliable public transport system	NSW Ministry of Transport
		<b>S7:</b> Safer roads	Roads and Traffic Authority
	Customer friendly services	<b>S8:</b> Increased customer satisfaction with Government services	NSW Department of Commerce
Fairness and Opportunity for the Most Vulnerable	Strengthening Aboriginal communities	<b>F1:</b> Improved health and education outcomes for Aboriginal people	NSW Department of Aboriginal Affairs
	Opportunity and support for most vulnerable	<b>F2:</b> Increased employment and community participation for people with disabilities	NSW Department of Disabilities, Ageing and Home Care
		<b>F3:</b> Improved outcomes in Mental Health	NSW Department of Health
	Early intervention to tackle disadvantage	<b>F4:</b> Embedding the principle of prevention and early intervention into Government Service delivery in NSW	The Cabinet Office
		<b>F5:</b> Reduced avoidable hospital admission	NSW Department of Health
		<b>F6:</b> Increased proportion of children with skills for life and learning at school entry	NSW Department of Community Services
		<b>F7:</b> Reduced rates of child abuse and neglect	NSW Department of Community Services

# Delivering the Plan

Heading	Theme	Priorities	Lead Agency
Growing Prosperity across NSW	NSW: A preferred location for business	<b>P1:</b> Increased business investment	NSW Department of State and Regional Development
	NSW Open for business	<b>P2:</b> Maintain and invest in infrastructure	NSW Treasury
		<b>P3:</b> Cutting red tape	The Cabinet Office
		<b>P4:</b> More people participating in education and training throughout their life	NSW Department of Education and Training
		<b>P5:</b> AAA rating maintained	NSW Treasury
	Stronger rural and regional economies	<b>P6:</b> Increased business investment in rural and regional NSW	NSW Department of State and Regional Development
		<b>P7:</b> Better access to training in rural and regional NSW to support local economies	NSW Department of Education and Training
Environment for Living	Securing our water and energy	<b>E1:</b> A secure and sustainable water supply for all users	The Cabinet Office
		<b>E2:</b> A reliable electricity supply with increased use of renewable energy	NSW Department of Energy, Utilities and Sustainability
	Practical environmental solutions	<b>E3:</b> Cleaner air and progress on greenhouse gas reductions	NSW Department of Environment and Conservation
		<b>E4:</b> Better environmental outcomes for native vegetation, biodiversity, land, rivers and coastal waterways	NSW Department of Natural Resources
	Improved urban environment	<b>E5:</b> Jobs closer to home	NSW Department of Planning
		<b>E6:</b> A supply of land and housing that meets demand	NSW Department of Planning
		<b>E7:</b> Improve the efficiency of the road network by targeting congestion hotspots	NSW Ministry of Transport
		<b>E8:</b> More people using parks, sporting and recreational facilities and participating in the arts and cultural activity	NSW Department of Arts, Sport and Recreation

The Lead Ministers and Lead CEOs will be responsible for delivering. How they work with their partner Ministers and CEOs will be up to them. Existing platforms and processes, such as Chief Executive Officer Cluster Groups, will be used where appropriate, but lead CEOs will be free to use the approaches that work best in each situation.

The community will be able to hold Government accountable for delivery through:

- Online updates of performance results as they become available
- Annual verification of the accuracy of performance data by the NSW Auditor-General
- State Plan Annual Report
- Review of the Plan with full community consultation in 2009.

State Plan performance data will be published as and when it becomes available on a State Plan website. This will enable the community to see, in a single, consolidated location the most up-to-date information regarding the performance of the NSW Government. This will be a simple, fact-based site, allowing community members to judge for yourself.

The Government will also publish a State Plan Annual Report every year. The Report will provide interpretation of the results and will identify emerging challenges and new programs and strategies that are being introduced. This Report will provide an opportunity for the community to understand the context of reported performance. The successes and areas of improvement noted in this Plan will feed back into the Budget process and establish the priorities and funding arrangements for the following year.

The community will have a significant role in reviewing the Plan in 2009. There will be a further State-wide consultation to finetune priorities to ensure they remain relevant as new challenges and opportunities emerge. This will ensure the State Plan remains a dynamic document that drives public policy, rather than being dismissed as outdated.

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# Delivering the Plan

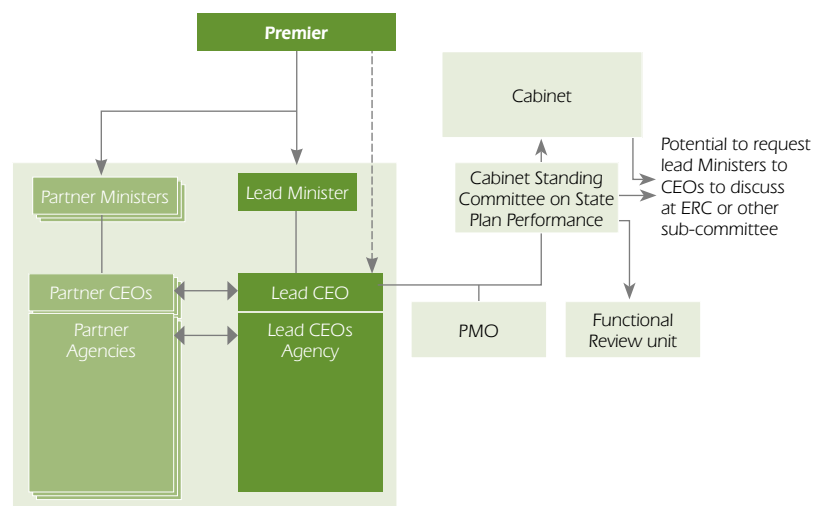
## B. New structures to drive decision making and support delivery

The overall delivery of the Plan will be managed by a new Cabinet Committee. The Cabinet Standing Committee on State Plan Performance will drive the detailed review of progress, resolution of challenges, and will request the preparation of policy, legislative and expenditure related proposals for consideration by Cabinet and the relevant Cabinet Committees.

For the first time in the history of the NSW Government, this new committee will invite individuals from outside Government to advise Cabinet. People will be appointed by the Premier on the basis of their expertise in driving delivery in large and complex organisations. The Committee will comprise the Premier, Deputy Premier, and Treasurer and up to two other senior Ministers selected by the Premier. The Committee will invite lead and partner ministers and CEOs as relevant to attend to account for performance against their priorities and issues for resolution. This will enable fast and rigorous decision making.

Lead ministers and their partner ministers, along with the relevant CEOs, will report to this Committee regarding their progress on delivering State Plan priorities. This reporting process will be coordinated by the program management office (PMO). The PMO will coordinate the preparation of 'delivery plans' by lead CEOs. Delivery plans will set out major actions and milestones and key leading indicators that will enable the Cabinet to assess whether or not the priority is on track. The PMO will also coordinate quarterly reporting against the delivery plan. Cabinet will consider 'exception reports' each quarter.

**Figure 39: Framework for Managing Delivery**



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Where a priority requires new policy development, new legislation or new funding, those matters will progress to the appropriate Cabinet committees or to Cabinet. In these cases, the Cabinet Standing Committee on State Plan Performance will agree a scope for the proposed Cabinet Minute up front and may request interim reports that set out the evidence base.

The Cabinet Standing Committee will be able to commission reviews of either whole agencies or specific programs within agencies. The reviews will be conducted by a new Functional Review Unit. The Functional Review Unit will work with agencies to review their scope of operations to identify opportunities to reprioritise expenditure to support the State Plan priorities. Reviews will answer three basic questions:

- Is an activity consistent with State Plan priorities or core Government business?
- If so, is it achieving its stated objectives in full or in part?
- If not, should the activity be stopped or changed?

All Cabinet Minutes, regardless of whether they are directly related to a State Plan priority, will be required to set out the impact they have on any of the State Plan priorities and to provide the evidence base for the claimed effect. Lead CEOs will be asked to review and advise on these claims.

It is intended that these processes will be in place by December 2006. The new structures and processes will not lead to an ongoing increase in central agency staffing.

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# Delivering the Plan



## C. New approaches to working with our partners

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The delivery of new programs and reforms will be carried out by agency staff. In most cases they will have to work in collaboration with other agencies and with external partners including local government, the Federal Government, business and non-government organisations.

Many of the priorities in the State Plan cannot be achieved without purposeful collaboration between the State and Commonwealth Government. NSW will continue to work through mechanisms such as the Council of Australian Governments (COAG) and Ministerial Councils to ensure both levels of Government contribute to improved service delivery in NSW. At the same time, we will stand up strongly to demand a fairer share of the GST for the people of NSW.

The community consultation process for the State Plan highlighted the benefits of engaging directly with the broader public, local government and local service providers, businesses and community leaders in developing our plans. This was also done successfully in the development of **Stronger Together** the NSW Disability Plan. This approach – of engaging directly with the community in developing major new plans and policy reforms – has to become our standard approach. The Government will ensure that more community consultation occurs in the development of major policies and strategies.

The community feedback also highlighted the need for the State Government to work more effectively with local partners on its priorities, to ensure local delivery. Lead Ministers and Lead CEOs will be encouraged to fully explore opportunities for both formal and informal engagement with key partners in delivery, including mobilising cross agency and cross-sector resources.

Agencies will be particularly encouraged to come together with local government, business and non-government organisations to deliver and monitor locally tailored solutions. This will be driven locally by the Regional Coordination Management Groups (RCMGs) that bring together senior officers from across State Government at the regional level. RCMGs will develop regional work plans to support the achievement of the State Plan priorities locally. Flexible approaches to meeting challenges in rural and regional locations will be particularly encouraged.

There will also be a greater level of formal consultation with local government. For example, Government agencies will consult with local government as they develop their contributions to the State Infrastructure Strategy. We will also look to work more effectively with individual councils, in particular through alignment of their strategic plan with the NSW State Plan.

## D. Reforming the Budget process to allocate resources to deliver the priorities

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The Government is implementing a new Budget process to ensure that the priorities of the plan are funded. The new system will incorporate the principal recommendations of the Government commissioned Audit of Expenditure and Assets. It is part of an integrated performance management and budgeting system.

The Budget process will be aligned with the State Plan as follows:

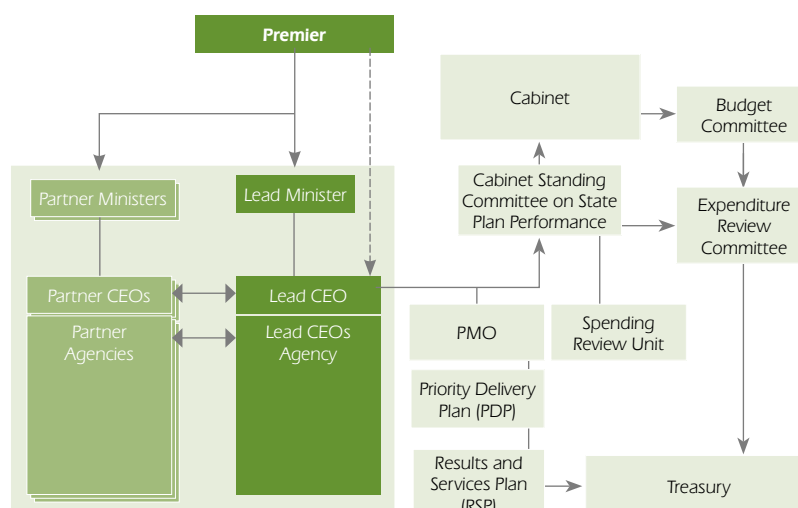
- All new proposals for additional expenditure by agencies will be required to show how the outcomes will contribute towards the priorities of the State Plan
- The lead Minister responsible for each State Plan priority will be able to submit funding proposals to the Budget Committee that reallocate resources to support that priority
- In addition to the accountability for delivery of other Government services, the priorities set out in the State Plan will be linked to agency business plans through Results and Services Plans. Government businesses and State Owned Corporations will reflect State Plan priorities within their Statements of Business and Corporate Intent
- Agency funding will be based on their contribution to State Plan priorities and other Government priorities where applicable, as reflected in their Results and Services Plans
- Agency strategic, corporate and business plans will incorporate more detailed performance expectations consistent with Government priorities.

While the delivery of State Plan priorities is largely within the core business of most agencies, an agency may require additional resources to meet a target. The new budget process will allow the Government to use State Plan priorities and performance measures to determine the best way of funding, which in most cases will involve reallocating funding between departments and programs.

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# Delivering the Plan

**Figure 40: Relationship between State Plan and Performance Management Budgeting System**



1. Funding matters associated with the PDP are captured in the RSP
  - a total funding and service delivery plan for an agency
  - which is assessed by Treasury.
2. Efficiency related matters around State Plan priorities and RSPs are referred to ERC, including further assignments to the Spending Review Unit

The new system will ensure that there is a strong evidence base to evaluate both current expenditure and proposed future expenditure.

Current expenditure will be assessed through the Expenditure Review Committee of Cabinet (ERC). Its principal role to date has been to ensure that agencies are living within their budgets and that the agency efficiency dividends, which will achieve annual savings of \$1.1 billion by 2009-10, are being delivered.

The savings targets for 2005-06 were substantially achieved and the targets for 2006-07 are on track. The ERC will continue to monitor the financial and non-financial performance of agencies compared with that agreed in Results and Services Plans.

Proposed future expenditure will require a strong evidence base:

- All policy proposals considered by Cabinet Committees will be supported by a Financial Impact Statement (FIS). The FIS must be signed by the Secretary of the Treasury to attest that the financial analysis underpinning the proposal has been conducted with sufficient rigour
- Budget committee will review brief proposals for increased expenditure before inviting those with sufficient merit to submit a full business case
- Any decision to increase an agency's budget allocation must be supported by a full business case and an evaluation against State Plan and related priorities.

When fully implemented, the new system will also incorporate more accountable reporting by the Government to the community on its performance including:

- Agency budgets that are based on rigorously costed current year services, rather than a projection of the previous year's spending. This means that each year's budget statements for the budget year and forward estimates will be determined on the same basis
- The new system will allow the Government to introduce longer term funding of specific programs to allow agencies to give appropriate attention to the long term strategies needed to implement the State Plan and provide flexibility. This will require agencies to demonstrate consistent delivery on targets set out in their Results and Services Plans supported by rigorous service costs and performance measures.

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# Delivering the Plan

## E. Building capabilities across the public sector to drive delivery

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The NSW public sector must build on its skills and capabilities to implement the State Plan. Government is not immune to the skills shortage affecting the rest of the economy, nor to the fast changes taking place in the way business is being done around the world. Therefore, it must invest wisely in building the capabilities of its staff and systems.

To deliver the priorities of the State Plan the public sector will build capability through:

### ■ **New fast-track graduate recruitment program**

NSW requires a skilled and capable workforce. The NSW Public Sector workforce is ageing and many highly skilled workers will leave the workforce over the next 10 years. This means there is an obligation to train and support the next generation of public sector workers.

In order to assist the long-term growth of a skilled and capable public sector workforce, the Government will introduce a new fast-track graduate cadetship program. The program will be similar to the one used in the UK Government and builds on the successful graduate traineeship program already in place in NSW Treasury. The new program will include management training and cross agency placements so that new recruits see Government from a number of perspectives.

### ■ **New survey of public sector staff to evaluate management quality and identify areas for improvement**

The essence of good management is clear, frequent, informal and formal feedback. Most people want to do a good job and need to know if their work is meeting expectations. In well managed organisations, good performance is recognised through such processes and poor performance is similarly addressed.

The Government will promote these practices by surveying public sector staff on whether they believe good performance is recognised and poor performance is addressed in their agency. Measuring and reporting on progress towards this culture will provide a clear measure of success, demonstrate the Government's commitment to better management and reflect transparent accountability of the State Plan in our internal efforts.

### ■ **Information and Communications Technology (ICT) that puts people first by aligning planning and expenditure with service delivery priorities**

Implementation of the Government's current ICT strategy, together with the improved budget process and review of the Budget legislation will ensure that the whole of the Government's reporting infrastructure is designed around delivering outcomes and services that are important to the community.

### ■ **Enabling faster decision making**

Delivering on priorities will require public servants who can provide clear, speedy decisions.



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In some cases, local public servants such as school principals, or local economic development facilitators, do not have the right delegations for decision making, yet they have the local knowledge required to make good local decisions. Decision making will be devolved to the appropriate level with emphasis given to ensuring local knowledge is used and appreciated in decision making.

Aside from being a cost impost on business and the consumer, red tape makes people's work frustrating and often less meaningful, and also has the potential to slow down the speed of delivery. The new Better Regulation Office will be tasked with looking at procedures within Government that could be improved to ensure faster and more meaningful service delivery. This work will complement the work of the new Project Management Office supporting the Cabinet Standing Committee on State Plan Performance in eliminating barriers to successful delivery.

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# Delivering the Plan



# Chapter 8



To be successful the State Plan must deliver right across NSW.

The 34 priorities of the State Plan apply across the State but they must be brought together at the local level.

In communities across NSW, people told us that they loved where they live. Communities in rural and regional NSW identified the major challenges in their area and the actions that would make a real difference to the quality of life of the local community.

Where new initiatives are rolled out under the State Plan, regional and rural NSW will receive its share of the additional services. For example, the planned trade schools will be matched to skill shortages in regional communities.

This chapter responds to those suggestions - and focuses on the really important things that the NSW Government, working with local partners, can do as a priority for each region.

# Delivering Locally

# The regions

For each of the nine regions of NSW, specific regional delivery plans have been prepared based on the advice of the community and community leaders.

The regions of NSW are:

- |                          |                                    |
|--------------------------|------------------------------------|
| ■ Hunter                 | ■ Western NSW                      |
| ■ Illawarra              | ■ South East                       |
| ■ North Coast            | ■ Western and South Western Sydney |
| ■ New England/North West | ■ Central Coast                    |
| ■ Riverina Murray        |                                    |



## Mechanisms for delivering locally

The State Plan will drive action in our regions.

In each region, regional managers from across State Government will work closely with local government and community partners to deliver the priorities of the State Plan.

Local government and communities identified new ways to work in partnership on specific actions and these are captured in the new directions section of the regional delivery plans that follow. Flexible approaches to meeting challenges in rural and regional locations will be particularly encouraged.

Existing regional plans, such as regional land use plans, will be linked to the delivery of the State Plan.

Achievement against the 34 State Plan priorities will be reported on regionally, where the data exists, so that regional communities can hold Government accountable locally.



# Illawarra Region

The Illawarra is home to around 420,000 people living in the five local government areas of Kiama, Shellharbour, Shoalhaven, Wingecarribee and Wollongong. The coastal strip from Wollongong through to Nowra and Ulladulla includes many popular beaches, the Shoalhaven and Minnamurra rivers and the Jervis Bay Marine Park. Beyond the Illawarra Escarpment is the Southern Highlands including Bowral, Mittagong and Moss Vale, where rural farmlands are interspersed with large areas of forested national parks.

The region's multi-ethnic population are employed in a diverse range of industries including defence, steel-making, coal mining, financial services, public administration, retailing, construction, agriculture, tourism and hospitality. The innovative University of Wollongong is driving the growth of new knowledge based industries while Port Kembla is diversifying into containerised trade and car importation. A wide range of NSW Government services are hubbed in Wollongong, Nowra and Bowral while the recently rebuilt Wollongong Hospital has been elevated to a teaching hospital.

## What the Illawarra community told us

While the economic restructuring of the Illawarra's economy is well advanced, the community wants an even stronger focus on new business investment and ensuring a skilled workforce. Supporting the entry of young people into the workforce and reducing rates of commuting through generating more locally based jobs was crucial. The planning process needs to balance development with environmental imperatives while new growth areas should be clearly identified including required infrastructure and facilities.

Recent improvements to commuter train services were welcomed, however the community seeks further public transport improvements including bus services to outlying areas. The Princes Highway is an important transport spine that is under significant pressure due to traffic growth and requires upgrading south from Wollongong.



# Delivering Locally



While the community acknowledged that the recent upgrading of major hospitals has provided much improved facilities, there is concern with attracting sufficient medical and nursing staff. The community wants the service system to meet the challenges of an ageing population, and support children with life skills and personal development.

There was strong support for the police in continuing to reduce crime and engaging with the community to address anti-social behaviour. Minimising social exclusion and housing affordability were also highlighted.

The community highly values its magnificent natural assets such as the Illawarra escarpment, rivers, beaches and bays as well as the extensive national parks. The community wants the NSW Government and councils to continue to protect and manage these areas.

The Illawarra has a substantial and rapidly growing Aboriginal community. These communities want to build stronger engagement with Government agencies to improve access to services and to assist in developing more employment and other opportunities.

## Actions we are already committed to

- Finalisation and implementation of the Illawarra, South Coast and Sydney-Canberra Corridor Regional Strategies. Working with councils in preparing new Local Environmental Plans and urban settlement strategies (such as West Dapto)
- Implementation of Illawarra projects identified in the State Infrastructure Strategy
- Expansion and diversification of the port of Port Kembla and related industries
- Construction of the Oak Flats-Dunmore dual carriageway and progressive upgrading of the Princes Highway from Gerringong to Nowra and further south
- Introduction of new Outer Suburban Carriages (OSCARS) by CityRail and further 'Easy Access' railway station upgrades
- Implementation of a Clinical Services Plan to ensure future health services are available where they will be most needed according to projected population
- New \$130M South Coast Correctional Centre at Nowra
- Coastal management projects including Lake Illawarra entrance, Killalea State Park, Wollongong foreshore and Ulladulla harbour



- Continue to monitor the ongoing performance of the transport links between Wollongong and metropolitan Sydney. This monitoring will include future capacity requirements in terms of commuters and freight movements on the South Coast rail line and the road network, both to and through Sydney.

## New directions we will consider

- Establishing an Employment Lands Task Force to work with councils and industry to ensure short and long-term availability of employment land in all five local government areas
- Partnering with Wollongong City Council and the community to address social exclusion and economic opportunity in Wollongong's southern suburbs
- Supporting vocational education and training through building better links between schools, TAFE and industry. This focuses on better skilling the Illawarra's young people to take advantage of the growing number of skilled jobs that employers are struggling to fill
- Developing partnerships with issues-based Aboriginal community working groups in metropolitan Wollongong, Shoalhaven and Wingecarribee under the *'Two Ways Together'* agenda to address community priorities.



# Delivering Locally

# Central Coast Region

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With over 300,000 people, the Central Coast has established itself as a thriving stand alone region and an important hub for business and tourism.

Surrounded by national parks and beautiful waterways with some of the best beaches in the country, the easy lifestyle and affordable housing has made the area particularly appealing for young families and retirees.

The relaxed lifestyle is supported by sporting and recreational facilities of nearly every kind. Residents are supported by a wide range of education facilities and its two major hospitals have been recently upgraded.

## What the Central Coast community told us

The community identified the key challenge for the Central Coast is the need for jobs and infrastructure to keep pace with the population growth of the region. In particular, they would like the local road network, and public transport to be improved and the water supply to be secured for the future. The community also indicated the need for planning that achieves sustainable development and caters for the changing needs and demographics of the population.

Central Coast residents enjoy their living environment and want the region to stay safe and friendly. They recognise that crime has reduced in the region and want this trend to continue in the future. There was recognition for the vast improvement in our health services, and a need to continue to improve services for our elderly and mentally ill.

The community wants a unified approach to implementation of the State Plan, with all community leaders and the three levels of government willing to commit and support to a shared vision for the region. Feedback also indicated the need for locally based data to be available on all aspects of the region that will ensure the needs of the region are fully understood.

## Actions we are already committed to

The Government is committed to the following:

- Implementing the Regional Strategy for the Central Coast that will guide appropriate development, maintain the lifestyle and environment and include Government intervention to provide over 35,000 jobs over the next 25 years
- Ensuring employment land is provided that will increase local jobs such as the Somersby Industrial Park and Wyong Employment Zone
- Expansion of mental health services with new facilities including the Gosford Mandala Unit
- Ongoing upgrades of roads in the region including The Entrance Road, Pacific Highway and Avoca Drive with \$73.1 million invested in this year's Budget alone
- Improving the F3 links to Sydney to three lanes in each direction in partnership with the Federal Government

- Creation of a better public transport system including new outer suburban train carriages, upgrades at Tuggerah and Woy Woy stations, rail maintenance upgrades and better local bus services
- Energy Australia will invest \$319 million across the Central Coast before 2010 to ensure the provision of electricity
- Services for older people and people with a disability have been bolstered by a massive \$64 million provided in this year's Budget for people in the region
- 114 new public homes will be provided this year for those in most in need of support and assistance
- Planning and delivering a new Town Centre at Warnervale including a new railway station transport interchange.

## New directions we will consider

Identifying regional infrastructure needs and priorities to cater for the future population growth within the region, including:

- Investigating solutions to ensure a secure and sustainable water supply for the Central Coast
- Continue road upgrades
- Ensure the timely provision of services and infrastructure in the new greenfield areas such as Warnervale.

Increase economic opportunities for the Central Coast and opportunities for jobs closer to home through specific economic development strategies including:

- Helping existing business to grow and encourage and support new businesses to relocate to the Central Coast
- Bolstering the skills base of the region by creating additional TAFE positions, better aligning the needs of local business with course curriculum and continuing to build strong links between schools and TAFE colleges.



# Delivering Locally



# Western NSW Region

The Western region covers 50 per cent of NSW and incorporates 26 local government areas. The Western Region is comprised of three distinct geographical regions, the Far West Region, Central West Region, and Orana Region, each with diverse strengths and weaknesses.

The Western Region is largely renowned for its mining and agricultural industry, although it has a range of secondary and tertiary industries, which assist in sustaining the economic base. It follows that the region is very dependent on its natural resources that increasingly need to be managed in ways that maintain the economic viability of the agricultural sector, and rural communities, whilst also preserving healthy ecosystems and rivers.

## What the Western NSW community told us

The community identified one of the biggest challenges for the Western NSW region as addressing skills shortages and diversifying the economic base to retain and attract new business and skills. The need to attract and retain young people and families for the future sustainability of the region was also stressed.

The community acknowledges the severe shortage of water and the need for action to secure the supply for the future.

The range of available health services was a significant issue, especially as the population ages. There was concern that health services were, increasingly, being offered on an outreach basis, or required rural and remote consumers to travel some distance to secure specialist treatment.

Concerns were raised about the significantly higher levels of social and economic disadvantage among the Aboriginal community and there was support for a specific priority in the State Plan on this issue. This has been addressed and the State Plan now includes a specific priority on Strengthening Aboriginal Communities.





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Finally, the community feedback indicated that people wanted to feel safe in their communities. While it was acknowledged that there had been much effort by human services to deal with this issue, more was required to ensure that underlying causes of crime were addressed.

## Actions we are already committed to

- Working with drought affected communities to assist farmers and business operators to manage through these difficult times
- Working with irrigators and river communities to administer water use, to ensure the continued supply of this precious resource
- Working with communities to improve the safety and wellbeing of community members
- Delivering services under *Two Ways Together* and the Murdi Paaki Indigenous Trial Site to improve the quality of life of Aboriginal communities across Western NSW
- New facilities at the Kelso High school will be constructed over the next three years under a Public Private Partnership arrangement
- Human service agencies working closely with Police and local government to lower the assault rate within the Orange and Cowra communities
- Completing the 500 bed Correctional Centre at Wellington.

## New directions we will consider

- Establishing a Regional Training Taskforce to promote a better fit between the needs of regional businesses and the vocational skills of young and mature aged students. This will involve local government, training providers and business
- Meeting the priority needs of Aboriginal people with strengthened partnerships between communities and federal, local and State Government agencies
- Working with universities, government agencies and NGOs to design better and innovative services, tailored to the specific needs of the rural communities of Western NSW
- Developing specific strategies to improve the attraction and retention of professional staff, especially in remote localities.

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# Delivering Locally

# Hunter Region

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The Hunter region is home to over 600,000 people covering 11 local government areas and five Aboriginal Land Councils. It includes the Lower Hunter (Newcastle, Port Stephens, Lake Macquarie, Maitland and Cessnock), Barrington Tops (Gloucester and Dungog), the Upper Hunter (Singleton, Muswellbrook and Scone) and the Great Lakes Shire.

The region is known for its \$5 billion a year coal industry with 80 million tonnes exported annually comprising approximately 95 per cent of the region's total exports. It also boasts one of Australia's top wine growing areas, producing around 31 million litres of wine annually valued at more than \$230 million.

## What the Hunter community told us

Attracting new employment opportunities to the area was seen as a key challenge, particularly for youth; and preferably employment that diversifies the economic base beyond coal and power industries. The need to address skills shortages to enable local people to get local jobs was also stressed.

Other feedback highlighted the need to ensure access and provision to health services, better access to public transport with improved road maintenance and construction. The ongoing impact of drought in rural and remote areas may require a review of water management and it is important to ensure planning for the region achieves a balance between social, economic and environmental objectives.

There was praise for the John Hunter Hospital, increased policing efforts in local communities, policies aimed at protecting the environment such as protection of beaches and urban renewal projects such as the redevelopment of the Newcastle foreshore.

## Actions we are already committed to

- Implementing the Lower Hunter Regional Plan which guides residential and employment growth over the next 25 years balanced with environmental and social objectives
- Working with the local councils in the Region to update and review their Local Environmental Plans and Strategic Plans where relevant
- Implementing current regional Infrastructure priorities as identified in the State Infrastructure Strategy
- Working with drought affected communities to assist farmers and business operators
- Implementing the Housing and Human Service Accord
- Developing partnerships with Aboriginal community issues-based working groups under the *Two Ways Together* program to address community priorities
- Developing and implementing a Lower Hunter Regional Conservation Plan
- Implementing the Hunter Catchment Action Plan.

- Establishing the Port Stephens - Great Lakes Marine Park, which will provide for a multi-use park while also protecting key marine habitats and features for future generations to enjoy
- Creating an aviation and defence related employment zone adjacent to Newcastle Airport
- Development of the former BHP Billiton and other state-owned land (particularly port related land at the former Newcastle Steel works site)
- New approaches are being established in the Lake Macquarie, Police Local Area Command to deal specifically with children and young people at risk, who are involved in the commission of assaults or in anti-social behaviour
- Implement a crime prevention partnership reducing assaults in public places.

## New directions we will consider

- Improve environmental outcomes for native vegetation, biodiversity, land, rivers and coastal waterways (including improved water quality)
- Increase employment, community participation and multi-agency support for aged people and those with disabilities and mental illness
- Support vocational education and training through building better links between schools, TAFE and industry
- Implement a Hunter Domestic Violence project reducing repeat domestic violence
- Implement a Positive Ageing Strategy in the Hunter aimed at increasing the health and social well being of older people
- Develop a prioritised response plan to emerging issues affecting fisheries productivity and harvest safety in the Hunter.



# Delivering Locally

# Greater Western Sydney Region

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Greater Western Sydney covers nearly 9,000 square kilometres and encompasses 14 diverse local government areas: Auburn, Bankstown, Baulkham Hills, Blacktown, Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Holroyd, Liverpool, Parramatta, Penrith and Wollondilly.

The population stands at 1.85 million (June 2005) and is the fastest growing in Australia. Predictions for population growth to 2026 show an increase to 2.2 million.

The region is the most culturally diverse area in Australia. Fairfield for example, attracts a significant portion of newly arriving migrants with residents speaking over 70 different languages.

The region has the highest number of Aboriginal people of any region in Australia outside of the Northern Territory.

Economically the region is the fastest growing in the country, generating more than \$71 billion in Gross Regional Product in 2004-05.

Despite increased pressures on open space, the environmental health and continuity of ecosystems in the region is very important. Greater Western Sydney has 491,000 hectares of land that is set aside for nature conservation in more than 30 different parks and reserves managed by the NSW National Parks and Wildlife Service.

## What the Greater Western Sydney community told us

The community reported satisfaction with many of the health services in the region, but expressed the need for health services to continue to expand to cope with significant population growth. A focus also needs to be placed on developing aged care as the population ages. This should include community support to maintain people in their homes as well as residential facilities. Access to mental health services is also an area of concern.

The community also spoke of the need to secure our water supply and provide assistance with schemes to encourage more efficient use of water and recycling.

Generation of more local jobs to allow people to work closer to home is considered important as is the need to create more job opportunities for young people.

Fostering community harmony through inclusiveness was also listed as a major challenge in Greater Western Sydney – a complex region that absorbs a sizeable number of new refugees and migrants. It also has pockets of significantly high unemployment.

## Actions we are already committed to

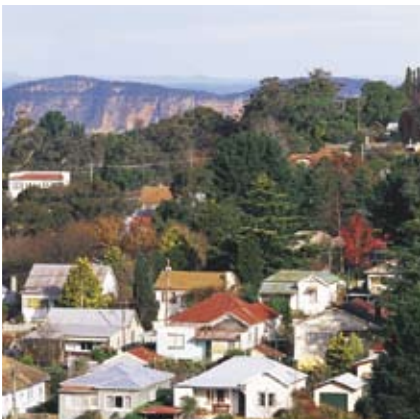
- Implementation of the *Metropolitan Strategy* and Subregional Plans for North West and South West Sydney which guides housing and employment growth over the next 25 years balancing economic, environmental and social objectives. Three major regional cities have been identified – Parramatta, Penrith and Liverpool – as centres for employment, shopping and recreation

- New land release areas including the North West and South West Growth Centres which provide for an additional 181,000 homes and close to 2500 hectares of employment lands together with \$7.5 billion of development contributions for infrastructure
- Increased investment in health facilities and services including upgrades to the Children's Hospital Westmead and Nepean Hospital, a new hospital at Auburn and stage two of Liverpool Hospital making it the largest hospital in Australia
- Implementing the Western Sydney Water Recycling Initiative central to the NSW Government's Metropolitan Water Plan which will be Australia's largest residential and industrial water recycling scheme
- The Western Sydney Employment Hub to be developed over 2,450 hectares at the intersection of the M4 and M7 motorways, expected to create 24,000 jobs by 2008
- Relocation out of the CBD of NSW Government agencies to Parramatta including Sydney Water and the Attorney-General's Department.

## New directions we will consider

Enhanced cooperation and collaboration across the three levels of government, business and community organisations to deliver the Government and communities key priorities for Greater Western Sydney. This collaboration will focus particularly on:

- Working to improve public transport provision across the region, particularly priority for bus services which link outlying suburbs to strategic centres on the rail network and across suburbs not serviced by rail
- Working on economic development and employment strategies in identified key parts of the region including maximising investment and growth in key existing industries and supporting new emerging industries.



# Delivering Locally



# South East NSW Region

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The region stretches 52,138 square kilometres south from Crookwell to the Victorian border, east along the Far South Coast and west to Young. Over 200,000 people live in the region's 13 local government areas.

The region has a diverse and beautiful natural environment. From the rivers and beaches of the South Coast, the surrounding lush hinterland and nearby mountains and national parks, to the rolling hills and pastureland, native bushland and national parks of the western part of the region.

The region supports a wide range of primary industries including high quality beef, lamb and sheep meat products, dairy, award-winning cool-climate wineries, as well as fishing and forestry.

## What the South East NSW community told us

The community stressed the need to both 'grow the population of the region' and achieve economic development and diversification.

Increasingly high numbers of retirees and people leaving the cities for rural lifestyles and the ageing of the population are placing pressure on services.

The community highlighted the important role that TAFE colleges play in the region to ensure people are able to access local training and apprenticeships relevant to the local economy. There was also strong recognition of the important role that schools play in supporting families and bringing the community together.

Communities across the South East region place a high value on access to prevention and early intervention services for children, families and young people.

Transport and infrastructure, including telecommunications were other key issues in the South East.

The ongoing effects of the drought are of particular concern to the community. The availability of water to support population growth, economic development and continuing agricultural enterprises has become a critical factor for a number of towns and rural communities.

People in the South East value the steps the NSW Government has taken to protect the natural environment. It is important however, that the NSW Government continue to support diversification and new business development to replace jobs lost from the fishing, forestry, agricultural and manufacturing industries, in order to ensure a growing economy and employment opportunities into the future.

## Actions we are already committed to

- \$2 million investment to turn the automotive shed at Queanbeyan High School into a state of the art trade school specialising in metal and engineering and automotive trades
- Implementation of the ACT-NSW Regional Management Framework
- Finalisation and implementation of the South Coast, Sydney-Canberra Corridor and NSW Alpine Regional Strategies

- Implementation of South East infrastructure projects identified in the State Infrastructure Strategy
- Working with the Local Governments and the ACT Government to address the current shortage of water and assisting in the development of strategies for the longer-term management of water in the region
- Rehabilitation of the Snowy River including increased environmental flows as a joint initiative with the Victoria Government
- Establishing the Batemans Marine Park
- Redeveloping the Queanbeyan hospital (\$44 million), and planning for a new \$100 million hospital in the Bega Valley Shire
- Establishing a Government Service Centre in Queanbeyan to ensure 'easier access, better delivery and coordination of Government services'
- Supporting the Capital Regional Development Board.

## New directions we will consider

- Establishing a Regional Training Strategy involving local government, training providers and business. This will promote local training for local jobs
- Creating an Economic Development Taskforce involving State, Australian and ACT Governments to assist existing business grow and encouraging new businesses to relocate to the South East
- Working in partnership with Goulburn-Mulwaree Council and other local governments to address critical water issues including those related to infrastructure
- Developing partnerships with Aboriginal Community Working Parties and other Aboriginal organisations, the Indigenous Coordination Centre and local governments under the framework of *Two Ways Together* to identify and address Aboriginal community priorities
- Work in partnership with Bega Valley and Eurobodalla Councils to develop innovative and improved human services.



# Delivering Locally

# Riverina Murray Region

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The Riverina Murray region comprises the Murray, Murrumbidgee and Lower Lachlan River valleys from Tumut Shire to Wentworth Shire in the west. The region is adjacent to the Victorian border in the south and the South Australian border in the west. The region covers 28 local government areas and has a population of 275,000.

The region has a strong agricultural and horticultural sector based on traditionally reliable climate and rainfall patterns. Burrinjuck, Blowering and the Hume Dams are the major impoundments for supplying water for the region's irrigation industries. The strong rural industries provide the basis for a very strong value adding industry sector and an equally strong service industry sector.

Within the Riverina Murray region the provincial cities of Wagga Wagga, Albury (and Wodonga), and Griffith provide medical, professional, education and training, and other support services to the whole region. These cities are the location for State and Australian government agencies' regional offices. In addition the Kapooka Army Barracks, RAAF Base Forest Hill and Charles Sturt University provide further economic strength to the City of Wagga Wagga.

The Aboriginal communities in the Riverina Murray region maintain strong cultural relationships with the land and are an important part, together with the cultural diversity in Griffith and the surrounding centres, of the cultural strength of the region.

## What the Riverina Murray community told us

The community identified one of biggest challenges for the Riverina Murray region is the area of business growth and support. Addressing skills shortages and continuing to build and diversify the economic base to retain and attract new business and skills is considered essential. It was felt that there is a great need to attract and retain young people and families for the future sustainability of the region. Access to employment lands to meet demand for business growth is considered to be a priority for the region.

The community expressed the need for a new Base Hospital in Wagga Wagga and offered strong support for health services and health staff. The community acknowledged that shortages of all professional health staff impacts on health service delivery. There is concern about attracting and maintaining mental health nursing staff and the flow on effect this has on service provision. It was also felt that health service staff would not be attracted to practice in areas where facilities offered a limited range of services.

There was strong support for police services and education system.

Whilst it was felt that roads and road safety are improving in the region, access to public transport was emphasised as a problem in the rural and remote parts of the region.

The community acknowledged the current severe shortage of water and believed that governments could better respond regarding equitable access to, and sharing and costing of water between users and the environment.

## Actions we are already committed to

- Developing the Murray Valley Strategic Landuse Plan in partnership with Victorian Government and NSW and Victorian local governments

- Robinvale Bridge (in partnership with Victorian Government and the Australian Government)
- The Great Darling Anabranch Pipeline Water Supply Scheme
- Upgrade of the Emergency Department at Griffith Base Hospital
- Planning for the redevelopment of Wagga Base Hospital
- Nursing and Child Studies facility at Griffith TAFE Campus
- A new building for plumbing and refurbishment for Community Services at Wagga Wagga TAFE Campus
- Constructing a multipurpose building at Borambola Sport and Recreation Centre including an upgrade of the Sturt Highway entry.

## New directions we will consider

- Establishing an Employment Lands Taskforce to work with local governments, industry and infrastructure (utilities) providers to ensure short and long term availability of employment lands
- Developing partnerships with Aboriginal Community Working Parties and other Aboriginal organisations, the Indigenous Coordination Centre and local governments under the framework of *Two Ways Together* to identify and address Aboriginal community priorities
- Working in partnership with Wagga Wagga City Council to develop innovative models for human services delivery for the public housing estates of the city
- Establishing a partnership with Wentworth and Balranald Shire Councils, State and Australian Government agencies, traditional owners and industry to develop business and employment outcomes for Aboriginal people within the Willandra Lakes Region World Heritage Property and the Barmindji Biosphere
- Developing a 'Local Solutions for Local Issues' model for communities close to the border between NSW and Victoria to address cross border issues.



# Delivering Locally

# North Coast Region

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The North Coast Region covers the area from Taree in the south to Tweed Heads in the north and west to Kyogle. It includes the local government areas of Taree, Kempsey, Port Macquarie/Hastings, Nambucca, Bellingen, Coffs Harbour, Clarence Valley, Richmond Valley, Lismore, Kyogle, Ballina, Byron Bay and Tweed. The region is one of the fastest growing in NSW with a population of over half a million people. High growth rates (over one per cent per annum) are expected over the next 25 years with growth strongest in and around the coastal centres of Port Macquarie, Coffs Harbour, Ballina, Byron Bay and Tweed Heads.

The region's growth and popularity reflects its strong rural heritage and economy, the richness of its natural environment and the diversity of lifestyle and cultures represented throughout the region. While traditional primary industries of agriculture, timber and fishing have been the mainstays of the economy, tourism, retail, property and business services, health and community services, construction, education and manufacturing provide the major employment opportunities today.

The population of the region is ageing with those aged 65 years or over expected to double over the next 30 years. The changing demographic is creating increased demand for affordable housing, public transport, police, health and community services.

## What the North Coast community told us

One of the biggest challenges for the North Coast region as identified by the community is to provide education and employment options, especially for young people. In addition, continued population growth, urban expansion and the ageing of the population is creating demand for new social and physical infrastructure, including the need for better transport, water and sewerage, health, housing and education infrastructure. The continued upgrading of the Pacific Highway is of particular importance to the region. Balancing the demand of development with the protection of the coastal environment also remains a key concern.

The community welcomed the Government's commitment to the upgrading of hospitals, in particular the buyback of the Port Macquarie Base Hospital and the provision of the new facility in Coffs Harbour is seen as very positive. The rapid pace of growth in the region has seen poverty increase for many groups, particularly for Aboriginal communities and the community noted the need for more support services for families and disadvantaged groups generally.

## Actions we are already committed to

- Finalisation and implementation of the Far North Coast and Mid North Coast Regional Strategies
- Implementation of a new partnership with Queensland that will improve the way services are delivered to Tweed families and businesses. The Tweed/Gold Coast Partnership is:
  - Identifying key cross border issues that may impede efficient and consistent service delivery to communities in the region, now or in the future, and where attempts to resolve such issues at a local level have been unsuccessful, or where a strategic government-to-government approach is required



- Examining and prioritising cross border issues for consideration
- Ensuring that there is consultation with cross border communities and businesses, local councils, State Government Ministers and Government agencies
- Overseeing the development and implementation of proposals for policy change, planning or service delivery initiatives.
- Implementing the North Coast projects identified in the *State Infrastructure Strategy*
- Continuing the upgrade of the Pacific Highway to dual carriageway standard along the North Coast route
- Commitments to upgrade the Yamba Police Station
- New 'Second Chance' 70 bed correctional facility at Tabulam
- Completing the planned upgrade of Lismore Base Hospital and enhancements to Coffs Harbour Base Hospital
- Implementing the North Coast Aboriginal Employment Strategy which aims to raise employment of Aboriginal people within NSW Government agencies in the region to 3.2 per cent.

## New directions we will consider

- Developing a cross-border taskforce with Queensland to examine the need for road, rail and other infrastructure to improve services between the border communities to better manage the impacts and maximise the opportunities for the communities of the Far North Coast of NSW
- Continued investigation of improvements to rail line to maximise the use of freight on rail
- Support vocational education and training by building better links between schools, TAFE and industry to focus on better skilling North Coast young people to address the skills shortages in the region
- Providing a significant increase in public housing in the Tweed area to respond to population growth.



# Delivering Locally

# New England North West Region

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The New England North West region covers an area of 98,606 square kilometres, is home to 176,000 people, including a large number of Aboriginal people, and has a relatively sparse population density. The major centres are Tamworth, Armidale, Inverell, Moree, Narrabri, Gunnedah, Glen Innes, Quirindi and Tenterfield. Currently, there are 13 local government areas.

The New England North West has a strong tradition of agricultural excellence and research. It is widely recognised around the world for production of superfine wools, high protein bread and durum wheats, premium cattle and lamb meat, cotton products and livestock research. The recent increasing growth in the mining industry, in particular coal and natural gas, will present enormous opportunity, as well as presenting great challenges.

The high quality and diverse system of education continues to attract an eclectic mix of professionals and students to the region. Innovative operations in aviation, engineering and construction, agriculture, manufacturing, forestry and mining offer diverse employment opportunities.

## What the New England community told us

In particular, the growth of the mining industry brings with it increasing pressure to develop and maintain a physical infrastructure (roads, rail, telecommunications, transport) with capacity to support it. Balanced and sustainable management of our natural resources to protect the existing agricultural base while benefiting from a rich mineral base will be vital.

Attracting and retaining a skilled work force for the services required to support not just industry growth, but growing populations, will be vital.

Communities were also very clear in their determination to build strong and supportive families and communities, and to reduce the rates of child and substance abuse.

The community identified public education and health and aged care services as key strengths with recognition that we could improve the range of career focused opportunities on offer.

## Actions we are already committed to

- Establishing the New England North West as a centre of excellence for industry and workplace training
- Encouraging innovation through research and demonstration
- Assisting businesses with export or new market development opportunities to realise them
- Working with the local councils in the region to prepare Strategic Plans that facilitate sustainable growth and management of resources and which inform the preparation of new Local Environmental Plans in accordance with the planning reforms

- Reducing the rates of family and child abuse, and substance abuse, and increasing overall levels of participation in education and employment
- Creating Aboriginal employment and training opportunities in the course of performing public works contracts, e.g. housing and infrastructure programs.

## New directions we will consider

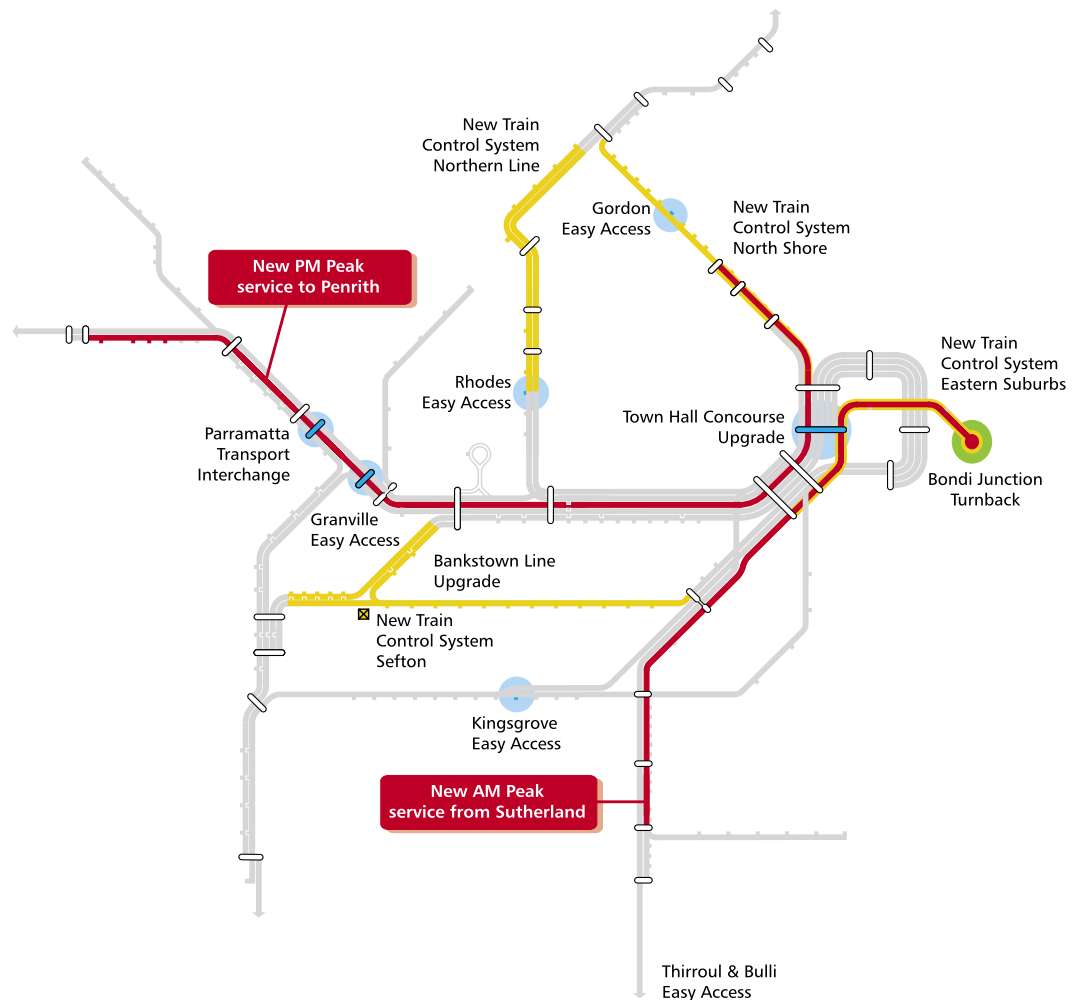
- Increasing the supply of people with the skills required by expanding businesses and emerging industries. A Regional Labour Market Taskforce consisting of government agencies, the University of New England and a cross-section of businesses and industries will lead this initiative
- Developing specific strategies to improve the attraction and retention of professional staff, especially in remote rural localities
- Establishing a Land-use Planning Forum to address the regional impacts of climate change (eg shorter growing seasons, water issues). Under this initiative State and Local Government agencies and local producers will work collaboratively to maintain a diverse and productive agricultural sector
- Working in identified small rural towns with government departments, local councils and business to increase the training and employment opportunities for Aboriginal young people.



# Delivering Locally

# Appendix A

## Capacity and Service Improvement Initiatives 2006



### CUSTOMER BENEFITS

#### Service Improvements

- Improve and Restore Service Reliability
- 900 extra seats with one new service between Sutherland, Penshurst, Hurstville and the City during the morning peak
- 900 extra seats with one new express service between Penrith, the City and North Sydney during the evening peak

#### Rollingstock improvements

1. New Rollingstock: 14 Hunter Railcars **\$102m**
2. Traction Interlocking
3. Digital Voice announcements
4. Vigilance Control

#### Rail Capacity Upgrades

1. Bondi Junction Turnback **\$70m**

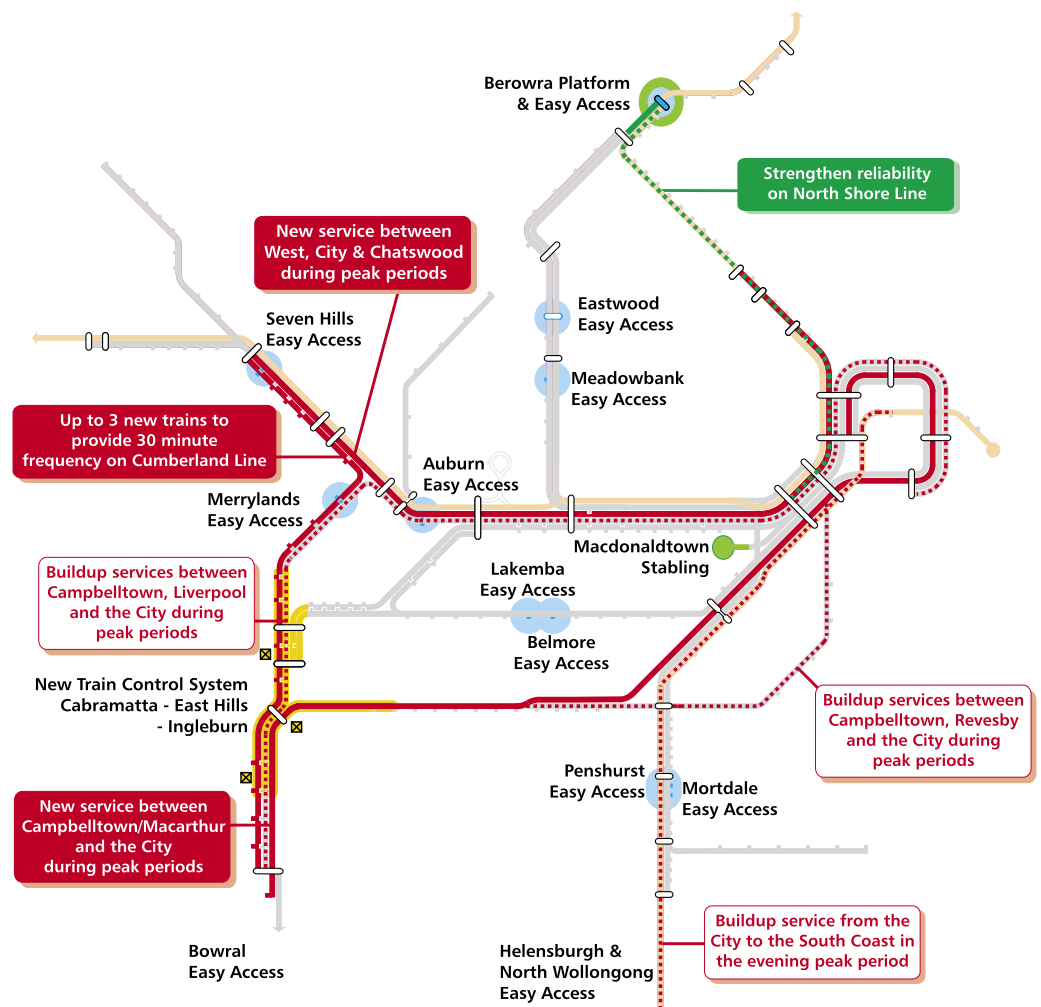
#### Station Upgrading

1. Parramatta Transport Interchange **\$100m**
2. Town Hall Concourse upgrade **\$8.6m**
3. Granville Easy Access **\$6.3m**
4. Gordon Easy Access **\$5.2m**
5. Thirroul Easy Access **\$5.0m**
6. Kingsgrove Easy Access **\$3.9m**
7. Bulli Easy Access **\$1.6m**

#### Rail Infrastructure Upgrades

1. Bankstown Line Upgrade **\$106m**
2. New Train Control System North Shore
3. New Train Control System Northern Line
4. New Train Control System Sefton
5. New Train Control System Eastern Suburbs

# Capacity and Service Improvement Initiatives 2007



## CUSTOMER BENEFITS

### Service Improvements \*

- Introduce Outer Suburban cars to Central Coast, South Coast and lower Blue Mountains services
- Redeploy Outer Suburban Tangaras to suburban services
- 900 extra seats on two new services between Macarthur, Campbelltown, Revesby and the City during peak periods
- 900 extra seats on two new services between West, the City and Chatswood during the late peaks
- Buildup four existing 6-car train services to provide 450 extra seats between Campbelltown, Liverpool and the City in peak periods
- Buildup four existing 6-car train services to provide 450 extra seats between Penrith, Richmond, Blacktown and the City in peak periods

- 4-car OSCAR to provide 430 extra seats on new South Coast services from Kiama
- Buildup one existing 4-car outer suburban train service from the City to Port Kembla in the evening peak

*\* subject to detailed timetable and train planning, investigation of freight interface issues, and fleet delivery, availability and rostering*

### Rollingstock improvements

1. New Rollingstock: Outer suburban cars (Total \$439.4m)
2. Redeploy Outer suburban Tangaras to Suburban lines
3. Upgrade Emergency Door release

### Rail Capacity Upgrades

1. Berowra Platform & Easy Access \$10m
2. Macdonaldtown Stabling project \$42m

### Station Upgrading

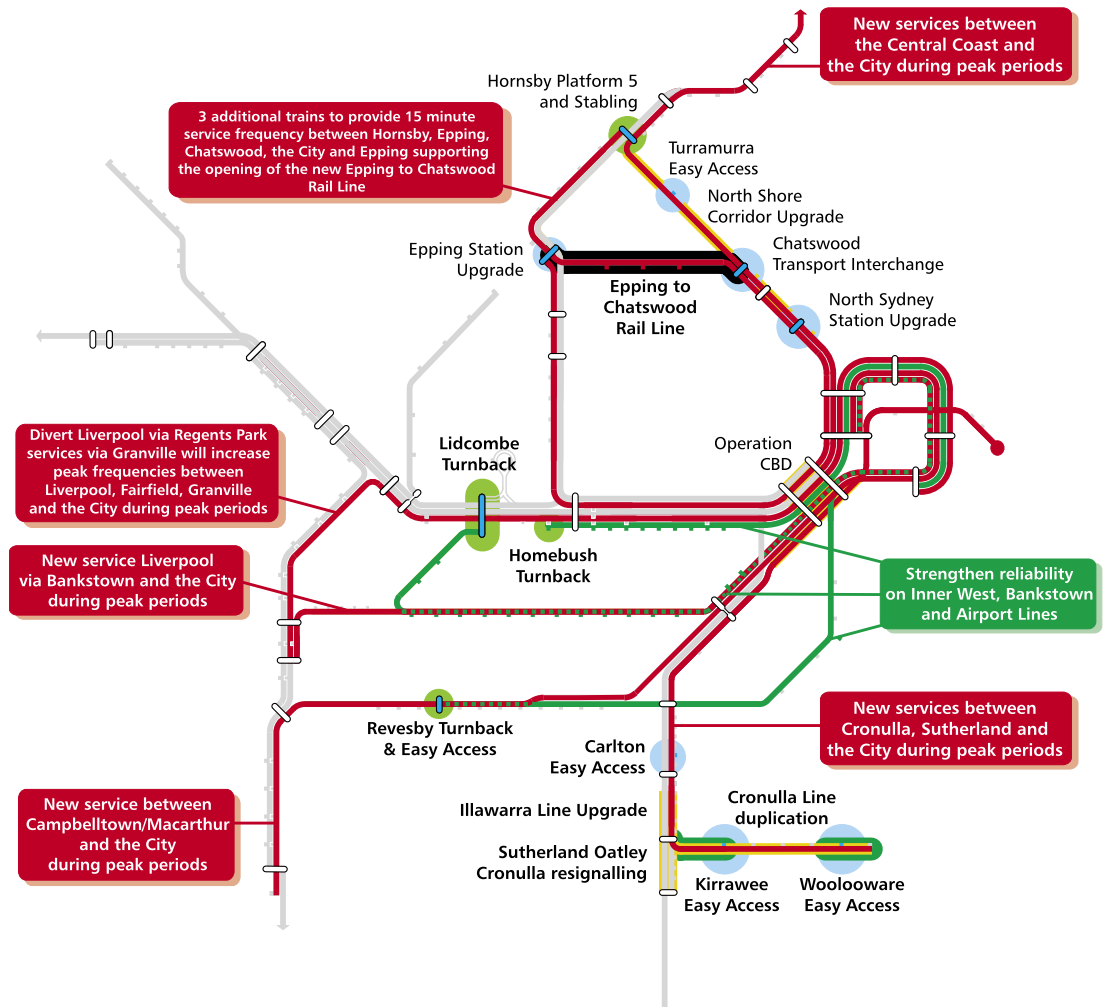
1. Auburn Easy Access \$7.2m
2. Belmore Easy Access \$2.6m
3. Bowral Easy Access \$4.5m
4. Eastwood Easy Access \$7.5m
5. Helensburgh Easy Access \$6.1m
6. Meadowbank Easy Access \$5.5m
7. Lakemba Easy Access \$5.5m
8. Merrylands Easy Access \$3.8m
9. Mortdale Easy Access \$6.1m
10. North Wollongong Easy Access \$4.5m
11. Penhurst Easy Access \$5.25m
12. Seven Hills Easy Access \$7.5m

### Rail Infrastructure Upgrades

1. New Train Control System (Cabramatta-East Hills-Ingleburn)



## Capacity and Service Improvement Initiatives 2008



## CUSTOMER BENEFITS

## Service Improvements

- Opening of Epping to Chatswood Rail Line, providing direct rail access to Macquarie Park corridor
- 3 additional trains to provide 15-min service frequency between Hornsby, Epping, Chatswood, City and Epping to support opening of Epping to Chatswood Rail Line
- 1,800 extra seats between Cronulla and Sutherland during each peak period
- 900 extra seats on two new services between Cronulla and the City during peak periods
- 900 extra seats on two new services between Campbelltown and the City via East Hills during peak periods
- 900 extra seats on two new services between Liverpool and the City via Bankstown during peak periods
- 900 extra seats on two new services between the Central Coast and the City via the North Shore during peak periods

- 400 extra seats on four existing Intercity services between the Central Coast/Blue Mountains and the City during peak periods

## Rollingstock improvements

1. New Rollingstock: Outer suburban cars (Total **\$439.4m**)
2. Redeploy Outer suburban Tangaras to Suburban lines

## New Rail Lines

- ### NEW Rail Lines
1. Epping to Chatswood Rail Line \$2000m

## Rail Capacity Upgrades

1. Hornsby Platform 5 and Stabling **\$98m**
2. Lidcombe Turnback **\$50m**
3. Homebush Turnback **\$25m**
4. Revesby Turnback **\$40m**
5. Cronulla Duplication **\$231m**

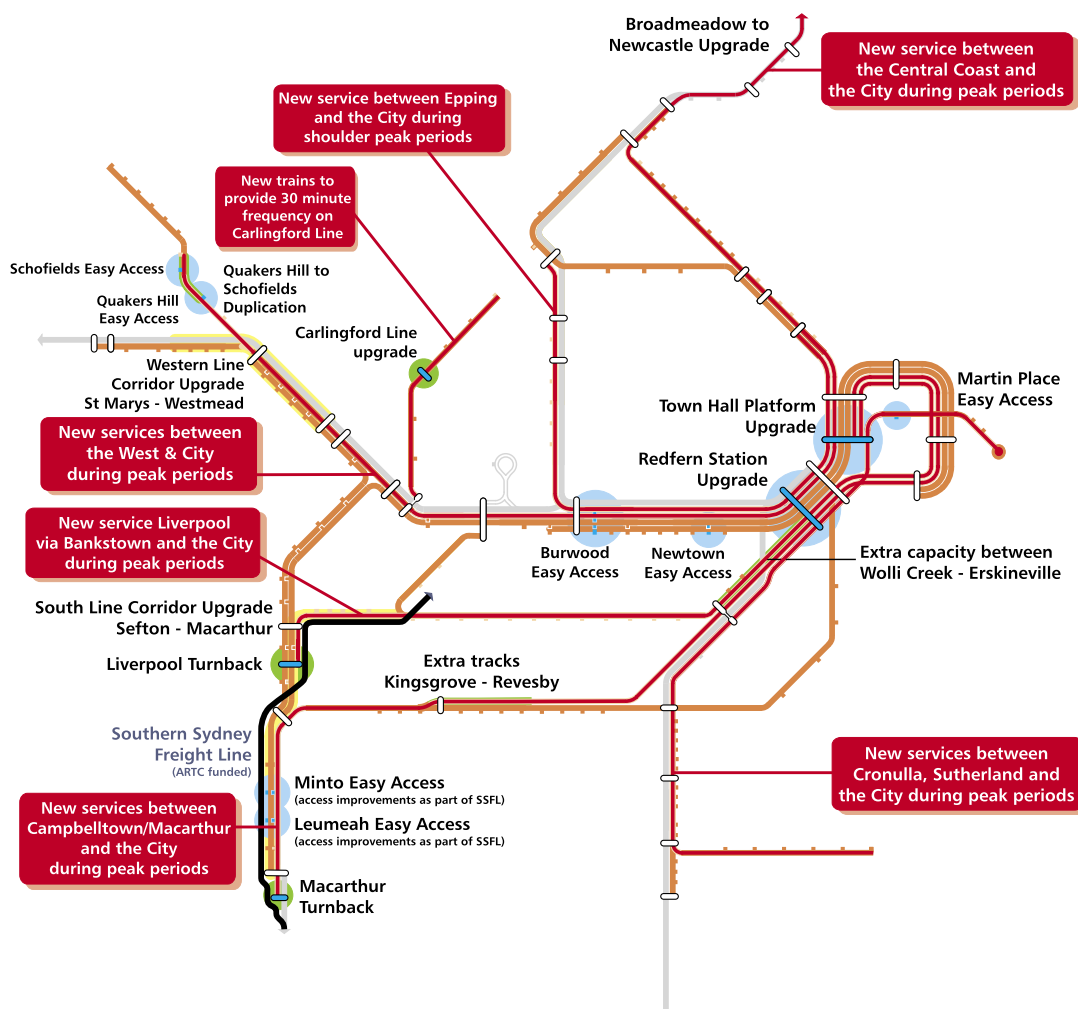
## Station Upgrading

1. Chatswood Transport Interchange **\$361m**
2. North Sydney Station Upgrade **\$58m**
3. Epping Station Upgrade
4. Carlton Easy Access **\$12m**
5. Turrumurra Easy Access **\$5m**
6. Kirrawee Easy Access
7. Woollooware Easy Access

### Rail Infrastructure Upgrades

1. Illawarra Line upgrade (Mortdale - Waterfall)
2. Sutherland Oatley Cronulla Resignalling
3. Electric Traction Supply Upgrade (North Shore)
4. North Shore Corridor Upgrade
5. Operation CBD **\$35m**

# Capacity and Service Improvement Initiatives 2011



## CUSTOMER BENEFITS

### Service Improvements

- 1,800 extra seats on four new services between Cronulla and the City during peak periods
- 1,800 extra seats on four new services between Macarthur/Campbelltown and the City via East Hills during peak periods
- 900 extra seats on two new services between Liverpool and the City via Bankstown during peak periods
- 900 extra seats on two new services between the Central Coast and the City via the North Shore during peak periods
- 900 extra seats on two new services between Epping and the City via Strathfield during shoulder peaks
- Improved service frequency on the Carlingford Line between Clyde and Carlingford
- 2,400 extra seats on six new services between the West and the City during peak and shoulder peak periods

### Rollingstock improvements

1. New Rollingstock: 59 new air conditioned trains across the network to replace existing non-airconditioned R/S Sets

### New Rail Lines

1. Southern Sydney Freight Line (ARTC Funded)

### Rail Capacity Upgrades

1. Quakers Hill to Schofields Duplication
2. Liverpool Turnback
3. Macarthur Turnback
4. Extra capacity between Wolli Creek and Erskineville
5. Extra tracks between Kingsgrove and Revesby
6. Carlingford Line upgrade

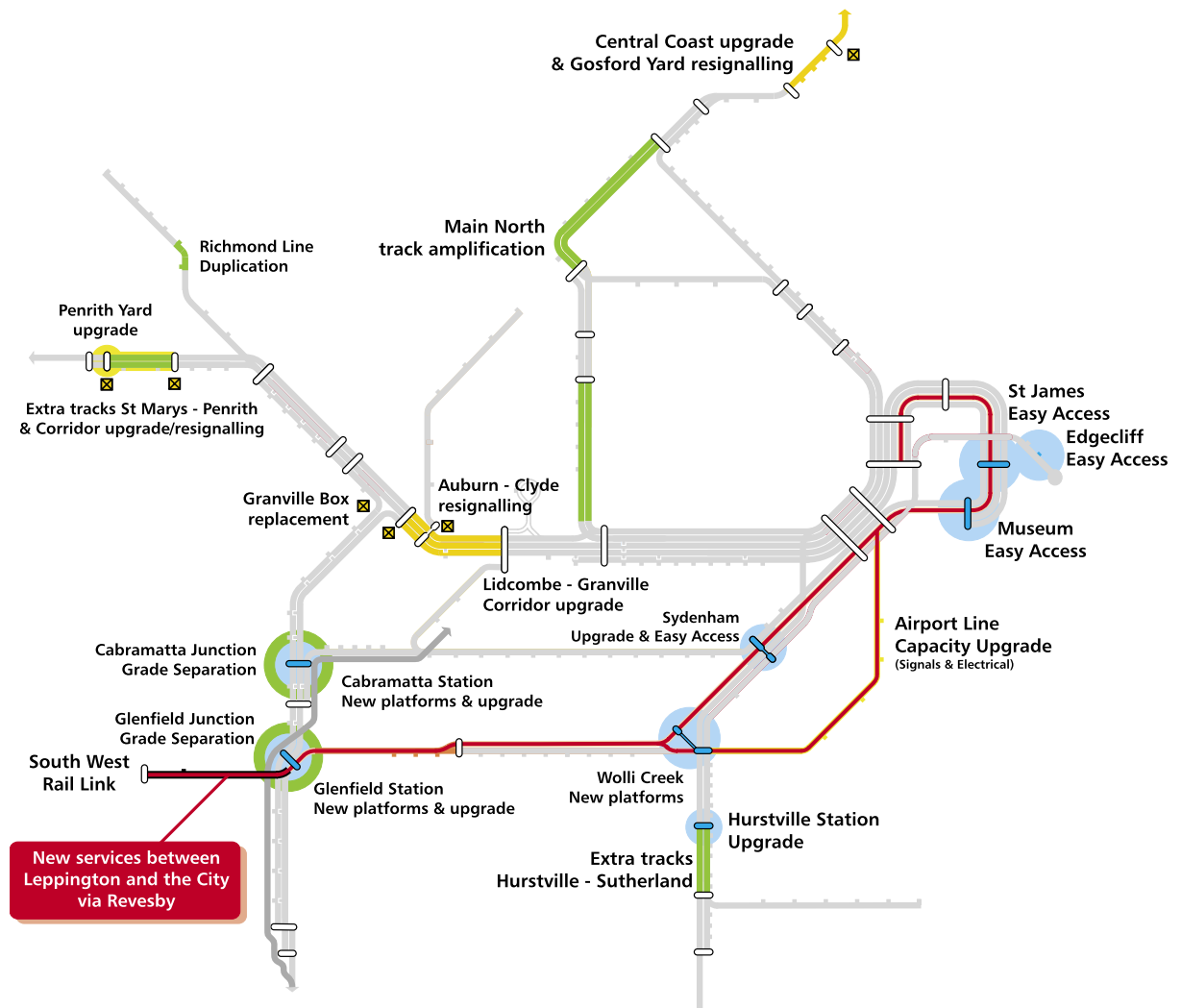
### Station Upgrading

1. Town Hall Platform Upgrade
2. Redfern Station Upgrade
3. Burwood Station Upgrade
4. Newtown Easy Access
5. Martin Place Easy Access
6. Quakers Hill Easy Access
7. Leumeah Easy Access
8. Minto Easy Access
9. Integrated Ticketing (Network wide)

### Rail Infrastructure Upgrades

1. Western Line Corridor Upgrade (St Marys - Westmead)
2. South Line Corridor Upgrade (Sefton - Macarthur)
3. Electric Traction Supply Upgrade
4. Broadmeadow to Newcastle Upgrade

# Capacity and Service Improvement Initiatives 2012



## CUSTOMER BENEFITS

### Service Improvements

- Opening of South West Rail Link, providing direct access from South West Growth Centre to the 'global economic corridor'
- Up to 10 new trains to provide 15 min service frequency between Leppington and the City
- Up to 1,800 extra seats on services between Glenfield and Revesby during peak periods

### Rollingstock improvements

1. New Rollingstock: Up to 13 new growth trains
2. New Rollingstock: Up to 10 new trains for SWRL

### New Rail Lines

1. South West Rail Link

### Rail Capacity Upgrades

1. Main North track amplification
2. Richmond Line duplication (Riverstone-Vineyard)
3. Extra tracks St Marys - Penrith
4. Cabramatta Junction grade separation
5. Glenfield Junction grade separation
6. Extra tracks Hurstville - Sutherland

### Station Upgrading

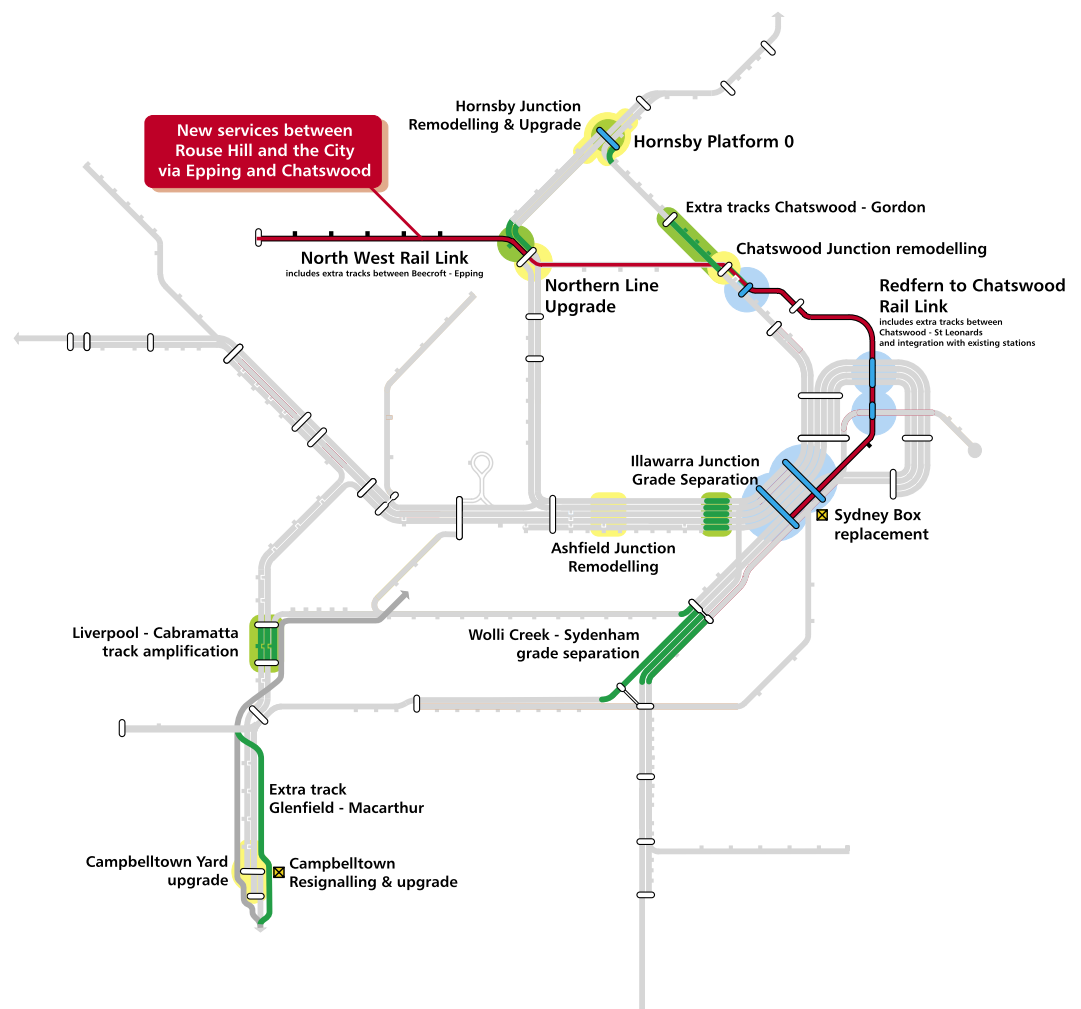
1. Sydenham Upgrade & Easy Access
2. Wolli Creek New platforms
3. Hurstville Upgrade

4. Edgecliff Easy Access
5. St James Easy Access
6. Museum Easy Access
7. Glenfield Station New Platforms & upgrade
8. Cabramatta Station New Platforms & upgrade

### Rail Infrastructure Upgrades

1. Auburn - Clyde Resignalling
2. Granville Box replacement
3. Lidcombe - Granville Corridor Upgrade
4. Central Coast Corridor Upgrade
5. Gosford Yard resignalling
6. Penrith - St Marys Corridor Upgrade & Resignalling
7. Penrith Yard Upgrade

# Capacity and Service Improvement Initiatives 2017



## CUSTOMER BENEFITS

### Service Improvements

- Opening of North West Rail Link and Redfern to Chatswood Rail Link, providing direct access between the North West and the 'global economic corridor'
- Relieve peak congestion between the West and the City

### Rollingstock improvements

1. New Rollingstock: Up to 6 new trains for network growth
2. New Rollingstock: Up to 9 new trains for NWRL/RCRL
3. Tangara refurbishment

### New Rail Lines

1. North West Rail Link
2. Redfern to Chatswood Rail Link

### Rail Capacity Upgrades

1. Extra tracks Chatswood - Gordon
2. Liverpool - Cabramatta track amplification
3. Wolli Creek - Sydenham grade separation
4. Illawarra Junction grade separation
5. Extra track Glenfield - Macarthur

### Station Upgrading

1. Central Station new platforms
2. Martin Place new platforms
3. Circular Quay new platforms
4. St Leonards new platforms
5. Hornsby New platform 0

### Rail Infrastructure Upgrades

1. Campbelltown Yard upgrade
2. Campbelltown Resignalling & upgrade
3. Hornsby Junction Remodelling & upgrade
4. Sydney Box replacement
5. Ashfield Junction remodelling
6. Chatswood Junction modelling
7. Northern Line upgrade
8. Train Control upgrade







