



Trade &
Investment

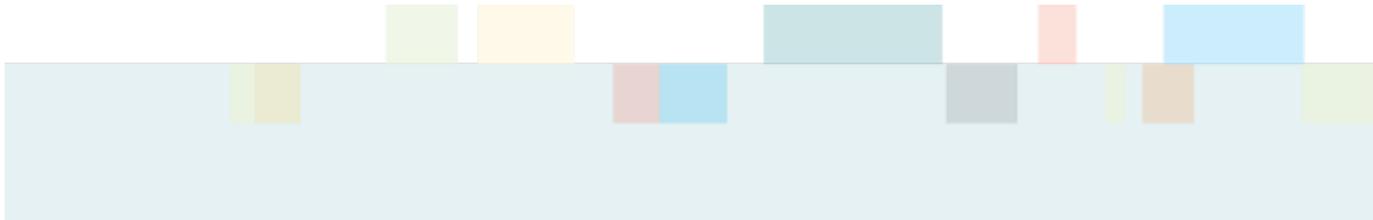
THE NSW GOVERNMENT RESPONSE TO THE INDUSTRY ACTION PLANS

FOR
DIGITAL ECONOMY,
INTERNATIONAL EDUCATION AND RESEARCH,
MANUFACTURING, AND
PROFESSIONAL SERVICES

Incorporating the
NSW Economic Development Framework

December 2012





FOREWORD



Andrew Stoner
NSW Deputy Premier
Minister for Trade & Investment
Minister for Regional Infrastructure & Services

The next decade will represent an important period of change for the NSW economy. Access Economics indicated that the NSW and Australian economies will be increasingly affected by major long-term global trends of: intensified competition from emerging economies like China and India; rising energy costs; ICT-driven disruptive innovations; and demographic changes, especially ageing and the pace of population growth.

As a result, the community, industry and governments face a range of opportunities and challenges. Business models are changing and past areas of competitiveness are declining while new ones are emerging.

This constantly changing economic environment and long-term fiscal pressures have resulted in a fundamental reassessment of the way the NSW Government supports economic development and growth. That means that we also need to review our business models across the spectrum of services that Government provides.

The establishment of industry-led Taskforces to prepare Industry Action Plans affirms our intention to partner with industry and the community in developing, implementing and assessing policies and strategies for growth and prosperity in NSW.

The industry Taskforces comprised business leaders and peak body representatives. Supported by NSW Trade & Investment, they prepared 10 year plans that provide a strong basis for smarter, targeted policies and programs to deliver on the Government's long-term economic goal to make NSW number one.

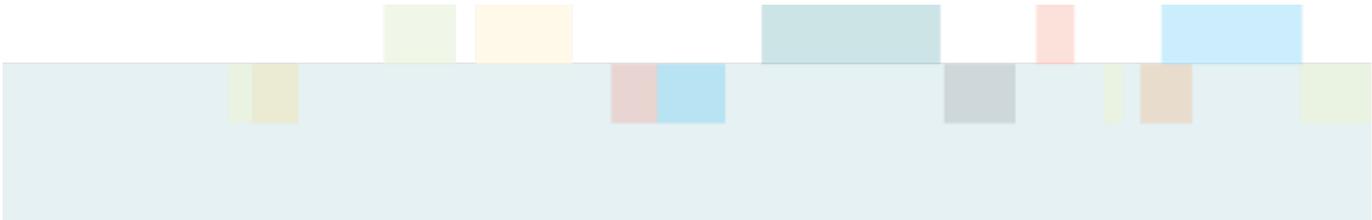
This Government's response to the Industry Action Plans presents a new business framework - one built on partnerships, increased connectivity and knowledge sharing between industry, Government, education and research organisations and non-government organisations. It has at its centre accelerating growth potential, with the core role of Government to create the environment for business to flourish.

Our business model signals a fundamental shift from a focus on industry assistance, which can distort markets, to a focus on industry capability building and collaboration to drive innovation and create shared value and growth. This is a strategic and fiscally responsible approach, laying the foundation for the next ten years.

We have already embarked on a substantial reform program that covers planning, procurement, regulation, infrastructure, business facilitation services and advice.

Our commitment to engagement and reform is confirmed, with significant new actions in 2013 including reducing business costs by improving the way that Government regulators do their job, making Sydney more attractive to global talent, and supporting government and business innovation in NSW.





I would like to thank the Taskforce Members and Chairs for their leadership, hard work and commitment and invite them to continue to work with us through the inaugural Business Leadership Forum to be held in September 2013.

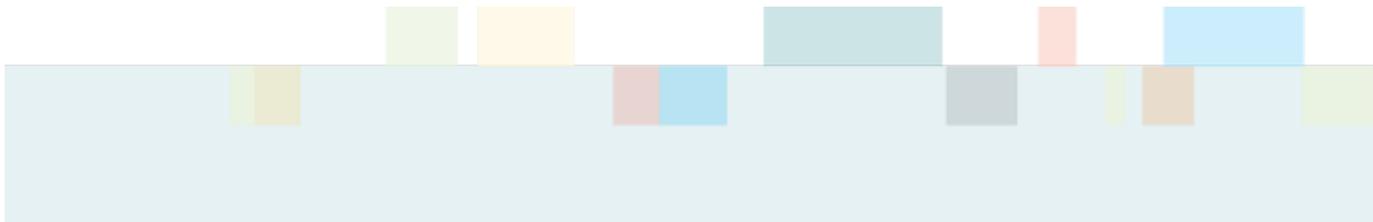
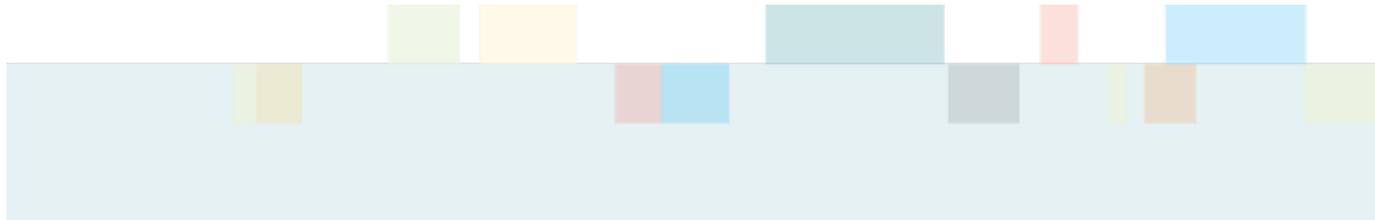


TABLE OF CONTENTS

Foreword	2
Table of Contents	4
Executive Summary	5
Introduction	8
PART ONE: NSW Economic Development Framework	11
1. Demonstrate Leadership	12
2. Make it Easier to Do Business	16
3. Collaborate to Drive Innovation and Competitiveness	20
4. Invest in Critical Infrastructure	26
5. Raise the Global Profile of Sydney and NSW	29
PART TWO: Response to Taskforce Recommendations	32
Digital Economy	33
International Education and Research	48
Manufacturing	63
Professional Services	82
PART THREE: Performance And Evaluation	102
Appendix 1 – Taskforce Members	108
Appendix 2 – Consultations	110
Appendix 3 - List of abbreviations	115



EXECUTIVE SUMMARY

1. Introduction

The Government announced its intention to develop action plans for key sectors of the economy in September 2011.

The initial sectors of focus are digital economy, international education and research, manufacturing, and professional services.

The plans were developed by industry led Taskforces, and are informed by comprehensive consultations with businesses, industry peak bodies and communities across NSW that were conducted from late 2011 to early 2012. Draft plans were released for final industry consultation and feedback in July 2012.

The Taskforces provided their Industry Action Plans to Government in late September 2012. These reports recommend a broad set of actions to be implemented by industry and government to support growth and improve productivity in these sectors.

The Government has now considered the Plans and, with the advice of the NSW Innovation and Productivity Council, has developed its response through whole-of-government discussion and agreement.

2. The Government's Response to the Taskforce Reports

The response focuses on the common themes and actions recommended by the four Taskforces. It is underpinned by the following principles:

A fundamental rethink of how this State supports business and industry – creating a positive business environment and facilitating high growth.

Collaboration and innovation across all sectors for increased competitiveness – working together in new ways to develop policies, simplify regulation, trial new models of service delivery, enter new markets, launch new products and commercialise our intellectual property.

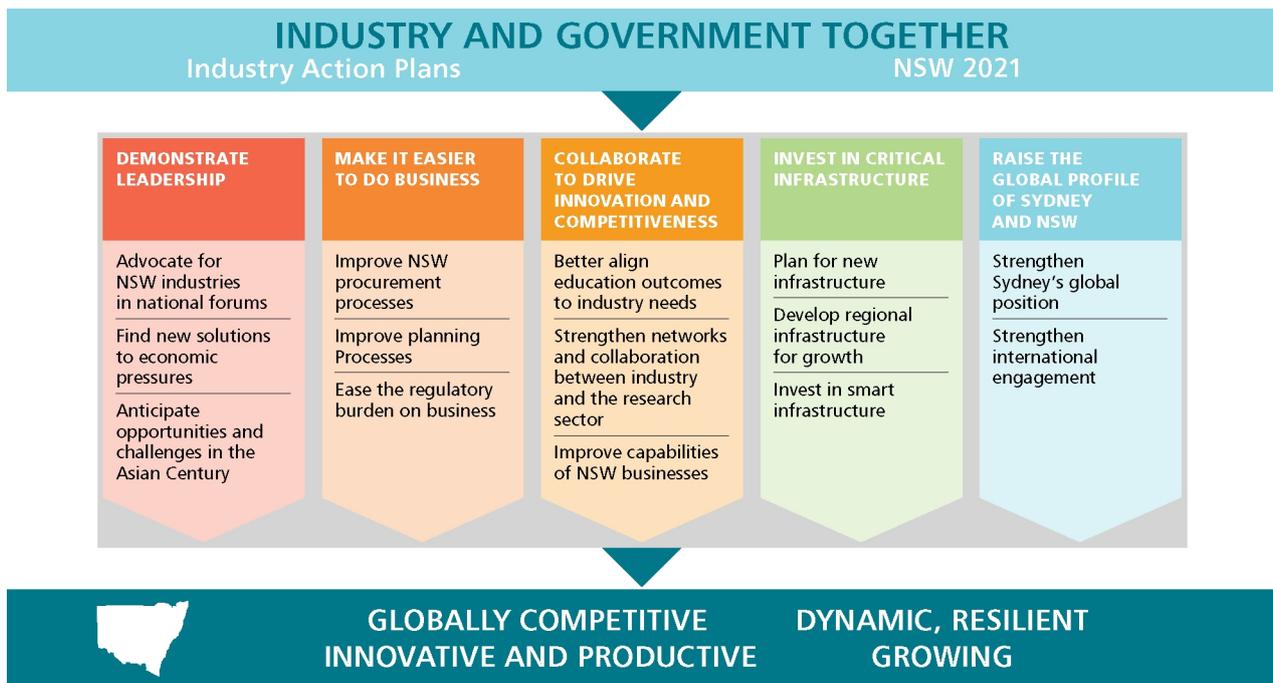
A new era of engagement between Government and industry – including an annual Business Leadership Forum that will advise Government on changing priorities and policy amendments, recommend new measures to enhance economic growth, and evaluate outcomes.

The Forum will involve members of the Industry Taskforces and members of the Government's four economic Advisory Bodies – the NSW Innovation and Productivity Council, the Export and Investment Advisory Board, the Multicultural Business Advisory Panel and the NSW Regional Development Advisory Council. The Forum will provide an opportunity to work with industry leaders and seek further input on priority actions. It will also help to keep the Framework relevant to industry's changing needs.

The Government's response is provided in three parts, outlined below:

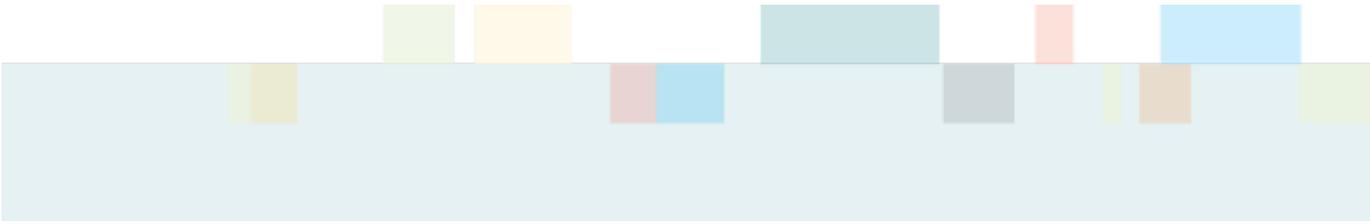
- The NSW Economic Development Framework
- The Response to Taskforce Recommendations
- Performance and Evaluation

2.1 The NSW Economic Development Framework



Five principles frame the actions that demonstrate the NSW Government's approach to achieving long-term economic growth in NSW:

1. **Demonstrate leadership.** Champion growth through leadership, vision and partnerships.
 - This will be accomplished through initiatives such as market reform, implementing National Legal Profession Reform, making it more attractive for international students to study in NSW and making NSW the centre for energy technology and services in the Asian region.
2. **Make it easier to do business.** Reduce costs and provide greater certainty for industry.
 - This will be achieved through initiatives, such as the Review of Government Procurement, establish a New Planning System, and cutting red tape, including the Quality Regulatory Services initiative.
3. **Collaborate to drive innovation and competitiveness.** Respond to new challenges, create new products and markets, and take advantage of emerging opportunities.
 - This will be accomplished by building on existing strengths to establish Knowledge Hubs, launch a 'Bridging the Gap' program, and implementing the Tertiary Pathways Program and Smart and Skilled initiative.
4. **Invest in critical infrastructure.** Plan strategic and efficient infrastructure needed to drive the economy.
 - This will include the development and delivery of integrated strategic plans for Infrastructure, Transport, Freight and Logistics and metropolitan strategies. The Government will also support the establishment of a Smart Work Hub pilot.
5. **Raise the global profile of Sydney and NSW.** Promote NSW in a more strategic and coordinated way, to attract businesses, entrepreneurs and talent to the State.

- 
- This will be accomplished through initiatives such as the Global Talent Hub partnership with the Committee for Sydney, development of a new international engagement strategy, and through the activities of NSW Trade & Investment and Destination NSW.

Importantly the **Innovate NSW** program will be the centrepiece of the Economic Development Framework, with expected impact across the five principles. Innovate NSW will drive strategic collaboration between SMEs, researchers, major corporations and end-users, to develop leading edge products and services in priority areas identified through the Industry Action Plan process.

2.2 Response to Taskforce recommendations

Working together over the last 12 months, industry and the NSW Government have consulted widely on the priority actions to position the State's economy for growth, resilience, innovation, productivity and global competitiveness over the next decade.

The Taskforces emphasised the importance of a partnership approach to achieve the visions for their industry, and identified actions for industry, education and research organisations and all levels of Government.

Responding to each Taskforce report, the NSW Government's position on each proposed action and the implementation timeframe is provided, for those actions that Government can support.

Where the recommendations of the Taskforces seek Government intervention in markets, we have analysed the objectives and identified, where possible, market-based pathways for delivery.

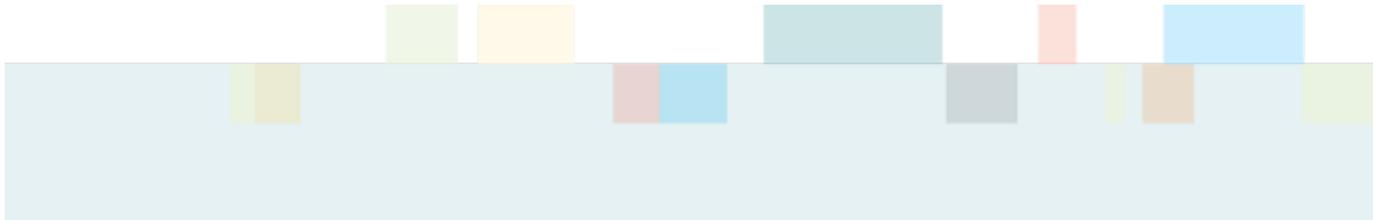
2.3 Performance and Evaluation

This Framework and the Action Plans are intended to underpin a dynamic and engaged process over the next ten years.

Performance will be assessed against three primary criteria:

1. Implementation of the supported actions will be the initial measure.
2. Degree of ongoing involvement and collaboration with industry associations, research and educational organisations and other key partners will be a further measure of success.
3. Progress towards achieving long-term macro-economic objectives and relevant NSW 2021 targets is the ultimate objective. This is measured through improvements in the rate of growth in labour productivity over the economic cycle, with industry growth (value added), exports, and Sydney's global position providing more immediate indicators of performance.

The Taskforces' Industry Action Plans are available from www.business.nsw.gov.au/iap



INTRODUCTION

The NSW Government's response to the Industry Action Plans is part of a broad-based program of reform. It delivers on an election commitment to provide a ten year blueprint for Government and industry partnerships to drive growth and productivity and re-establish Sydney and NSW as the economic engine of the national economy.

The Government is seeking to achieve the outcomes set out in *NSW 2021: Government's number one priority is to restore economic growth and establish NSW as the first place in Australia to do business*¹.

Underpinning this *Rebuild the Economy* priority are six goals:

1. Improve the performance of the NSW economy.
2. Rebuild State finances.
3. Drive economic growth in regional NSW.
4. Increase the competitiveness of doing business in NSW.
5. Place downward pressure on the cost of living.
6. Strengthen the NSW skill base.

The Economic Development Framework presented in this response and the sector specific initiatives supported in each Industry Action Plan will help achieve these goals, in particular Goals 1 and 4.

The Government's program of reform includes:

- A fundamental rethink of the planning system to help stimulate development for residential, commercial and industrial purposes.
- A new more strategic approach to infrastructure and transport planning and delivery, given their critical role in achieving productivity gains.
- Reducing red tape by \$750 million by June 2015.

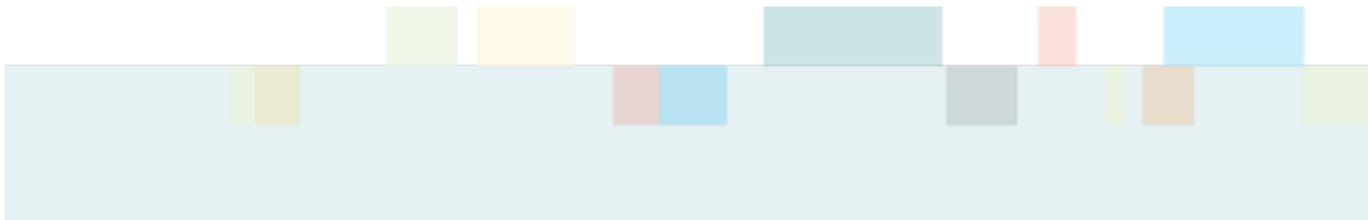
The Industry Action Plans of the four Taskforces embrace this reform agenda. The industry-led Taskforces comprised business, peak body and government representatives. The Taskforces put forward a strong vision for each of their sectors, with global competitiveness as a central theme for each. The Industry Action Plans outline initiatives to be implemented in the short, medium and long term.

Industry Action Plan Process

In late 2011 the NSW Government established four industry-led Taskforces (**Appendix 1**) to help develop 10 year industry action plans for the Digital Economy, International Education & Research, Manufacturing and Professional Services Industries. Collectively these sectors represent one third of the NSW economy.

The development of the Industry Action Plans has involved extensive consultation (**Appendix 2**) with industry, education and research organisations and the Commonwealth and local Governments. Forums were held across NSW as well as through the NSW Government's *Have Your Say* website. Submissions and input were received from across the State. The initial consultation period was from November 2011 through to May 2012. The Taskforces released their draft reports in July 2012 for final industry feedback, with reports submitted to the Government at the end of September 2012.

¹ NSW Government (2011), *NSW 2021: A plan to make NSW number one*.



In parallel, in June 2011 the Government established the Visitor Economy Taskforce to develop a Visitor Economy strategy with a target to double overnight visitor expenditure to NSW by 2020. The report of this Taskforce was released in August 2012. The Government's response to that strategy is being released separately.

In June 2012, the NSW Government established a Creative Industries Taskforce to develop a plan for that industry. This Taskforce is due to report in the first half of 2013, with a Government response to follow.

Outcomes of Consultations

The industry consultations and research conducted in the development of the Plans told us that:

NSW is facing a range of challenges

These include historically high terms of trade with a high Australian dollar, increasing competition from lower cost locations, shortages of skilled labour, rising energy costs, and the global impact of a European economic and financial crisis. These factors are affecting NSW's key industries to varying degrees. NSW will need to adapt to respond to these challenges especially in the short to medium term.

Over the next decade, the NSW economy will also face: intensified competition from emerging economies like China and India; ICT-driven disruptive innovations; and demographic changes, especially ageing and the pace of population growth.²

There are also emerging opportunities

New markets are emerging for those industries and businesses that can adapt and innovate. For example, the growth in the emerging economies' middle classes will bring demand for new higher value goods and services. According to IMF estimates, by 2015 Asia's economy (including Australia and New Zealand) will account for more than a third of global output, and be comparable in size to the economies of the United States and Europe. By 2030, Asian gross domestic product (GDP) will exceed that of the Group of Seven major industrial economies.³

The Asian century will be particularly important for NSW as a service economy, especially in the growing export areas of education, professional services, digital and visitor economy. Higher and vocational education sectors are expected to benefit from increasing demand from India and China. Meanwhile we need to make the most of our world class skills in areas such as design, robotics, architecture, research and engineering.

NSW must continue to raise innovation and productivity

It is widely accepted that the only way an economy such as NSW can achieve sustainable growth is through continuous innovation and productivity improvements.

Productivity gains must be achieved throughout the economy, not just in high technology producing sectors. In fact, research shows that during the productivity boom in the 1990s, it was the technology *using* sectors such as financial services⁴, rather than the high technology producing sectors that were the key drivers of productivity growth in Australia.

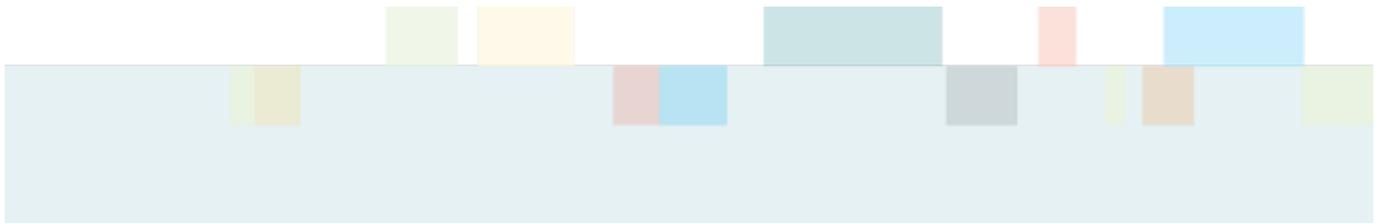
The NSW Government's involvement in national productivity reforms is expected to benefit both businesses and communities. Productivity Commission research estimates improvements in workforce productivity arising from targeted Council of Australian Governments reforms in health and education could add 3 percent to annual GDP. Initiatives related to education and training, in particular, are estimated to raise aggregate labour productivity by up to 1.2 percent by 2030.⁵

² https://www.business.nsw.gov.au/_data/assets/pdf_file/0006/5379/NSWEconomyin2020_Final_100917.pdf

³ IMF (2010) Finance & Development, June 2010, Volume 47, Number 2

⁴ Alan Hughes and Vadim Grinevich (2007) The Contribution of Services and Other Sectors to Australian Productivity Growth - 1980-2004; Australian Business Foundation

⁵ Productivity Commission (2009) Submission to Inquiry on Raising the Level of Productivity Growth in the Australian Economy



Other microeconomic reforms will also help, including those that drive greater innovation. Innovation is a major driver of productivity and the Taskforce Reports call for more active government engagement – to develop stronger, more effective links between research and industry, to help companies adopt innovation as a key to competitiveness, to nurture clusters of innovative companies and to link high-growth SMEs with the research sector.

With its advanced and diversified services economy, NSW is well placed to deliver productivity improvements. NSW must continue to invest in its skills, knowledge base, networks and capabilities - the innovation enablers - that will secure our place as a competitive global economy over the next decade and beyond.

Government agencies and industry need to improve their performance

The current economic pressures have made it necessary for both businesses and governments to review the way they operate. Business models are changing and past areas of competitiveness are eroding while new ones are emerging. Similarly, the NSW Government is also confronting this need to change. This changing economic environment and long-term fiscal pressures have resulted in a fundamental reassessment in the way the NSW Government operates to create the conditions for economic development and growth.

There is a need for Government to be more efficient and supportive of broader industry development. Priority areas for reform raised during industry consultations include improving the NSW planning regime, improving NSW Government procurement and ensuring regulations support growth.

Industry is also looking to the NSW Government for strong leadership in advancing industries' case in national and international forums. Engagement with the Commonwealth Government is seen as critical.

The consultations also identified that there is a strong role for industry. Investment in skills such as management, entrepreneurship and Asian literacy were seen as particularly important. Building these capabilities will position companies for integration into supply chains and for export markets.

We must work together to build on our strengths for long-term competitiveness

The delivery of this Framework and the actions contained in the Taskforce Reports does not rest solely with the NSW Government. Government will enhance its efforts to work with businesses as they adapt to competitive market pressures and with industry associations as they identify and respond to the key issues for their members. Government will also facilitate the development of stronger partnerships between industry, government, education and research institutions. With 11 universities, 57 percent of our working age population tertiary-educated and over \$8.2 billion spent on research each year, NSW has fundamentals in place to develop the skills, knowledge and research strengths that will underpin the State's long term competitiveness.

Through new approaches and thinking

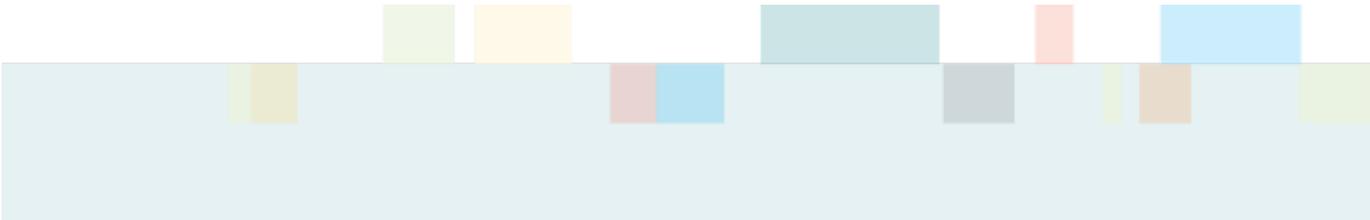
All levels of government, businesses across all sectors, education and research organisations, not-for-profit organisations and communities are facing complex challenges and tight budgets. Partnerships will help find cost effective solutions to meet challenges over the next decade.

We also need new and flexible approaches to develop innovative, affordable solutions to business, community and government challenges. Developing our capacity for problem solving in public and private sectors will help businesses adapt and governments provide quality responsive services developed by and for the community.

NSW Trade & Investment is bringing new approaches and thinking to the way it works with industry. This approach has a focus on helping businesses connect, build capacity and collaborate, and through these actions strengthen the fundamentals for global competitiveness.

To make NSW number one

While the focus of the Taskforces was on four important sectors of the NSW economy, many of the recommendations and actions proposed by the Taskforces will benefit all industries in NSW. The Taskforces' priorities of making it easier to do business in NSW and positioning NSW industry for long-term global competitiveness are also the core objectives of the Economic Development Framework.



PART ONE: NSW ECONOMIC DEVELOPMENT FRAMEWORK

A New Collaborative and Innovation-led Approach

Industry consultations have confirmed the need for the Government and industry to change the way they engage with each other. A more collaborative approach is required to drive economic growth in the State.

Long term sustainable economic growth will not be achieved without good public policy. Improved partnership and coordination of efforts between industries, government, education institutions and research organisations will assist in providing the conditions for long term sustainable economic growth. This collaboration will focus on achieving shared value; activities that enhance industry competitiveness and improve economic and social outcomes for the community.⁶

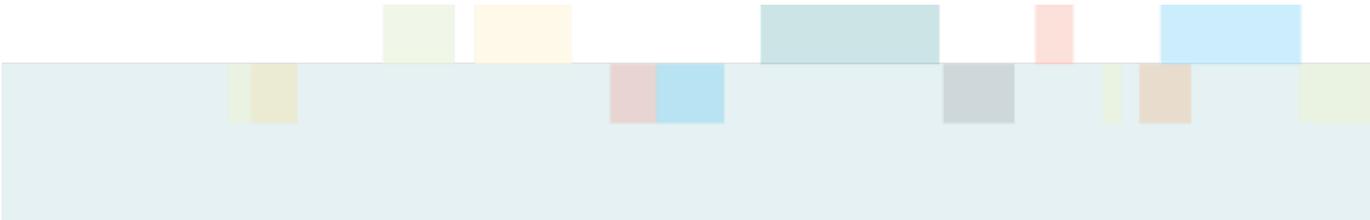
While Governments have an important role in facilitating the establishment of long-term priorities and creating the broad economic environment for prosperity, industry associations and professional bodies must take a strong leadership role in defining the direction of their industry and responding to industry-specific issues and specialised needs. In parallel education and research organisations need to develop and provide access to the knowledge and skills required to respond to short and longer term issues.

This Economic Development Framework will make it easier to do business in NSW and position NSW industry for long-term global competitiveness through innovation and productivity.

The following five high level principles will together frame NSW Government actions to establish the focus, skills and knowledge, infrastructure and operating conditions for long-term economic growth in NSW. These form the new NSW Economic Development Framework:

1. **Demonstrate leadership** by adopting a more strategic approach to engagement with industry, implementing innovative and fiscally responsible economic policy, facilitating collaboration, and advocating nationally for the needs of NSW's major industries.
2. **Make it easier to do business** by improving NSW Government's operations and processes to reduce costs to businesses and provide greater certainty, while maintaining an effective regulatory regime for a robust and competitive market.
3. **Collaborate to drive innovation and competitiveness** that will strengthen local industry capabilities to adjust to new challenges and to take advantage of emerging opportunities. Effective partnerships between industry, government, universities and research organisations will be critical for the NSW economy to reach its full potential.
4. **Invest in critical infrastructure** which underpins almost all economic activity and is vital for the state's productivity and competitiveness.
5. **Raise the global profile of Sydney and NSW** by showcasing the economic assets of NSW in a more strategic and coordinated approach. Improved positioning as a location for international business, international education and research, and a competitive supplier of goods and services, will help attract businesses and entrepreneurs to the State.

⁶ The concept of shared value has been developed and articulated most recently in Porter, M.E., and Kramer, M. R., *Creating Shared Value*, Harvard Business Review (January-February 2011).



1. DEMONSTRATE LEADERSHIP

Industry consultations identified a strong leadership role for the NSW Government. We will continue to guarantee a sound fiscal base by delivering budgets that maintain the State's AAA credit rating and provide value for money for the NSW taxpayers. The credit rating is a strong signal to the market that NSW public finances are being well managed, and should help attract foreign investment.

Building from this sound fiscal base, the NSW Government will:

- Advocate for NSW's key industries in national and international forums, including with the Commonwealth.
- Respond to economic and industry pressures with evidence-based, innovative, fiscally responsible economic policy.
- Support industry to anticipate opportunities and challenges in the Asian century.

Advocate for NSW Industries in National Forums

The NSW Government has accepted this leadership role. The Deputy Premier is a vocal advocate for industry across all levels of government, **striving to reduce the cost of doing business and to attract global talent, because this is what matters most to business.**

In a federalist structure many policy tools important to industry rest with the Commonwealth Government or require a coordinated approach amongst state governments to develop a national approach. In December 2011, NSW formalised an interstate reform partnership with Victoria to develop a joint reform agenda on issues such as national taxation reform, international students, environmental regulation and infrastructure financing. In 2012 we won an extension of work rights for international higher education students when they complete their studies. We are now advocating with Victoria and Queensland to have this extended to the vocational education sector.

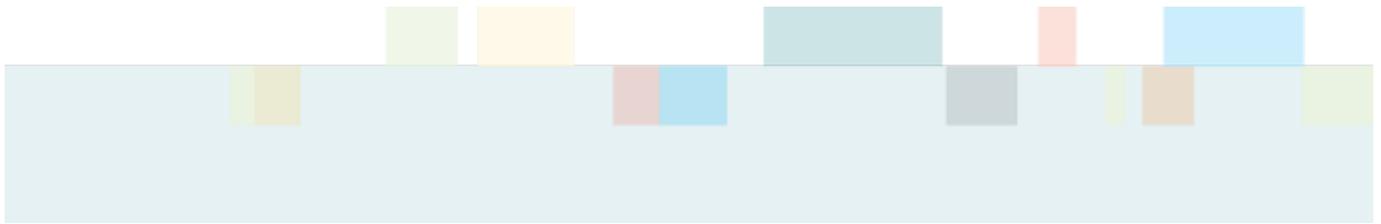


We led in securing a new Significant Investor visa, recently introduced for foreign investors who put at least \$5 million into state and territory bonds, Australian Securities & Investments Commission (ASIC) regulated managed funds or direct investment into Australian companies. The Government is also taking a lead on issues highlighted in Industry Action Plan consultations, such as National Legal Profession Reform which will streamline regulations and reduce compliance costs.

The Government has been the driving force in promoting energy market reform. At the national level, we are pursuing reforms to improve the institutional arrangements of the energy markets. At the State level, we are saving at least \$400 million in costs by reforming NSW's three electricity distribution companies, and have commissioned an independent review of network reliability licence conditions to identify savings that can be passed on to consumers.

Finding new solutions to economic and industry pressures

These are difficult times and while NSW is in good shape, we are part of a global economy experiencing significant pressure. Governments and businesses globally are scanning for new solutions, willing to trial fresh approaches and take measured risks because the solutions of the past will not equip us to respond to the challenges of the future. This Economic Development Framework signals a Government open to new solutions in response to economic and industry pressures, with collaboration and innovation driving change.



Under the leadership of the Deputy Premier, the NSW Government's business-facing department, NSW Trade & Investment is realigning industry development activities, shifting from individual company assistance to a focus on making NSW an easier place to do business and on building capability to support innovation and collaboration.

NSW Trade & Investment is strengthening its role in policy and regulation development and working towards greater cross-agency engagement on policy issues and projects. A more coordinated Government approach will help to resolve inter-agency issues that increase business costs, inhibit innovation and dampen the competitive environment. For example, the new Strategic Regional Land Use Policy recognises and balances the importance of both our agricultural and mining industries. It will protect more than 2 million hectares of strategic agricultural land. All State significant mining and coal seam gas proposals that extend beyond an existing lease area on strategic agricultural land must go through an independent, scientific assessment of their agricultural land and water impacts before a development application can be lodged. The process provides greater certainty for both landholders and the resources industry.

Developing and delivering cutting edge programs that support innovation requires high quality, ongoing input from industry. The NSW Innovation and Productivity Council, whose members are leaders in industry and research, provides expert industry advice on the Government's role in helping business prepare for the future through innovation. The Council commissioned, through NSW Trade & Investment, the Access Economics' *The NSW economy in 2020: a foresighting study* which has provided a foundation for government strategies to position businesses for long-term growth. The Council advised on sectors for the Industry Action Plans. It also provides advice on priority actions and ongoing reforms, such as the Review of Government Procurement, where there are opportunities for boosting NSW productivity.

The Government is demonstrating leadership by targeting support for innovative companies on key issues for the economy. The Innovate NSW program will address challenges identified in the Industry Action Plans, such as port logistics, online learning, agrifood manufacturing, and energy technology and services. In each selected area of focus, NSW Government has accumulated a history of investment, resulting in regulatory, research and market expertise. The program will bring together innovative SMEs, researchers, major corporations and end-users to drive the development of innovative solutions. The Innovate NSW program will capitalise on prior investments, bring industry participants together, and develop solutions that can be applied in NSW and exported globally.

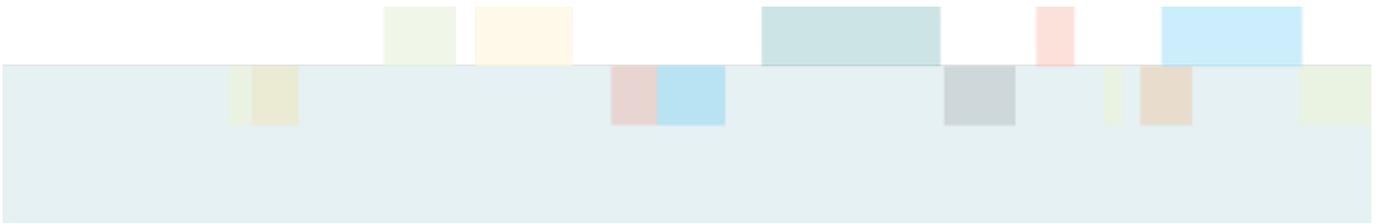
The NSW Government also has an active agenda to support regional development as part of its Decade of Decentralisation election policy commitment, and has announced a range of programs to decentralise public sector staff and functions, localise decision making and stimulate regional development. As part of this commitment, it is recognised that no one response is adequate for the range of circumstances across regional communities. To address this, the Government has developed nineteen Regional Action Plans with communities across NSW, which will tackle local issues which can set the foundations for long-term growth, prosperity and social inclusion.

Support industry to anticipate opportunities and challenges in the Asian century

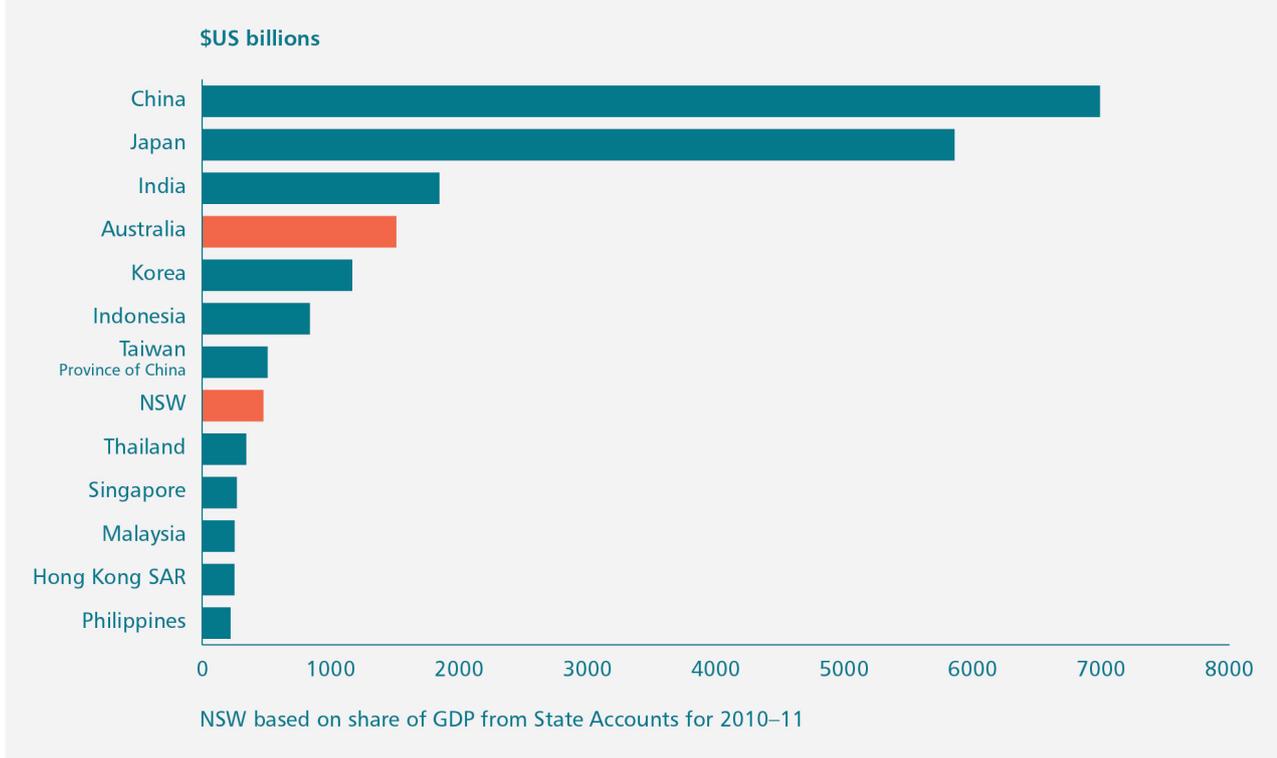
The Asian region is forecast to represent greater than 50 percent of the global economy by the middle of the century.⁷ As *Australia in the Asian Century* indicates, we are entering an age of unprecedented opportunities and challenges as industries adapt to interconnected regional dynamics.⁸ The NSW Government is taking a strategic approach, turning to industry leaders to help Government to develop innovative, evidence-based policy. We created Taskforces to develop Industry Action Plans in those sectors most likely to benefit from the growth of economies in Asia. We have also established the Export and Investment Advisory Board (EIAB) and the Multicultural Business Advisory Panel (MBAP) to advise Government on how to leverage NSW's capabilities and assets to strengthen exports and investment.

⁷ Asian Development Bank "Asia 2050 Realising the Asian Century"

⁸ Australia in the Asian Century Issues Paper, December 2011



GROSS DOMESTIC PRODUCT OF MAJOR ASIAN ECONOMIES, AUSTRALIA AND NSW, 2011

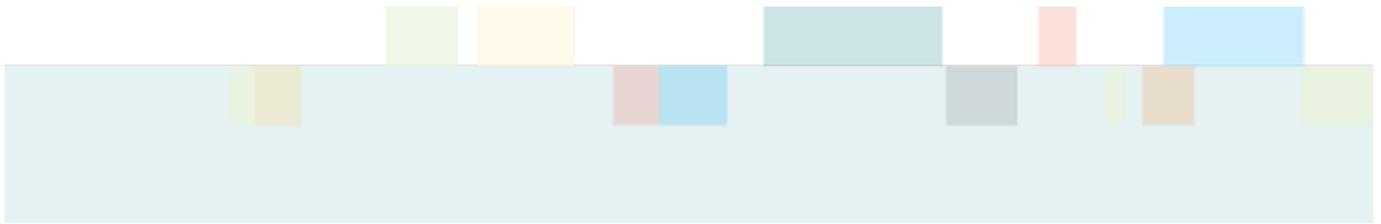


The Government will partner with industry to identify sub-sectors where we have particular strengths and where Asia offers opportunities. For example, our state energy policies have established our credentials and strengthened our regional profile as a centre for energy technology and services.

Leveraging our strengths to support the growth of the Asian region – NSW, the Region’s Leading Centre for Energy Technology and Services

NSW will be a leader in the region in energy technology and services. It will leverage its centres of expertise such as the CSIRO Energy Centre in Newcastle, Smart Grid Smart City initiative, the University of NSW’s School of Photovoltaic and Renewable Energy Engineering, and the Collaborative Research Centre for Low Carbon Living. Skills and knowledge generated in these centres contribute to NSW’s competitive advantage for securing a share of global energy efficiency markets. For example, half the world’s construction activity until 2020 will occur in China, with buildings accounting for 30 to 40 percent of their total energy use. Consistent with the Professional Services Taskforce recommendation, the Government will support collaborations between industry and the research sector, capture opportunities in the Asian region and position NSW as a leading centre for energy technology and services.

To successfully engage with the Asian region, we need to improve our Asian literacy, in its broadest sense - a sophisticated knowledge of Asian markets and environments, extensive experience operating in Asia and long-term trusted Asian relationships, as well as language proficiency. This was a centrepiece of the Federal Government’s *Australia in the Asian Century* and a consistent message throughout industry consultations. The NSW Multicultural

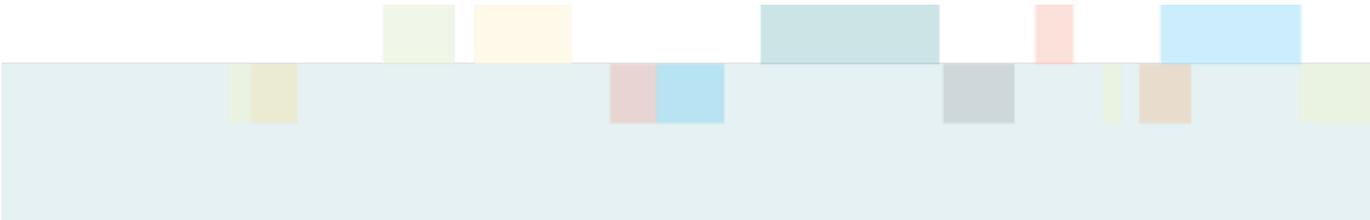


Business Advisory Panel will input to policies to help develop an Asia-capable workforce, including advice on how to increase cultural awareness and sensitivity of the NSW workforce and the uptake of Asian languages in schools. We have a huge asset in our Asian-Australian communities, expatriates and international students and should turn to them as advisors for education in the Asian century.

Global demand for international higher education is forecast to grow from 2.2 million students in 2005 to 3.7 million in 2025 with China, India, Malaysia and Indonesia predicted to account for over 60 percent of the growth. Coordinated promotion and policy development for international education is long overdue in NSW. The Government will work with industry to develop a business plan for StudyNSW, a body that could be responsible for delivering many of the recommendations of the International Education and Research Industry Action Plan, including coordinated marketing and policy development. The business plan will be considered by industry to assess their level of financial support to the operations of the proposed StudyNSW. Next year NSW Trade & Investment will partner with industry and student peak bodies to develop a best practice charter of service for international education providers.

Priorities in 2013:

- Driving regulatory reform in partnership with other States in areas such as national taxation reform, international student attraction, environmental regulation and infrastructure financing;
- Implementing the NSW Strategy for Business Migration and Attracting International Students to support the simplification and reform of visa processing to meet industry skills needs and promote investment;
- Implementing the National Legal Profession Reforms to streamline regulations and reduce compliance costs for the legal profession;
- Driving and implementing national and NSW-specific energy market reforms to provide cost savings that can be passed on to consumers;
- Positioning NSW as a leading centre in the Asian region for energy technology and services;
- Investigating opportunities to leverage NSW's multicultural strengths to further trade and investment for NSW in the Asian region;
- Investigating arrangements to establish StudyNSW, a proposed Statutory Agency to coordinate promotion, marketing and policy development for international education in NSW;
- Developing a best practice charter of service for international education providers to help raise the quality services provided to international students.



2. MAKE IT EASIER TO DO BUSINESS

NSW's economic competitiveness must be underpinned by a well regulated and efficient business environment. Through Industry Action Plan consultations, there was a strong call for improvements in procurement and planning processes. Businesses also want government to make it easier for them to comply with regulatory requirements.

Improve Procurement Processes

The NSW Government is estimated to spend \$12.7 billion annually on goods and services⁹ with infrastructure spending of \$15.0 billion in 2012-13, increasing to an average of \$15.6 billion per annum in the following three years.¹⁰ Improving the NSW Government's procurement system will have a strong positive influence on the NSW economic and competitive environment.

Industry told us that NSW Government procurement practices and uncertainty in Government's forward plans discourage businesses from bidding for contracts. Specifically, current procurement practices are blamed for a loss of engineering capabilities and skills to other jurisdictions. The Industry Action Plans called for:

- Greater certainty on Government procurement plans.
- Streamlined processes that encourage competition and industry innovation.
- A work pipeline to enable industry to better plan and develop its skills and capabilities.
- Procurement processes that are recognised as best practice, with a focus on whole-of-life value for money.

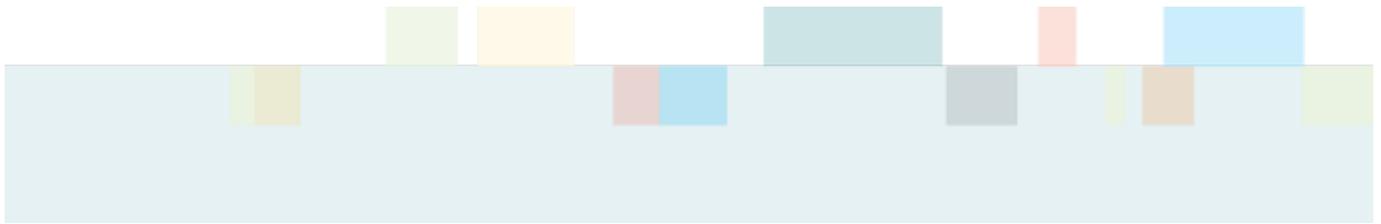


The NSW Government will improve procurement practices. We are already making changes. As part of the Review of NSW Government Procurement we have abolished supplier management fees for goods and services and established a simple registration process for management service providers. A dramatically simplified format for new whole-of-government contracts has been introduced and a move away from "locked" panel contracts for ICT services will follow soon. A Strategic Directions Statement has been released identifying the next steps the Government is taking to improve the processes. Importantly, the Statement addresses opportunities to leverage government procurement for stronger industry engagement and innovation outcomes.

Infrastructure procurement is a particularly powerful tool for industry development. The Government's Better Value Infrastructure Plan, developed in consultation with industry, better informs the market about NSW's infrastructure and major procurement needs. This helps businesses plan investments in capacity and capabilities and delivers better value for NSW. NSW Trade & Investment will work with companies, particularly innovative SMEs, to strengthen supply chains to bid for infrastructure projects. Access to a pipeline of forward projects is important for companies establishing supply chain capabilities and building relationships with prime contractors. The NSW Government is also contributing to the National Infrastructure Construction Schedule and will assist in consulting with industry about the procurement of goods and services.

⁹ Department of Finance & Services, NSW Government Procurement Discussion Paper p.4

¹⁰ 2012-13 NSW State Budget, Infrastructure Statement, available www.budget.nsw.gov.au



Improve Planning Processes

Getting the planning system right is a priority for the NSW Government. An efficient planning system is the foundation for sustainable development - managing diverse land use activities, investing in critical infrastructure and supporting the development of industry clusters. It influences business costs, investment decisions and the State's global competitiveness.

In July 2012, the Government released a planning green paper outlining reforms to reduce red tape and development application processing times. It recommends improved community engagement to ensure planning is integrated with infrastructure delivery and meets communities' needs. Developing and implementing the Government's White Paper, a New Planning System for NSW is critical to economic development and is a key priority in the initial years of this Framework.

The development of the New Planning System presents opportunities to address economic development issues. A particular focus will be on facilitating cluster formation. The economic and innovation benefits to businesses and communities from clustering are well recognised. The OECD finds that geographic proximity of businesses within the same or related industries influences attitudes to innovation and is critical to the transfer of knowledge.¹¹ " *The innovation process has a strong local dimension. Knowledge includes an important tacit component that cannot be easily codified and therefore requires direct interaction, on-the-job learning and workers' mobility.*"¹² The New Planning System for NSW will address planning support for cluster formation.

Late 2012 will see the release of a number of significant planning and infrastructure plans - the State Infrastructure Strategy, a Long-Term Transport Master Plan, and a Metropolitan Strategy. These will guide planning and investment decisions over the next 20 years for housing, economic development and jobs, open space and transport requirements. These long term strategic plans lay the foundations for sustainable economic growth.

Ease the Regulatory Burden on Business

The regulatory burden on businesses has two key aspects; the number and range of regulations that businesses have to comply with and the cost that businesses bear to comply with these regulations.

Easing these burdens reduces costs and frees up management time to better run their business. The Business Council of Australia has identified *lifting regulatory performance to lower costs to business and the community* as a priority action for COAG.¹³ More recently, an Australian Institute of Company Directors working paper, *Business Deregulation: A Call to Action*, noted that a 2010 survey of company directors supported these findings¹⁴:

A total of 79 percent of the directors surveyed said they were concerned that the time their board devoted to compliance with regulation detracted from their focus on issues like enhancing corporate performance and productivity. Overbearing regulatory frameworks create an atmosphere where directors simply become box-tickers and boards become gratuitously risk averse and lose valuable time on compliance by over conforming.

Getting regulation right can have significant economic benefits. Estimates by the Productivity Commission suggest that the full implementation of the Seamless National Economy reforms¹⁵ could provide cost reductions to business of around \$4 billion per year and, by 2020 increase Australia's GDP by nearly one half of a percent (around \$6 billion per year)¹⁶ Although these observations pertain collectively to both Commonwealth and State regulations, there is much that can be done within NSW to contribute to these benefits.

¹¹ OECD, 2010, SMEs, Entrepreneurship and Innovation, pp134

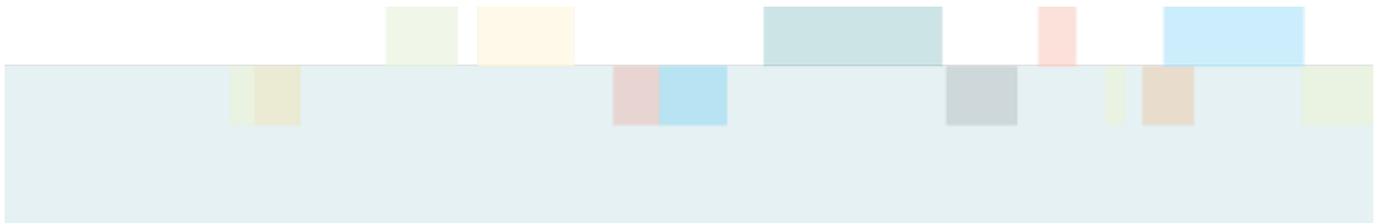
¹² OECD, Ministerial report on the OECD Innovation Strategy: Key Findings, Page 24

¹³ <http://www.bca.com.au/DisplayFile.aspx?FileID=815>

¹⁴ Australian Institute of Company Directors Business Deregulation: A Call to Action, <http://www.qca.org.au/files/OBPR-AICD-sub-MeasuringReducingBurdenRegulation-0812.PDF>

¹⁵ Seamless National Economy reforms are aimed at reducing the regulatory burden imposed on firms that operate in multiple jurisdictions.

¹⁶ <http://www.pc.gov.au/projects/study/coag-reporting/report/key-points>



The Government is committed to reducing regulatory burden. The Government has red tape reduction target of \$750 million in savings across government for business and community partners by June 2015 and has enacted a 'one on, two off' policy for new regulations.

The NSW Government will continue to implement those initiatives already announced through the initial years of the Framework. In addition, we will launch a Quality Regulatory Services (QRS) initiative to reduce compliance costs and make it easier for businesses and individuals to engage with NSW Government regulators. By the end of 2013, NSW regulators will enable *electronic transactions*¹⁷ with business (except where it may be inappropriate to apply these requirements and in such cases they will be exempt, for example, where identity checks are required as part of the licensing process). NSW Government regulators will also have transparent *appeal mechanisms* in place for licensing, compliance and enforcement decisions. Regulators will also set, communicate and report on maximum *timeframes for the processing* of all license, authorisation and permit applications. Where appropriate, a *risk-based approach* to compliance and enforcement will be adopted by the end of 2014.

A shift in focus from enforcement outputs (e.g. numbers of inspections) to regulatory outcomes will provide greater flexibility for business in complying with regulation. By the end of 2014 *outcome monitoring* mechanisms will be part of regular legislative reviews and evaluations of regulatory effort. While the QRS does not propose any review of licence and/or authorisation fees, the measures are designed to lift regulatory performance, and are part of the Government's commitment to respond to industry's concerns and reduce the regulatory burden on businesses.

NSW Office of Water has already introduced streamlined assessment processes to make it easier for applicants to determine the Office of Water's approval requirements for waterfront land. The Office also launched *trackNOW*, an iPhone app tracking tool for customers who have submitted a water application online. This enables applicants to track their application and receive updates as it progresses through each stage of the application process, until the outcome has been determined.

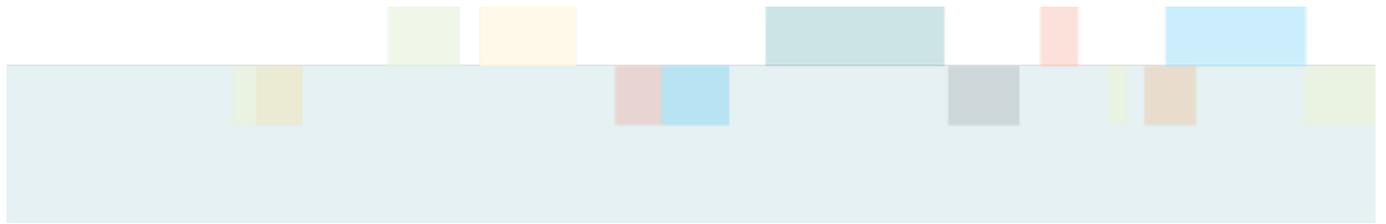
We heard that escalating workers' compensation insurance premiums were hurting business in NSW. Employers faced up to 28 percent increases in premiums, threatening more than 12,000 jobs¹⁸. NSW Government reforms which came into effect on 1 July 2012 will hold premiums steady. The reforms, which focus on assisting injured workers to return to work, will improve the scheme's position without requiring increases in employer's premiums. A range of further reforms will be introduced over the next 12 to 18 months.¹⁹

The Government is committed to supporting the thousands of small businesses in NSW and making it easier for our border communities to raise and solve regulatory inconsistencies. The NSW Small Business Commissioner supports NSW small businesses by providing low-cost dispute resolution services, advising Government on how to create a climate in which the small business sector can flourish and how to assist small businesses. The Cross-Border Commissioner's role is to make life easier for people and businesses living close to NSW borders.

¹⁷ Some regulators are already progressing with this work. It should be noted that electronic transactions can include basic implementation which provides business with an electronic means of communicating with the regulator (eg. smart form, email, fax), as well as full online processing. Analysis by PwC has found that the benefits to business from a basic implementation are broadly the same as from full online processing. Government primarily benefits from full online processing as no manual processing by regulators is required.

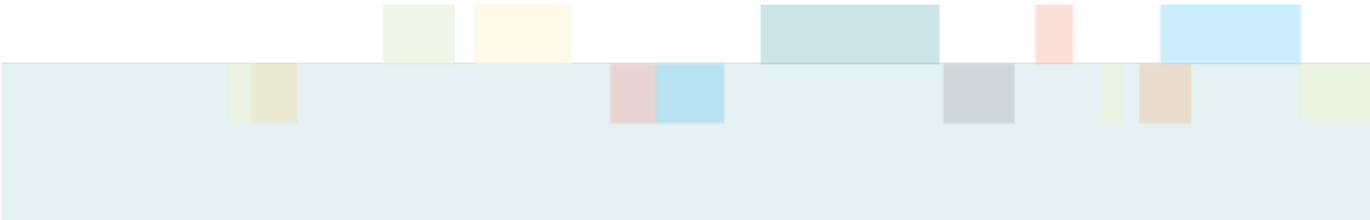
¹⁸ NSW Business Chamber

¹⁹ www.workcover.nsw.gov.au/aboutus/newsroom/Pages/WorkCoverpremiumsunchangedfollowingreforms.aspx



Priorities in 2013:

- Establishing through the Review of Government Procurement simplified requirements and streamlined processes to make it easier for all businesses to compete for NSW Government contracts;
- Implementing the Better Value Infrastructure Plan to provide greater certainty for businesses to plan investments in capacity and capability to meet NSW's infrastructure and major procurement needs;
- Establishing a new planning system for NSW to reduce planning red tape and development application processing times;
- Continuing the drive to achieve the *NSW 2021* red tape reduction commitments;
- Implementing the Quality Regulatory Services initiative to further ease the regulatory and compliance burden on businesses;
- Holding down the cost of workers' compensation insurance premiums by continuing to implement new reforms;
- Advocating for small business and cross-border communities.



3. COLLABORATE TO DRIVE INNOVATION AND COMPETITIVENESS

NSW's long-term prosperity depends on its ability to leverage skills, innovation and collaboration. A strong R&D base, a skilled workforce and knowledge networks are critical enablers of competitiveness and productivity.²⁰

NSW has the largest research sector in Australia, and Australia is ranked first in the Asia Pacific region for the quality of its research institutions. In NSW the business sector accounts for 63 percent of the total expenditure on R&D and in 2011, spent \$6.2 billion on R&D - approximately 37 percent of the national expenditure²¹.

However, our research strengths could deliver greater economic and productivity returns if there were stronger linkages between industry, research and government. Industry consultations raised this issue and it is confirmed by the ABS Innovation in Australian Business survey²² which found low levels of involvement of universities and R&D organisations in industry-based innovation activities.

The NSW Government will build on the State's strong research base and work with industry and research organisations to improve collaborations. Leveraging our international networks for export and foreign direct investment and supporting engagement in global supply chains also helps build a competitive business environment and deliver export, investment and innovation outcomes.

The NSW Government will:

1. Better align education outcomes to industry needs.
2. Strengthen industry and research sector collaboration for innovation.
3. Improve capabilities within businesses to innovate and grow.

Better Align Education Outcomes to Industry Needs

Industry has identified skills shortages in engineering, surveying and project management. According to NSW Business Chamber's June 2012 Business Conditions Survey, skill shortages are reported in nearly half of the businesses in professional, scientific and technical services (44.6 percent) and manufacturing (43.8 percent). Making science, technology, engineering and mathematics subjects relevant and accessible to all students is also of growing importance in a digital and global economy. As the Managing Director of Google Australia submits, "*To be competitive globally every part of industry needs to understand computing and technology...*" and it is "*...important for Australia to grow computational thinkers not just technicians.*"²³



Opportunities also exist for higher education institutions to more strategically focus on the current and forecasted needs of industry to produce more "fit for purpose" and "job ready" graduates. This synchronisation is increasingly important as industry knowledge and technology is advancing rapidly, and converging across sectors. Ensuring that industry is continuously supplied with a workforce that has the skills needed is a key objective of the NSW Government's Smart and Skilled initiative. Increased pathways to university are an important part of providing for future workforce needs and these are being progressed through the implementation of the outcomes of the Tertiary Pathways review, whose central aim is to enhance the NSW

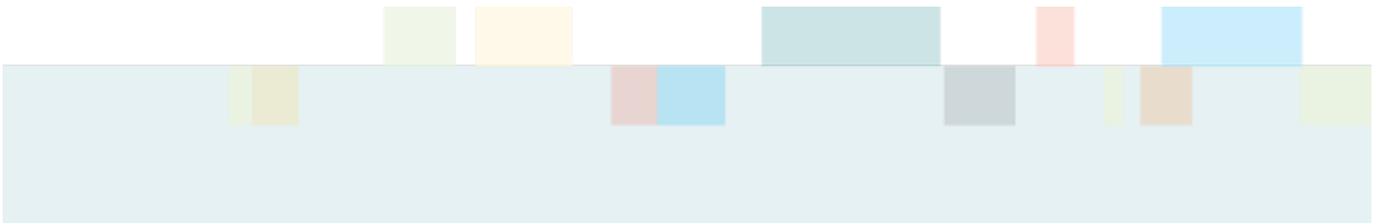
education system so it encourages and rewards tertiary education participation and attainment.

²⁰ Australian Innovation System Report 2011, pp 80

²¹ ABS, 8104.0 Research and Experimental Development, Business, Australia, 2009-10

²² ABS, Innovation in Australian Business, 2010-11 Cat. No. 8158.0

²³ University of Technology Sydney, Newsroom, 24 April 2012: <http://newsroom.uts.edu.au/news/2012/04/googles-leeder-backs-investment-in-education>



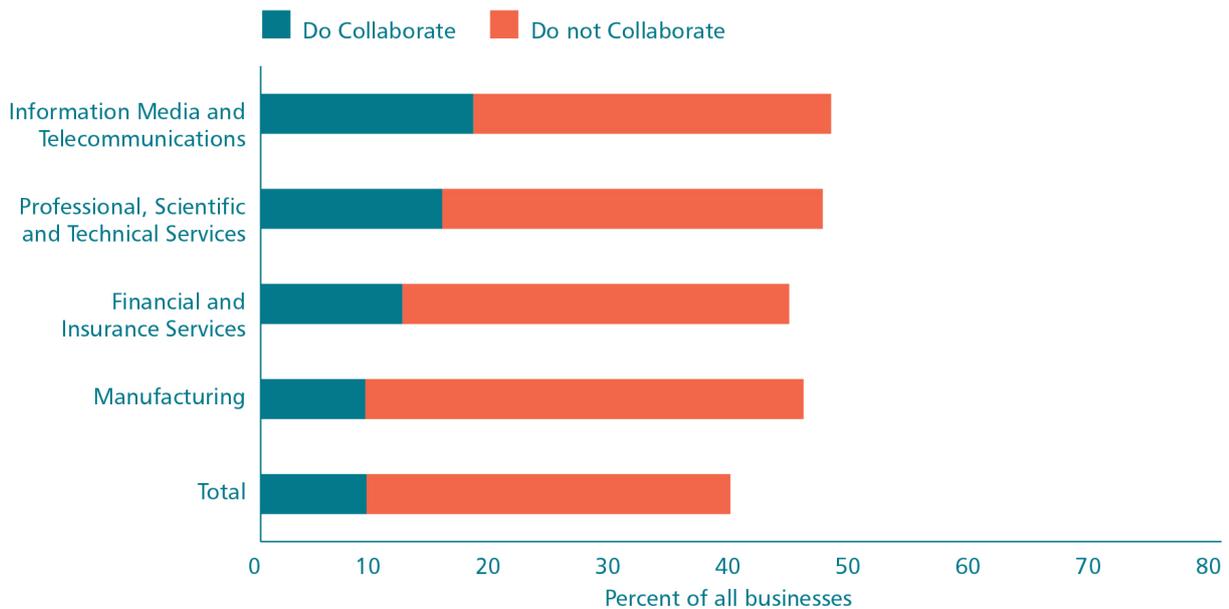
Strengthen industry and research sector collaboration for innovation

“Innovation rarely occurs in isolation; it is a highly interactive process of collaboration across a growing and diverse network of stakeholders, institutions and users”²⁴

The *Australian Innovation System Report 2011* highlights the importance of networks to innovation and long term competitiveness and productivity.²⁵

The ABS Innovation in Australian Business survey²⁶ highlights the low involvement of universities and R&D organisations in industry-based innovation activities. Industry consultations confirmed a role for government to help business better connect with research, governments, and each other to access innovative technologies, methods and products. **Strengthening these** links will help businesses to innovate and become more productive and underpin the local industry’s global competitiveness.

PERCENT OF FIRMS THAT UNDERTAKE INNOVATION AND COLLABORATE IN DOING SO, SELECT INDUSTRIES 2010–11

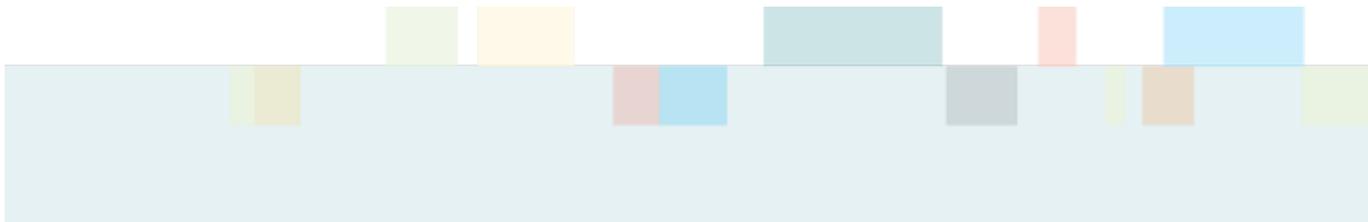


1. Innovation active businesses are those that had undertaken any innovative activity including: introduction of any type of innovation; and/or the development or introduction either still in progress or abandoned.
2. Types of collaboration include: Joint research and development, Joint buying, Joint production of goods or services, Integrated supply chain, and Joint marketing or distribution.

²⁴ OECD, Ministerial report on the OECD Innovation Strategy: Key Findings, Page 2.

²⁵ Australian Innovation System Report 2011, pp 80

²⁶ ABS, *Innovation in Australian Business, 2010-11* Cat. No. 8158.0



The NSW Government will also work with industry and research sector to leverage existing strengths to support the development of industry-led Knowledge Hubs. The aim of Knowledge Hubs is to improve local knowledge production and / or adoption, create an environment whereby the transfer of both local and global knowledge between different sectors operates efficiently, and support the development of world-leading local industry capability. Hubs are even more important in light of growing industry specialisation.

Knowledge Hubs will build on existing agglomerations of industries. NSW Trade & Investment is undertaking a project to map research and industry clusters and agglomerations. This work will be valuable inputs to the development of Knowledge Hubs. NSW does have existing industry agglomerations in a number of locations, including: the area triangulated by Moore Park, Eveleigh, and Ultimo and surrounds (digital, technological and creative); Western Sydney (manufacturing); North Ryde (medical technology); Sydney CBD (finance and professional services); and Newcastle (energy technology).

Industry concentrations, however, are not sufficient to create clusters. As a result, the Government will work with industry to develop these concentrations into effective clusters.

NSW attracts more than 37 percent of Australian businesses' total R&D spending

Innovative SMEs with high growth potential face significant challenges in bringing their ideas to market, particularly in the early stages of development. Challenges include limited resources, barriers to international markets, difficulties in gaining access to knowledge flows, limited capacity to manage intellectual assets, and lack of entrepreneurial capital.

The Innovate NSW program facilitates collaboration between innovative SMEs, researchers, major corporations and end-users to address industry challenges of importance to the NSW Industry Action Plan (IAP) sectors.

The program engages businesses at various stages of their growth trajectory and consists of:

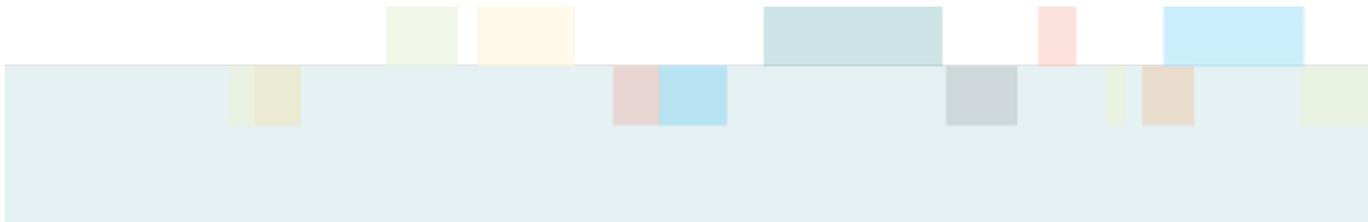
- High-impact workshops to investigate opportunities to address IAP industry challenges.
- Funding for up to 30 consortia to develop new solutions to IAP industry challenges in four focus areas.
- Assistance for early-stage companies to validate new technology or new markets.

The program will build a cluster of up to 200 participants, supporting increased collaboration between industry and the research sector as well as innovative private sector solutions to public sector challenges. The program will also reduce barriers to growth in early stage SME commercialisation.

The NSW Government is also working with NSW universities on two initiatives:

- Bridging the Gap - Bringing companies and universities together around specific industry challenges and research capabilities. Companies will brief a group of commercialisation and business development managers from NSW's 11 universities on their technology issues or research needs. Universities with relevant research strengths will pitch their capabilities and participate in workshops to develop a research collaboration plan.
- Easy-access IP pilot with three universities - University of NSW, the University of Wollongong, and Macquarie University. Under 'Easy Access IP' the universities will make a proportion of their research outputs available to industry in the form of no-cost licences, on the condition that industry invests in commercialising the IP.

Supporting broad research capabilities is also important. The Government supports research and development through a range of programs including the Research Attraction and Acceleration Program (RAAP). In particular, the NSW Government provides financial support to major research organisations, such as the \$8 million per annum provided to the leading national ICT research organisation, National ICT Australia (NICTA), the Australian Centre for Broadband



Innovation (ACBI), and the Centre for International Finance and Regulation (CIFR). This is complemented by financial and non-financial support to initiatives. Programs, such as the Medical Devices Fund²⁷, benefit local industries by promoting clustering, filling gaps in capabilities, and providing access to global supply chains.

For start-up companies existing in a fast-paced environment, the major challenge is getting access to the right source of talent, mentoring, exposure, and funding. The NSW Government supports start-up companies by connecting them with multiple entrepreneurship networks offering skills, finance, promotional, and market entry assistance to tackle global markets. This includes accelerators, incubators, co-working spaces, venture capitalists, research and development organisations and multinational technology companies, many of whom have global entrepreneurship programs.

Industry leaders investing in innovation capability and excellence - The John Grill Centre for Project Leadership

The establishment of the John Grill Centre for Project Leadership was announced on 23 October 2012.

The delivery of large-scale complex projects requires leaders who are able to employ a variety of methodologies, tools and concepts to lead multidisciplinary and multicultural teams. Organisations around the world are facing an increasing demand for people with this unique skill set.

The Centre is being funded from a \$20 million personal donation by former WorleyParsons CEO, John Grill, and will be located at the University of Sydney. It will be a multidisciplinary and collaborative partnership between the University's Faculty of Engineering and Information Technologies and the Business School. The Centre will deliver executive education, research and thought leadership, positioning Sydney as the world leader in this field.

Improve capabilities within businesses to innovate and grow

A McKinsey report on productivity in Australia found that companies that are not innovation-driven, strongly branded, or that depend on proximity to customers are particularly vulnerable to international competition.²⁸ Even firms that don't export need to develop innovative products and services to survive global competition in the domestic market.

Engagement with the international economy is an important driver of NSW's continued economic growth, competitiveness, and productivity. The 2012 *Borders Blurred* noted that generally "exporters are more innovative new models for doing business internationally seem to be driving this innovation behaviour."²⁹

A study by McKinsey noted that Australia's low management skills are having an adverse affect on Australia's productivity performance. It noted that Australian management scores on average 10 percent lower than the United States, and that there were no 'super-performers' in the top 5 percent and a long tail of 'low performers'.³⁰

Best practice aims to maximise the participation and contribution of employees across all levels of organisations and ensure each individual contributes to his/her fullest potential at work.³¹ Research by the Society for Knowledge Economics has identified a strong correlation between the quality of leadership and management practices and performance in productivity, profitability and other dimensions.

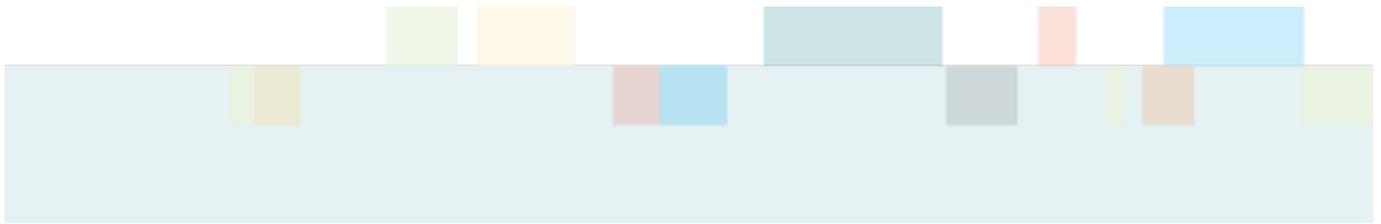
²⁷ <http://www.health.nsw.gov.au/ohmr/mdf.asp>

²⁸ McKinsey Global Institute, *Beyond the boom: Australia's productivity imperative*, August 2012.

²⁹ Australian Business Foundation (2012), *Borders Blurred – The Changing Nature of Trade in a Globalised World*. P 6.

³⁰ Green, R et al (2009) *Management Matters – Just how productive are we? Report on Management Practice and Productivity for the Department of Innovation, Industry, Science and Research*

³¹ Dr. Christina Boedker, "Workplaces of the Future", Society for Knowledge Economic, July, 2009



The new SmallBiz Connect program was launched in September 2012 to refocus Government-backed assistance for small businesses. The SmallBiz Connect³² program provides small business operators with comprehensive and high-quality support services that help business owners to develop skills, accelerate their growth, and connect with expert professionals. In addition to the comprehensive website, it also engages local advisers with real business experience, through not-for-profit providers. More than 55 full time equivalent SmallBiz Connect experts are delivering practical face to face support to small businesses across the State.

NSW Trade & Investment is working with peak industry partners to provide businesses with easy access to services offered by partners such as AusIndustry, Austrade, EFIC, the Industry Capability Network (ICN), industry and trade associations. This networked approach will save businesses valuable time and resources by connecting them to services in government and to industry partners.

The principles of design thinking and design led innovation, applied to traditional business operations can deliver significant changes in business models, products/services and management. To assess the potential demand and impact of the use of design to enhance business competitiveness, NSW Trade & Investment has collaborated with the Commonwealth's Enterprise Connect and industry partners to support a Design Integration Pilot.

Attracting productive foreign direct investment and supporting growth in our export industries helps connect to important sources of new capital, jobs, innovation and skills. The OECD found that "multinational firms play a leading role in the globalisation of innovation. Close to half of the world's R&D expenditure is accounted for by only 700 firms, and these have been a key factor in the emergence of global innovation networks."³³

The NSW Government acknowledges that local business capabilities need to be raised to improve their global competitiveness.

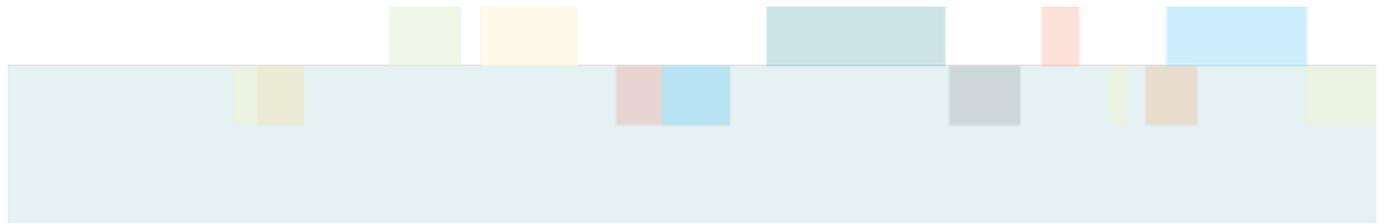
Knowledge and skills introduced by foreign investors spill over to local firms through new opportunities in supply chains and skills in our local workforce. SMEs, particularly in manufacturing, face immense challenges in the high-dollar environment, and will not survive unless they build capabilities, move up the value chain through continuous innovation and adopt smart management practices. Integration into global supply chains creates a virtuous cycle that drives innovation, responsiveness to customer needs and globally competitive products and services. Supporting companies to join global supply chains is also a pathway to export growth for NSW businesses. NSW Trade & Investment will partner with the Small Business Commissioner, Australian Industry Group, the NSW Business Chamber, prime contractors, ICN and the Federal Government to run this pilot.

The importance of attracting high skilled international workers is noted in the OECD Innovation Strategy as a key mechanism to create and diffuse knowledge, especially tacit knowledge and that migration regimes should allow for efficient movement of labour on a short-term basis.³⁴ Industry has indicated Government needs to make it easier to recruit skilled professionals to NSW where and when they are required to meet demand. Difficulties in obtaining visas as well as tax disincentives, such as the Commonwealth's removal of the living away from home allowance, make it less attractive for high skilled, global professionals to work in Australia. The NSW Government has established a NSW Strategy for Business Migration and Attracting International Students to better align the migration environment in NSW with the Government's economic priorities.

³² <http://www.smallbusiness.nsw.gov.au/smallbiz-connect>

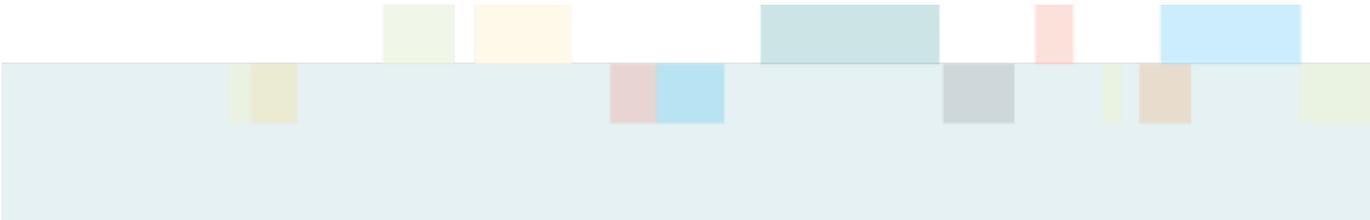
³³ OECD, Ministerial report on the OECD Innovation Strategy: Key Findings, Page 9.

³⁴ OECD, Ministerial report on the OECD Innovation Strategy: Key Findings, Page 11



Priorities in 2013:

- Delivering better alignment of education outcomes and industry needs through the Smart and Skilled initiative;
- Implementing reforms that support a seamless transition between school, vocational education and university through the Tertiary Pathways program;
- Developing Knowledge Hubs, to ensure local industry has access to world leading knowledge and capabilities to underpin our long-term competitiveness;
- Establishing Innovate NSW to facilitate collaboration between large and small companies and the research sector to develop market-based solutions to NSW economic challenges;
- Delivering a 'Bridging the Gap' program which brings companies and universities together to develop solutions to specific industry technology or research needs;
- Supporting the 'Easy Access IP' pilot with the Universities of NSW, Macquarie and Wollongong to measure the outcomes of making research outputs available to industry as no-cost licences;
- Funding research and development to support our competitive advantage through programs including the Research Attraction and Acceleration Program;
- Supporting the development and commercialisation of medical devices in NSW through the Medical Device Fund program;
- Helping business owners develop skills and accelerate their growth through the SmallBiz Connect program;
- Facilitating collaboration and stronger links for NSW companies into supply chains for major projects and helping innovative SMEs develop the capabilities needed to supply to prime contractors.



4. INVEST IN CRITICAL INFRASTRUCTURE

Infrastructure is critical for growth. The availability and quality of infrastructure in the energy, transport, communications and water sectors contribute to almost all economic activities and play a vitally important role in productivity and export competitiveness. In a world where supply chain efficiencies are gained from precise organisation and timing, congestion or failure of key infrastructure has an increasing economic cost.

The quality of Australia's infrastructure needs to be improved. Infrastructure Australia's 2011 Report to Council of Australian Governments (COAG), noted that across a range of measures relevant to Australia's fixed infrastructure networks, our ranking in the World Economic Forum's 2010-11 Global Competitiveness Index was in the 30s and 40s. Inadequate infrastructure supply "ranked as the fourth most significant problem for doing business (out of 15 potential problems)."³⁵

An assessment of Australia's infrastructure by Engineers Australia (EA) shows an improvement in "fit for purpose" ratings over time, however in many cases assets were rated as only "adequate. In 2010, EA stated that "NSW's infrastructure is in average to poor condition."³⁶ More recently, Infrastructure NSW, in its State Infrastructure Strategy, noted that "its assessment of the State's existing infrastructure has highlighted critical infrastructure deficiencies in urban road capacity. It has also identified major deficiencies in the capacity of bus and train services to the CBD, regional rail, regional water and wastewater, flood mitigation and in the capacity of hospitals and schools."³⁷

Investment in infrastructure however is not only about expanding capacity. It is also about making sure that existing infrastructure is being used effectively and efficiently. New opportunities also exist to make older infrastructure 'smarter' by using new technologies such as sensors, data analytics and high-speed connectivity to ensure that Government can get the best life out of existing assets. The priority for Governments will be to continue to assess the costs and benefits of constructing new infrastructure versus investment and actions to improve the utilisation of existing infrastructure.

A strategic approach to new infrastructure development

The population of NSW is expected to grow by two million people by 2032 bringing it to over nine million. The NSW Government has embarked on a bold mission to meet the demands of businesses and communities over the next 20 years. We will also improve the way infrastructure is designed and delivered. The NSW Government developed a Council of Australian Governments (COAG)-endorsed Better Value Infrastructure Plan to identify Australian best practice, foster greater collaboration with the private sector, and improve the efficiency and quality of infrastructure project initiation and delivery.



The Government established Infrastructure NSW to provide independent expert advice and ensure projects are strategically planned, coordinated and managed to restore community confidence. Their 20-year State Infrastructure Strategy outlines a program of integrated infrastructure projects and reforms across transport, freight, aviation, energy, water, health, education and social infrastructure. It recommends more intensive use of existing assets and incremental improvements before making commitments to extremely expensive new infrastructure. A 20 year Transport Master

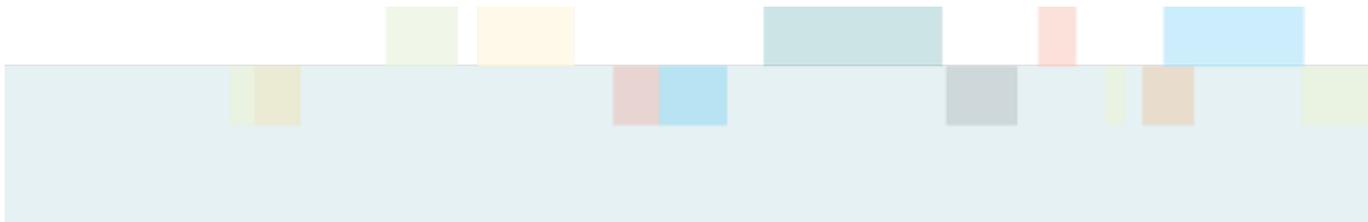
³⁵ Infrastructure Australia's 2011 Report to COAG, Page 14. Source:

http://www.infrastructureaustralia.gov.au/publications/files/2011_Report_to_COAG.pdf

³⁶

http://www.engineersaustralia.org.au/sites/default/files/shado/Infrastructure%20Report%20Cards/Australian/part3_infrastructuresectors_references.pdf

³⁷ Infrastructure NSW (2012) State Infrastructure Strategy. Available from: <http://www.infrastructure.nsw.gov.au/state-infrastructure-strategy.aspx>



Plan, to be released by the end of 2012, provides a framework for integrated transport, infrastructure, and land use planning. A Freight and Ports Strategy identifies investments required to meet air, land and sea freight needs of NSW's economy over the next 20 years. The draft Freight and Ports Strategy was released for public consultation in November 2012.

Regional infrastructure for development and growth

An efficient logistics network is critical for the competitiveness and growth of regional NSW economies. Investments in infrastructure and transport connections provide efficient access for regional businesses to major domestic and global markets.

The Government is making a priority of meeting the infrastructure needs of regional communities. As the outgoing president of the Institute of Public Affairs, Percy Allen, has noted: "in regional centres most people welcome development...(but) too many regional cities in Australia are being held back by dilapidated local infrastructure, which local councils are too poor to renew, let alone expand."³⁸

The NSW Government is investing in regional infrastructure to support economic development and quality of life. The Regional Industries Investment Fund supports infrastructure projects which generate jobs, deliver benefits to more than one firm and build capacity in regional industries. For example, a new heavy vehicle bypass at Broken Hill benefits local businesses as well as delivering environmental and community benefits. The NSW Government has allocated 30% of the new funding allocation for infrastructure provision - Restart NSW - to regional NSW. Specific funds are also being allocated to mining affected communities through the Resources for the Regions program, to ensure that these communities benefit from the mining wealth they generate, and their infrastructure keeps pace with the demand generated by mining-generated growth.

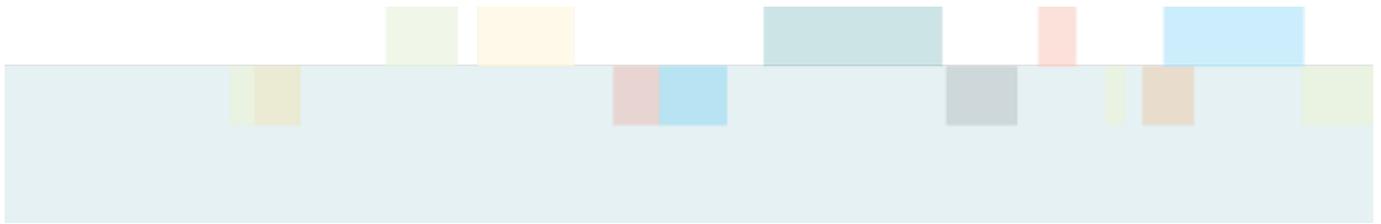
Regional NSW has also benefited from aligning processes between the Commonwealth and State governments. In Round 2 of the \$200 million Regional Development Australia Fund, \$66.6 million was secured for 15 projects with \$6.4 million provided by the NSW Government to support the bids.

NSW is also using the forum of the COAG Regional Australia Standing Council to explore new funding mechanisms to support local councils to provide local infrastructure. This builds on existing support being provided by the NSW Government through the Local Infrastructure Renewal Scheme. This Scheme provides funding support for debt incurred by councils to undertake much needed local infrastructure projects. The first round of this program has been recently announced, with \$65m of funding supporting local projects of a total value of \$438m. A second funding round is now underway. This is part of a wide-ranging strategy to support local government in NSW, being implemented under Destination 2036.

Investment in digital infrastructure is also important for growth and social inclusion in regional areas. The State Library of NSW is undertaking a number of initiatives:

- Revitalising Regional Libraries program is rolling out WiFi hotspots to up to 139 country libraries across the State over four years, providing free and reliable internet access. These WiFi hotspots will increase the number of points available for community online access to services and a range of digital services provided by public libraries and the state government, including educational and cultural resources.
- Digital Excellence program which will allow the Library to progressively digitalise its cultural resources making it readily available to support study, research, business and recreation. This will be of particular benefit to regional areas as well as the creative industries across the State.

³⁸ Public Administration Today, Oct - Dec 2012, pp 4 & 5



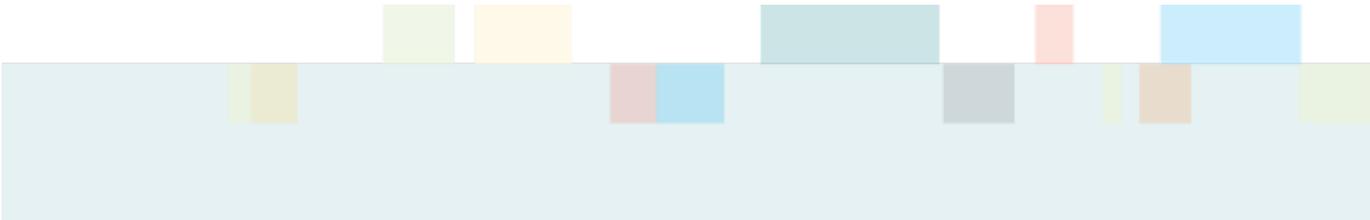
Invest in Smart infrastructure

Delivering value from infrastructure investments is about more than designing, tendering and building. The interface between digital technologies and infrastructure will transform how we extract value from our investments over the next decade. The NSW Government supports and provides funding to NICTA, which maintains a significant program to deliver innovative ICT solutions to improve the efficiency and reliability of transportation systems and infrastructure networks.

New work practices and high speed broadband are changing the way workers operate in the knowledge economy. The NSW Government, with Landcom and other partners, is planning to pilot Smart Work Hubs in a number of outer metropolitan and regional locations providing access to technology and physical facilities. Landcom has begun a feasibility study to investigate the critical factors needed to establish a Smart Work Hub, including preferred business models and commercial opportunities for the private sector. The Government will monitor success factors and assess costs and benefits including productivity increases, travel cost reductions, work/life balance improvements and carbon footprint reduction. Digital infrastructure could impact on the demand for transport infrastructure as commuters respond to 'plug-and-play' work options.

Priorities in 2013:

- Developing and delivering integrated 20 year plans for growth – the State Infrastructure Strategy, a Long-term Transport Master Plan, and a Freight and Ports Strategy;
- Funding regional infrastructure through established funds and by leveraging Commonwealth funding for regional infrastructure;
- Implementing the Revitalising Regional Libraries program, a four year program to roll-out free WiFi hotspots in up to 139 country libraries, to increase accessibility to online services including education and cultural resources;
- Implementing the Digital Excellence program to progressively digitise the State Library of NSW's collection, improving access to NSW's cultural resources to support study, research and business activities across NSW;
- Piloting Smart Work Hubs (telecommuting and telepresence) to help businesses take advantage of the productivity opportunities offered by high speed broadband and new work practices.



5. RAISE THE GLOBAL PROFILE OF SYDNEY AND NSW

A range of global city ranking surveys provide a useful indication of the perception and experience of international businesses dealing with various locations around the world.

These have been summarised in the Professional Services Industry Action Plan and include:

- The AT Kearney Global City Index³⁹ which is a broad measurement of a city's competitiveness and global engagement. In 2012 Sydney ranked 12th in the world.
- The Mori Foundation's Global Power City Index⁴⁰ which ranks cities according to their ability to "attract creative people and excellent companies from around the world amidst accelerated interurban competition". In 2011, Sydney ranked 11th in the world.
- A one-off survey, the 2012 Citi commissioned report by the Economist Intelligence Unit, titled *Hot Spots: Benchmarking global city competitiveness*⁴¹, ranked Sydney 15th overall.
- The Z/Yen Global Financial Centres Index (GFCI)⁴² ranks the competitiveness of major financial centres. In the September 2012 edition, Sydney ranked 15th.

Industry has strongly advocated for the NSW Government to play a central role in supporting Sydney's global profile and positioning so that it better reflects the breadth and strength of our industries' capabilities. Industry told us that strong branding of NSW as a destination for tourism, events, education and business is critical to our growth. A strong global profile promotes Sydney and NSW as key destinations for investment. It also supports business initiatives to gain global sales by providing exposure and a reputation 'platform' from which to promote their capabilities.

Strengthening Sydney's Global Position

Sydney is consistently recognised as one of the world's leading cities as a global tourism destination. In 2011 the NSW Government established Destination NSW to build and promote the 'visitor economy' – encompassing tourism and events, including business events and businesses that benefit from visitors to NSW. Destination NSW aims to double overnight visitor expenditure in NSW by 2020.

The Professional Services Taskforce noted, however, that Sydney's global profile as an international business centre needs to be improved:

Studies examining how Sydney and Australia are perceived as potential destinations for foreign direct investment by the international business community indicate that the promotion of tourism-related aspects has sometimes had a negative impact on NSW's ability to attract investment and expand exports in knowledge-intensive services. Sydney is recognised globally as primarily a destination for tourism and events, while our reputation for professional services is only patchily recognised. Industry consultations have also raised this issue and consider that NSW's professional services stand to benefit substantially from increased global awareness and recognition of its professional services capabilities supporting exports and foreign direct investment.

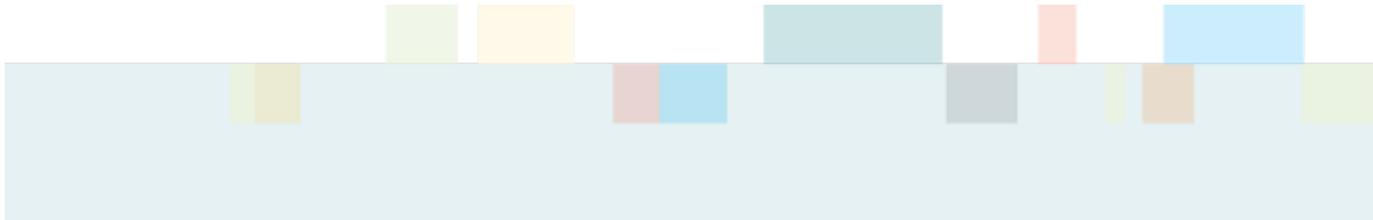
Independently, this issue has been identified as a priority by the Sydney business community. For example, the renewed Committee for Sydney identified four core priorities for 2012, one of which was 'Promoting Sydney as a Global hub for financial and professional services, and as a regional centre for the 'Asian 21st century.'

³⁹ <http://www.atkearney.com/gbpc/global-cities-index>

⁴⁰ http://www.mori-m-foundation.or.jp/english/research/project/6/pdf/GPCI2011_English.pdf

⁴¹ <http://www.citigroup.com/citi/citiforcities/pdfs/hotspots.pdf>

⁴² <http://www.longfinance.net/fcf-gfci.html>



Sydney's global profile is as relevant to business, the arts, education, research and science as it is to leisure tourism and events. It needs to be managed in a way that coherently supports all those domains of endeavour. The profiles for truly global cities, such as New York or London, span all or most of these areas.

We have formed a partnership with the Committee for Sydney to develop a strategy to position Sydney as a Global Talent Hub. A pilot program will identify ways to better link Sydney into global business networks, making it easier for local businesses and educators to attract internationally mobile skills. This will be led by a new Advisory Body comprised of representatives from a range of leading global businesses, executive search agencies and universities. The program will include a review of our existing strengths, confirmation of key skills gaps, a better understanding of what attracts individuals to relocate here, and measures to address any barriers identified. This is an initial program to strengthen and deepen Sydney's Global Profile.



A critical input to our pool of skills is our capacity to attract the best international students.

We need to better promote our education strengths to international markets and will explore options to raise the profile of NSW's educational opportunities internationally. During consultations, we heard from industry that transport discounts were important to students for both safety and equity. We recently introduced public transport fare discounts for international students as part of ongoing efforts to make NSW a world-class location for international education.

We are also promoting NSW through Business Events Sydney's Ambassador Program which brings together prominent

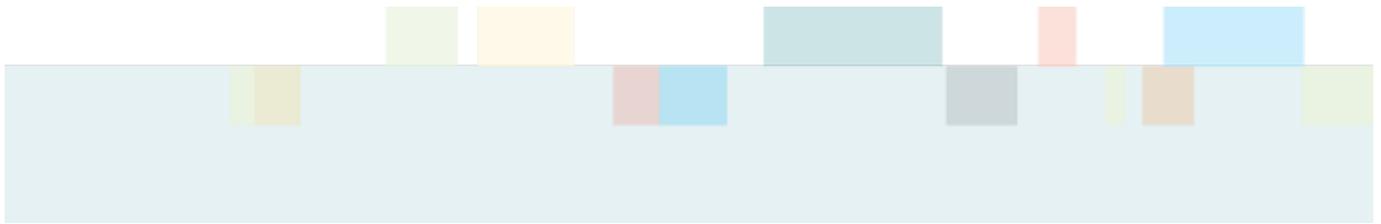
Australian business leaders to help secure events for NSW. Now in its third year of operation, the Program has been very successful and we will be identifying new Ambassadors for our priority Industry Action Plan sectors to align the Program with the Economic Development Framework.

Sydney and NSW have been successful in attracting key global institutions to establish regional headquarters or operations centres in the state. These large investments enhance competitiveness, provide opportunities for local businesses to link into global supply chains, build local skills and capabilities, and enhance NSW's international position and profile.⁴³ These organisations also provide access to new technology and practices. In terms of management performance recent research found that foreign firms: *"not only have the capability for implementing better management practices but also have the tendency to diffuse and transfer knowledge and practices in the market by transfer of best practice to local firms both, possibly through the migration of employees and knowledge and through commercial interactions between the two groups"*⁴⁴.

The NSW Government builds on NSW and Sydney's global position when it promotes NSW's world class companies, research and education institutions, capabilities and regulations in global markets. For example, international arbitration is emerging as the preferred approach for resolving international commercial disputes and is increasingly being undertaken within the Asia-Pacific region. Sydney, with its first-rate legal and regulatory infrastructure is well positioned to develop as an international arbitration hub. NSW Trade & Investment assisted Australia's peak international arbitration body, the Australian Centre for International Commercial Arbitration to strike a deal with Abu Dhabi Chamber of Commerce and Industry to promote arbitrations as a preferred way of resolving cross-border disputes.

⁴³ Australian Business Foundation

⁴⁴ Green, R et al (2009) Management Matters – Just how productive are we? Report on Management Practice and Productivity for the Department of Innovation, Industry, Science and Research.



Strengthen International Engagement

Engagement with the international economy plays a critical part in ensuring NSW's continued economic growth, competitiveness, productivity and quality of life. In particular, there is a need to attract new, productive foreign direct investment and to support growth in our export industries.

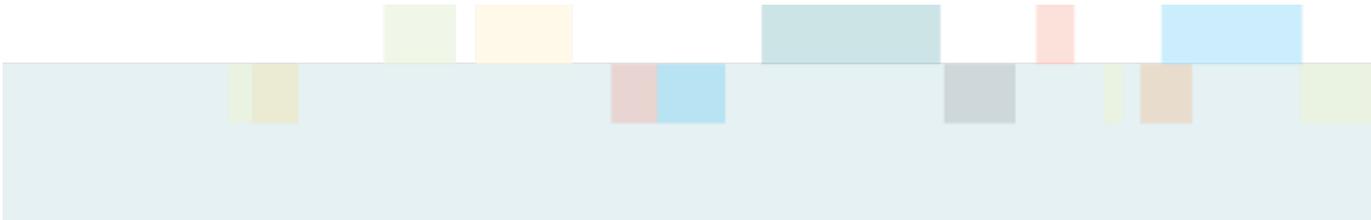
Foreign Direct Investment (FDI) has long been an important source of new capital, jobs, technology and skills. Furthermore, knowledge bought from foreign investors can often spill over to local firms through new opportunities in supply chains, bolster skills in the local workforce and thus increase our overall competitiveness. So we are keenly focused on supporting new productive FDI into NSW to help us drive our infrastructure, know-how and economic wealth creation objectives. Exports are similarly very important to the overall competitiveness of NSW. Exporters have to compete on a global stage and so they have to be leading edge thinkers, responding intelligently and quickly to changing end-user and market needs.

The NSW Government is also developing a strategy to provide greater focus and coordination to its international engagement activities to ensure maximum benefit is derived from inward and outward missions. The NSW Export and Investment Advisory Board supports strategies for investment and export growth and the NSW Multicultural Business Advisory Panel is providing advice on how NSW can leverage its ethnic diversity to develop business relations. These organisations also help to link NSW and foreign companies for business opportunities both in NSW and overseas.

The NSW Government's network of NSW Trade & Investment offices source global offshore investments for NSW and help high-growth NSW companies enter new markets. Offices in China, India, the Middle East and the US help NSW businesses access key markets and provide points of contact for investors who are considering NSW in their expansion plans. Our profile in these markets is strengthened with trips by the Premier and Deputy Premier to open doors and cement important business relationships.

Priorities in 2013:

- Positioning Sydney as a Global Talent Hub, making it easier to attract internationally mobile skills and better link NSW into global business networks;
- Providing NSW public transport fare discounts to international students;
- Attracting foreign investment and supporting export growth by obtaining expert advice on international engagement strategies and promoting Ministerial level engagement with key trading partners;
- Building and promoting the Visitor Economy through the activities of NSW Trade & Investment and Destination NSW.



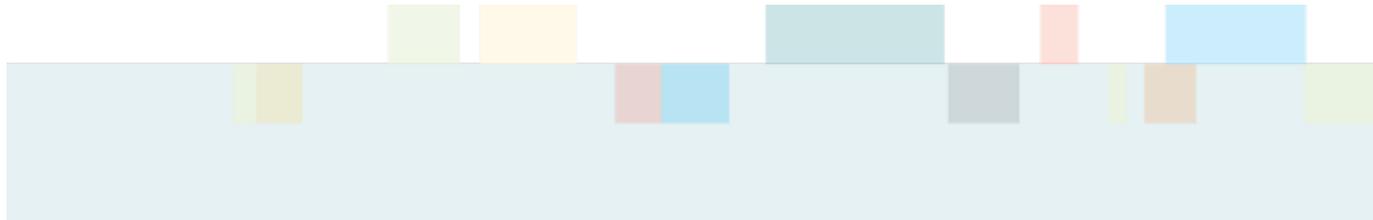
PART TWO: RESPONSE TO TASKFORCE RECOMMENDATIONS

In late 2011 the NSW Government established four industry-led Taskforces (**Appendix 1**) to help develop 10 year Industry Action Plans for the Digital Economy, International Education & Research, Manufacturing and Professional Services Industries. Collectively these sectors represent a third of the NSW economy.

Working together over the last 12 months, industry and the NSW Government have consulted widely on the priority actions to position the State's economy for growth, resilience, innovation, productivity and global competitiveness, and create new investment opportunities over the next decade.

The Government has reviewed the themes and vision in each Industry Action Plan and has provided a response to over 200 recommended actions of the four Taskforces. Where the recommendations of the Taskforces seek Government intervention in markets, we have analysed the objectives and identified, where possible, market-based pathways for delivery.

Supported by the Framework, the agreed actions described below will play a significant part in facilitating the industries' competitiveness and long-term growth.

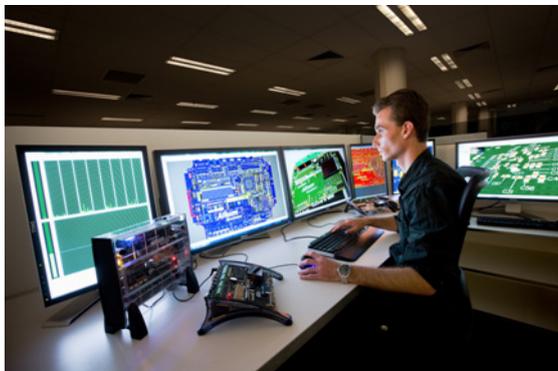


DIGITAL ECONOMY

The Digital Economy Taskforce’s vision for the industry is:

By 2021, NSW is recognised globally for leading innovation and driving productivity gains in all areas of the economy, enabled by strong, vibrant and connected ICT, Creative Industries and Education sectors.

The vision acknowledges NSW’s current strength as the largest ICT and Creative Industries centre in Australia, and the integral nature of the Digital Economy as an enabler in all other sectors.



The Digital Economy IAP highlights NSW’s significant competitive advantage in digital, creative and ICT industries, with NSW the source of approximately 50 percent of the national total exports of telecommunications, computer and information services. Sydney is the leading centre for new media and creative digital content development, the base for world class, globally connected digital companies as well as traditional media companies. In addition, Sydney is home to National Information and Communications Technology Australia (NICTA), the CSIRO ICT Centre, as well as five national centres of excellence, and two co-operative research centres in ICT-related research fields.

Ubiquitous high speed broadband will bring new opportunities for a connected state; where regional businesses can connect with complimentary counterparts and access international markets with ease; where services will be available any time, anywhere; and where smart infrastructure will revolutionise the way we function.

These developments will go hand in hand with the demand for digital content and the availability of data, supported by new access models, digitisation of content and digital convergence more broadly.

Similarly, the development of a digitally literate society, and bridging corporate capability gaps, whether technological, entrepreneurial or business skills will also be key factors affecting our ability to benefit from the new technologies.

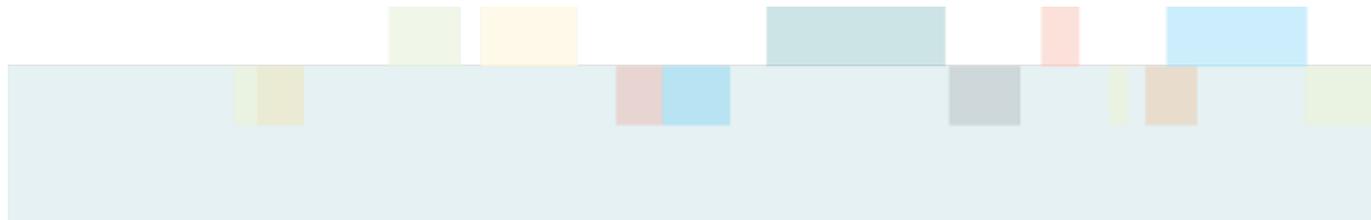
The Digital Economy is an enabler across many sectors, so translating innovative and disruptive technological change into broad increases in productivity means high level digital skills must not be limited to within the sector itself.

Two in every three Digital Economy workers work outside the ICT and Creative industries

Notwithstanding these strengths, NSW industry will face considerable challenges. These include stronger national and international competition arising from more open markets, skills shortages, the need to improve security and to protect intellectual property, as well as difficulties small digital businesses face attracting capital for growth.

There is no doubt that the rate of technological change will have global impact, and those who can adapt and embrace this will be best placed in the competitive landscape.

The full list of actions and the Government’s position and timeframe for action is provided in the following table.

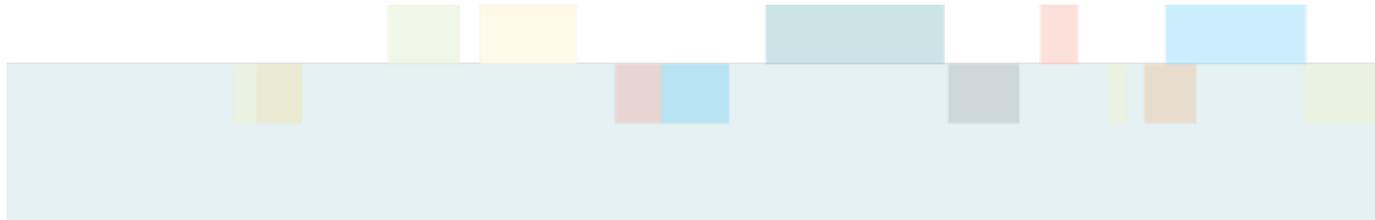


Priorities in 2013:

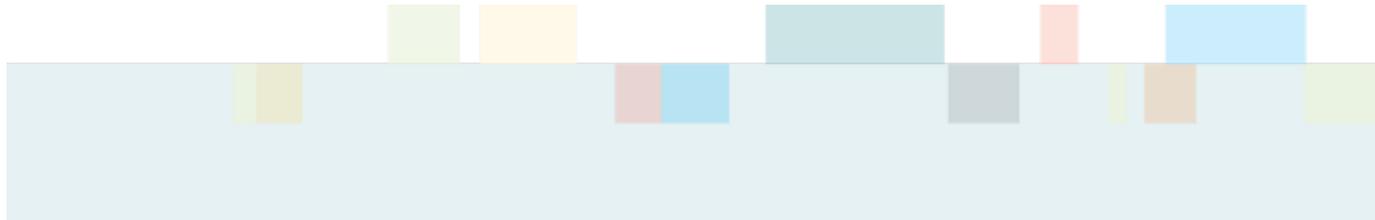
- Implement the NSW Strategy for Business Migration and Attracting International Students to support the simplification and reform of visa processing to meet industry skills needs and promote investment. (1.1)
- Partner with the Committee for Sydney to identify and implement initiatives to position Sydney as a Global Talent Hub, making it easier to attract internationally mobile skills and better link NSW into global business networks. (1.1, 5.1)
- Establish through the Review of Government Procurement simplified requirements and streamlined processes to make it easier for all businesses to compete for NSW Government contracts (1.6)
- Implement the Revitalising Regional Libraries program, a four year program to roll-out free WiFi hotspots to up to 139 country libraries, to increase accessibility to online services including education and cultural resources. (3.4)
- Implement the Digital Excellence program to progressively digitise the State Library of NSW's collection, improving access to NSW's cultural resources to support study, research and business activities across the State. (3.5)
- Pilot Smart Work Hubs (telecommuting and telepresence) to help businesses take advantage of the productivity opportunities offered by high speed broadband and new work practices. (3.6)
- Implement the Open Data initiative of the NSW Government ICT Strategy, to provide access to NSW Government data for the benefit of industry and the community. (4.3, 4.5)

DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
<p>1.1. Inspire, attract and retain talent:</p> <p>Work with stakeholders including all levels of government to improve international competitiveness of NSW to attract and retain international talent.</p>	NSW T&I	DEC, Universities, Research Organisations, DIAC	<p>Supported.</p> <p>Ongoing work as part of the NSW Strategy for Business Migration and Attracting International Students ensures that talent attraction is aligned with industry needs.</p> <p>NSW T&I is also partnering with the Committee for Sydney to identify and implement initiatives to position Sydney as a Global Talent Hub.</p>	✓		
<p>1.2. Grow business in strategic areas and increase global exports:</p> <p>Identify industries that are potential digital hotspots (including: Mobile, Apps, Transmedia/Multiplatform, IPTV, Cloud Services, Health and Education) and actively encourage growth in these areas with targeted incentives for investments, talent cultivation and business acceleration. Support NSW-based digital businesses to grow internationally.</p>	NSW T&I, OSBC	DEC, DFS, MoH, Universities, Research Organisations, DPC, Austrade, Industry Assoc'ns	<p>Supported.</p> <p>Innovative companies developing products, services and processes in areas such as mobile and apps will be targeted as part of the <i>Apps4NSW collaborative solutions for Health</i> and the <i>Innovate NSW</i> program. These programs provide business acceleration and support to grow internationally.</p> <p>The recently launched SmallBiz Connect program provides small business operators comprehensive and high-quality support services that help business owners to develop skills, accelerate their growth and connect with expert professionals.</p> <p>http://www.smallbusiness.nsw.gov.au/smallbiz-connect</p>		✓	
<p>1.3. Plan for digital disruption:</p> <p>Identify industries that are of particular importance to the NSW economy that are vulnerable to digital disruption and help them develop plans to respond. As a priority encourage the NSW university sector in the development and offering of open online content and courses.</p>	Universities	NSW T&I	<p>Objective Supported.</p> <p>Universities, in partnership with industry, peak bodies and NSW T&I to review resources already available and develop online resources which would provide cost-effective training for companies vulnerable to digital</p>			

⁴⁵ Subject to confirmation at the Business Leadership Forum



DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
			disruption.			
<p>1.4. Government to lead by example: Require NSW Government agencies to develop digital innovation plans including productivity metrics and measures. Set an example through Government's early adoption of cloud computing, e-learning and e-health. Implement policies to reduce barriers to digital innovation and promote the early use of digital solutions developed by local businesses targeting education, health and transport.</p>	DFS	DEC, MoH, NSW T&I, NICTA, Industry Assoc'ns	<p>Objective Supported. Some agencies already have digital strategies in place. NSW DFS to consider rolling out through government as part of 2012 ICT strategy. NICTA could assist Government agencies make the transition to new technology platforms.</p>		✓	
<p>1.5. Appoint a digital advocate: This would provide a focal point to liaise, connect and promote Digital Economy initiatives, provide thought leadership and maintain momentum in raising the profile of the NSW digital brand. The digital advocate would promote NSW as a destination for international digital events, high-calibre conferences and events that attract international guests and international media coverage to showcase the work of NSW digital businesses and expose local companies and talent to international best practice.</p>	Industry Assoc'ns	DFS, NSW T&I	<p>For Industry Action. Industry peak bodies to consider suitable candidates for a digital advocate and sources of funding in collaboration with Government. NSW T&I will liaise with peak bodies to initiate discussions.</p>			
<p>1.6. Provide SMEs access to develop government services: The NSW Government should offer SMEs the ability to provide services to government that reduce costs and/or improve the quality of services to business and the community. Procurement should be changed to support simpler and smaller contracts, rolling contracts and output deals; and encourage participation at the problem definition stage. Procurement needs to be sympathetic to SME business constraints around intellectual property, patents, indemnity, insurance and liability levels. Service NSW should be opened up to SMEs by creating collaboration environments for eHealth, eLearning, cloud based services and transport related services in the areas of health, education and transport. Portfolio departments need internal incentives to foster productivity and generate</p>	DFS	NSW T&I, DPC, Other NSW Govt Agencies	<p>Objective Supported. The NSW Procurement Review is examining ways to open procurement up to SMEs and support innovation. The Government's formal response will be included as part of the outcome of that Review.</p>	✓		



DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
innovation.						
<p>2.1. Increase digital literacy in schools:</p> <p>In collaboration with industry, the NSW Government needs to develop and implement an integrated strategy to engage students in pursuing technology careers in the Digital Economy.</p> <p>Ensure students are better informed about the benefits of ICT careers, engage all key stakeholders. Harness existing engagement programs and support their expansion. Such programs include:</p> <ul style="list-style-type: none"> • NCSS (the National Computer Science School); • FIRST Robotics (For Inspiration and Recognition of Science and Technology); • CSIRO's Scientists in Schools; and • STELR (Science and Technology Education Leveraging Relevance). <p>Annual government reviews of the strategy could consider measures such as participation rates in STEM subjects and mean levels of difficulty. In the medium term, conversion rates into associated university courses would also be appropriate.</p>	DEC	Board of Studies, NSW T&I, Industry Assoc'ns, Universities	Objective supported. Appropriate delivery mechanism to be determined. NSW T&I will facilitate industry engagement with DEC.		✓	
<p>2.2. Accredit the teachers:</p> <p>Work toward creating an accreditation program that ensures all teachers in NSW have a base level of digital proficiency to facilitate their ability to teach effectively in the 21st century digital learning environment.</p>	DEC		Objective Supported. DEC to consider cost-effective implementation using online and IT mentoring and buddy programs, linking digital-native teacher graduates with experienced teachers for knowledge exchange and support. International best practice digital proficiency should inform development of the programs.			✓
<p>2.3. Participate in development of the new technology curriculum:</p> <p>Industry and NSW Government to engage with the Commonwealth on development of the new high school technology curriculum through The Australian Curriculum Assessment and Reporting Authority (ACARA) to shift the focus on digital education beyond user skills.</p>	DEC	ACARA, Board of Studies, NSW T&I, Industry Assoc'ns	Objective Supported. DEC and NSW Board of Studies are engaged in developing technology curriculum responses to Australian Curriculum, Assessment and Reporting Authority (ACARA).		✓	

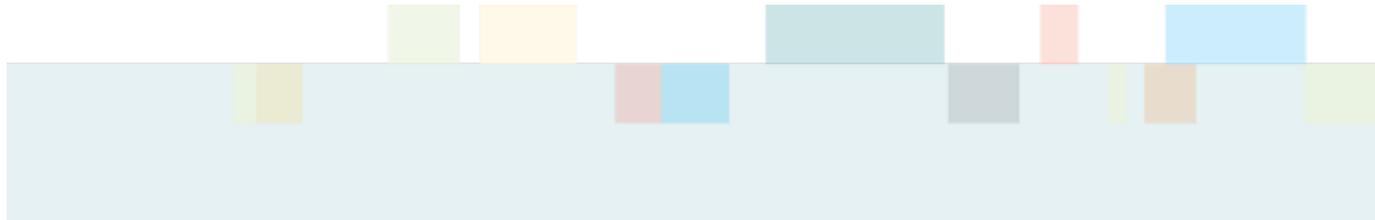
DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
<p>2.4. Leverage e-learning resources and digital technology:</p> <p>Encourage schools and universities to utilise emerging eLearning resources such as the Khan Academy, Coursera and TED-Ed to deliver world leading content to students in all disciplines. Schools should support and deploy technology such as tablets, wireless and smart boards for use in teaching and collaboration. Immediate priority is to pilot with selective schools; medium term these resources should be used across all schools.</p>	Education Providers		<p>Objective Supported.</p> <p>eLearning resources are currently used within NSW schools and TAFE. Decisions on the use of eLearning resources from particular providers are made at school level. DEEWR has endorsed and funded the DEC business case for access to all National Digital Learning Resources Network (NDLRN) resources.</p>			
<p>2.5. Promote broad digital adoption in businesses:</p> <p>Expand expert mentorship programs to teach businesses how to embrace technologies such as ubiquitous high-speed broadband, cloud computing and social computing, to allow them to become internationally competitive wherever they are.</p>	AIMIA, AIIA, NICTA, Industry Assoc'ns	NSW T&I	<p>For Industry Action.</p> <p>Mentoring led by industry associations is supported. This could draw on online resources developed in partnership with universities and research organisations and mentor volunteer programs run by education providers.</p> <p>NSW T&I will engage with peak bodies to discuss initial action.</p>			
<p>2.6. Promote businesses to get on line:</p> <p>Work with the Enterprise Connect Program to get all NSW SMEs online and ensure they are educated about the role of smart technology in the operation and administration of their day to day business.</p>	Industry Assoc'ns	VET Providers, Education Providers, NSW T&I, C'wealth Govt	<p>For Industry Action.</p> <p>NSW T&I will engage with peak bodies to discuss initial action.</p> <p>The NSW Small Biz Connect program, through a network of almost 60 business advisors across the state, is providing support and advice to small businesses about Federal Government programs such as those available through Enterprise Connect and AusIndustry.</p>			
<p>2.7. Drive digital inclusion:</p> <p>Aim for 100 percent digital literacy across NSW by implementing a program similar to "Go ON UK" that brings the benefits of the internet to every individual and every organisation across the state.</p>	C'wealth Govt, Local Govt	NSW T&I	<p>Objective supported.</p> <p>NSW T&I to undertake further research to define gaps and needs. The outcome of this analysis will identify the appropriate lead agency.</p>			✓

DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
<p>3.1 Develop local digital strategies:</p> <p>In conjunction with Regional Development Australia, encourage regional communities to develop local digital strategies based on their needs that address areas including: Partnerships, Economic impact and development, delivery of public services, Digital Inclusion and Supporting SMEs.</p>	RDAs	Local Govt, DPC, NSW T&I	<p>For RDA action.</p> <p>Successful digital strategies, financed by local councils, could be rolled out across the state with the support of RDA.</p> <p>NSW T&I will engage with RDA to discuss initial action.</p>			
<p>3.2 Explore interim solutions for broadband:</p> <p>The lack of high speed broadband is an issue in regional communities. Encourage TAFEs, universities and libraries, and other similar institutions with broadband access to share their networks.</p>	NSW T&I	DEC, DFS, Local Govt, Education Providers	<p>Objective Supported.</p> <p>Some regional universities already participating in this informally.</p> <p>NSW T&I will engage with LGSA/relevant councils to discuss initial actions and report back to the Business Leadership Forum.</p> <p>Local Governments or other appropriate organisations will be asked identify local needs and, where necessary, to coordinate discussions with local stakeholders to investigate possible solutions.</p> <p>In addition, through the State Library of NSW's <i>Revitalising Regional Libraries</i> program, the NSW Government is rolling out WiFi hotspots to up to 139 country libraries across the State over four years, providing free and reliable internet access.</p>	✓		
<p>3.3 Target vocational based learning for digital business training:</p> <p>Encourage vocational education and training providers to deliver digital programs into regional areas.</p>	DEC	RDAs	<p>Supported.</p> <p>TAFE NSW already delivering ICT training via Open Training and Education Network (OTEN). RDAs to signal demand for new potential content.</p>			✓
<p>3.4 Position libraries as digital hubs:</p> <p>Make local libraries epicentres of digital activity, connected to the NSW digital precinct.</p>	NSW T&I	Local Govt	<p>Supported.</p> <p>Through the State Library of NSW's <i>Revitalising Regional Libraries</i> program, the NSW Government is rolling out WiFi hotspots to up to 139 country libraries across the State over</p>	✓		

DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
			four years (2011/12 to 2014/15), providing free and reliable internet access.			
3.5. Promote remote access to state assets: Encourage state operated museums, galleries and archives to open their collections online and allow people, wherever they are located, to experience important cultural resources.	NSW T&I		Supported. Some cultural institutions have begun to put open their collections online. For example, the NSW Government has committed \$32.6 million over four years to the NSW State Library to support a major digitisation program and to upgrade its digital infrastructure.	✓		
3.6. Implement telecommuting and telepresence hubs: Such hubs will reduce traffic congestion, improve productivity and provide opportunities to regional and rural workers to participate more equally in the Digital Economy.	NSW T&I	DPC, DFS, Local Govt, Research Organisations, Industry Assoc'ns	Supported. A Smart Hub pilot is being developed in conjunction with Government decentralisation strategy. T&I and other government agencies are partnering with private sector. NICTA could assist with technology aspects.	✓		
4.1. Educate government stakeholders: It will be vital that public bodies be educated about changes around the processing of their data. Create a program that will build their understanding of how to make the data they collect useful to others. Encourage government agencies to adopt a program such as an "info philanthropy" project for community services, or a community engagement project for transport. Make this measurable and metrics driven within government.	DFS	DPC	Objective supported. DFS is implementing this as part of the Government ICT Strategy.		✓	
4.2. Protect our citizens: Review current standards and policies to ensure protection of personal and sensitive information.	DFS	DPC, NICTA	Supported. DFS is implementing as part of the Government ICT Strategy. NICTA could assist with technology aspects.		✓	

DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
<p>4.3. Create an effective data management process using industry best practice and open standards:</p> <p>A successful Open Data initiative will generate demand for high quality data and will require an on-going investment in IT infrastructure. Implement the required infrastructure and develop appropriate processes to ensure high data quality, effective service levels, acceptable licensing terms and open APIs. Develop a sustainable funding model to ensure the ongoing viability of the Open Data initiative. Utilise applicable industry standards for data storage and access.</p>	DFS	DPC, NSW T&I, NICTA	<p>Supported.</p> <p>DFS to consider as part of the Government ICT Strategy's Open Data initiative.</p> <p>NICTA could assist with data integration and uniformity, quality and evolution.</p>			✓
<p>4.4. Appoint a senior open data champion within government:</p> <p>In order to gain momentum and ensure outcomes are achieved, it is important to appoint a respected champion to be accountable for the goals of the Open Data initiative.</p>	Industry Assoc'ns	DFS	<p>For Industry Action.</p> <p>Industry to nominate suitable champion and secure a sustainable funding model for that role. The industry-based Open Data champion would also galvanise and drive the industry to make its data available for broader community and public sector use, as a complement to greater access to public sector information.</p>			
<p>4.5. Create a pathway for prioritisation and release dates:</p> <p>Develop ongoing consultative arrangements to provide a channel for industry to advise government of data release priorities and issues, and to create feedback loops to continuously improve the value provided to the community. Government departments should prioritise high impact areas for data release on a progressive rollout schedule available to industry. This will allow industry to plan for upcoming new data sets, and organise their projects accordingly.</p>	DFS		<p>Supported.</p> <p>DFS to consider as part of the Government ICT Strategy.</p>	✓		
<p>5.1. Build a strong global identity:</p> <p>Build the identity of the digital precinct both nationally and internationally. Engage the City of Sydney to develop the physical precinct identity, including signage, services and local promotion. Use street signage and connectivity (high-bandwidth Wi-Fi hotspots) to promote the precinct.</p>	NSW T&I	Committee for Sydney, Industry Assoc'ns, DFS, DPC, City of Sydney, Universities, Research Organisations	<p>Supported.</p> <p>Government to work with City of Sydney and other stakeholders to implement.</p> <p>NSW T&I is also partnering with the Committee for Sydney to identify and implement initiatives to position Sydney as a Global Talent Hub, which will</p>	✓		

DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
			also help build the global profile of Sydney's digital economy.			
<p>5.2. Create affordable work spaces and access to infrastructure:</p> <p>Ensure availability of affordable and accessible work spaces, access to Wi-Fi, broadband, high quality digital infrastructure and linkages to universities to encourage collaboration.</p>	NSW T&I	DFS, Local Govt, Universities	<p>Objective Supported.</p> <p>NSW T&I will liaise with local governments that cover Sydney's Digital Precinct area (such as the City of Sydney) to identify local needs, and report back to the Business Leadership Forum.</p> <p>Where necessary, a local lead will be sought to coordinate discussions with universities and other local stakeholders to expand the availability of affordable work spaces with access to suitable digital infrastructure.</p>	✓		
<p>5.3. Encourage joint funding models:</p> <p>Ensure ongoing sustainability of the digital precinct by investigating models for commercialisation and funding from the outset. Seek to get corporate Australia to invest in the precinct alongside the NSW Government to ensure ongoing sustainability.</p>	NSW T&I	DFS	<p>Objective supported.</p> <p>Appropriate delivery mechanism to be investigated.</p>			✓
<p>5.4. Take the government to the precinct:</p> <p>Locate government resources in the precinct, such as a programs office to provide information on funding, R&D incentive advice and other services.</p>	NSW T&I	DFS, DPC	<p>Objective supported.</p> <p>Appropriate delivery mechanism to be determined.</p> <p>Government to investigate alternative options to deliver services in conjunction with Service NSW initiatives for one-stop shops.</p>			✓
<p>5.5. Create a precinct community:</p> <p>Work with key stakeholders to create an environment within the precinct where people want to live, work and reinvest in local businesses.</p>	Industry Assoc'ns	Universities, Research Organisations, NSW T&I	For Industry Action.			
<p>5.6. Connect the digital precinct to regional areas:</p> <p>Involve the wider community in the NSW digital precinct by developing an engaging and interactive online presence as a way of including regional areas in the activities of the precinct.</p>	RDAs	Local Govt, Industry Assoc'ns, NSW T&I	<p>For RDA Action.</p> <p>NSW T&I will liaise with RDA to investigate development and potential funding sources.</p>			

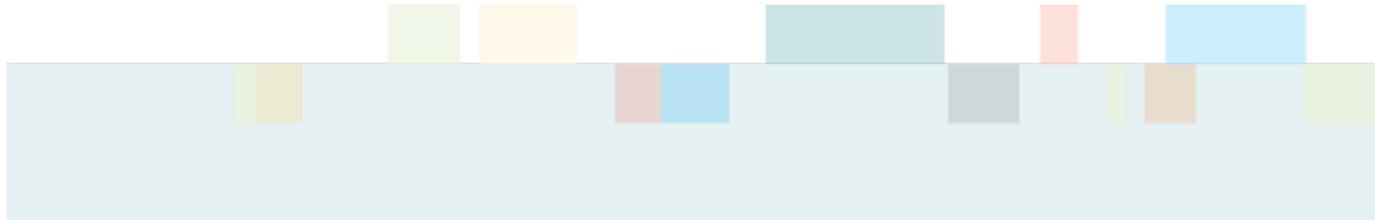


DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
<p>5.7. Develop options for improved connectivity between Australian Technology Park (ATP) and the Digital Precinct:</p> <p>Today ATP is isolated from the digital precinct. Connecting ATP to the rest of the precinct via Carriageworks will provide an important physical link and aid precinct development. Longer term, the entire railway yards from ATP through to Central Station should be covered and developed as an open and vibrant digital community space.</p>	DPC (Planning)	NSW T&I, TfNSW, Industry Assoc'ns	<p>Objective supported.</p> <p>This action will be considered in conjunction with any future redevelopment of Redfern Station.</p>			✓
<p>5.8. Establish international links:</p> <p>Seek co-operation and partnership from related precincts around the world to collaborate and rapidly implement precinct best practices.</p>	NSW T&I	Industry Assoc'ns, Universities, Research Organisations	<p>Supported.</p> <p>The NSW Government office in San Francisco will support collaboration between US and NSW precincts and facilitate partnerships.</p>			✓
<p>6.1. Create an office for government funding to leverage government funding avenues:</p> <p>The Office will specialise in advising SMEs on ways to capitalise on existing Federal funding schemes like Commercialisation Australia, major Federal funding programs (for example clean energy, smart buildings), and how to set-up for and claim R&D tax incentives. The R&D tax incentive could provide an additional \$0.5 billion to \$1 billion to the NSW economy.</p>	NSW T&I		<p>Objective Supported.</p> <p>Access currently available through the www.business.gov.au website.</p>			✓
<p>6.2. Create a future fund for digital investment:</p> <p>State Government should explore opportunities in the medium-term to create additional funds that would stimulate growth in the digital sector and bring funds back into NSW. A medium-term initiative for the NSW Government would be to consider establishment of a minimum \$20 million fund available through competitive tender to state-based incubators and Venture Capital fund managers for investment into NSW ICT and innovation companies. The framework for this program could follow that of the federally operated Innovation Investment Fund (IIF) program expected to cease operation in 2013.</p>	Industry Assoc'ns		<p>For Industry Action.</p> <p>The Government does not support the establishment of a State Government-run fund.</p> <p>NSW T&I can facilitate discussions with superannuation fund managers, venture capital fund managers and industry associations to identify investment options to support promising ventures.</p>			

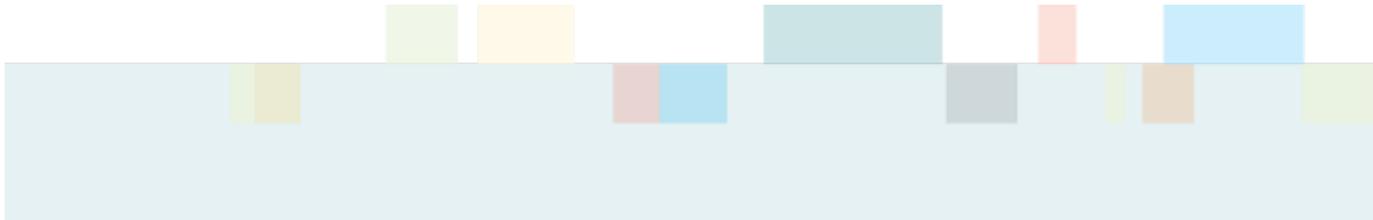
DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
6.3. Continue to fund and maintain the ecosystem: Continue to build the ecosystem by maintaining funding to mentorship and incubator organisations such as: ATP Innovations, BlueChilli, Startmate, PushStart, Pollenizer, Heads Over Heels, Fishburners.	NSW T&I		Objective Supported. NSW T&I to consider range of support mechanisms for the innovation ecosystem, including support for start ups and mentorship programs.		✓	
6.4. Encourage corporate regional ICT investment: As recently experienced in the Illawarra, corporates may be willing to invest into their local communities if matched by government funding. A program should be considered that provides matching NSW Government capital to corporates that establish innovation funds with a focus on discrete regional areas.	NSW T&I		Objective supported. Appropriate delivery mechanism to be determined. NSW T&I to explore the recommendation with corporates and in the context of Federal funding for regions in transition.			✓
6.5. Partner with ICT corporations: Identify and promote support provided by large multinational ICT corporations through funding for SMEs, business partnering programs, co-investment/strategic investment or in-kind support, accelerators (for example, Citrix) and start-up programs (for example Microsoft). Encourage these corporations to open offices linked into their US venture arms such as Citrix Incubator, Intel Capital, EMC Ventures and Docomo Ventures.	NSW T&I	Industry Assoc'ns	Objective supported. Appropriate delivery mechanism to be determined. NSW T&I to expand current strategies to attract large ICT businesses to NSW and to facilitate SME access to industry-based support. More detailed analysis is required to further define implementation requirements.		✓	
6.6. Encourage a move to innovation superannuation: In 2012, all Australian Superannuation funds were mandated to consider environmental, social and governance principles when developing investment strategies, an outcome of which has been the funnelling of additional capital into these areas. Encouraging superannuation industries to consider investments into innovative young companies could assist in diversifying funding sources for NSW SMEs. State Super should be encouraged to adopt a policy for innovation investment into the State and to consider offering superannuants the choice to invest in "Innovation" to promote the State's future.	Industry Assoc'ns		For Industry Action. NSW T&I can facilitate discussions with superannuation fund managers, venture capital fund managers and industry associations to identify investment options to support promising ventures.			

DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
<p>6.7. Investigate legislative changes to allow crowd funding of promising ventures:</p> <p>For ventures not eligible for seed or angel funding, open up alternative sources of funding and community support through crowd-sourced seed funding. This will require assessment of compliance and regulatory factors and a plan for managing the expectations of micro-investors.</p>	NSW T&I	DFS, Industry Assoc'ns	<p>Objective Supported.</p> <p>NSW Government to engage with ASIC to support growth of alternative funding sources while recognising risks to micro-investors and possible need for regulation.</p>			✓
<p>6.8. Encourage international investment:</p> <p>Further showcase innovative SMEs internationally through road shows in USA, Hong Kong and other international markets. Encourage co-investing with NSW-based funds that will provide the necessary local on-ground management support. This should include developing a program to identify the offshore investor market (particularly focused on Asia) covering investment strategy, mandate and minimum contributions.</p>	NSW T&I	Industry Assoc'ns	<p>Objective Supported.</p> <p>Government to consider in conjunction with international offices and Austrade.</p>		✓	
<p>6.9. Seek mentors:</p> <p>Build relationships between local and international entrepreneurs and business executives with local SMEs. These connections will not only strengthen peer-to-peer networks, they can also lead to potential inter-company partnerships, licensing deals and funding. Consider an 'Entrepreneur in Residence' program where successful digital executives are invited to share their skills, and provide funding for mentor groups like PushStart, StartMate and Heads Over Heels.</p>	Industry Assoc'ns	NSW T&I	<p>For Industry Action.</p> <p>The Government will respond to initiatives proposed by industry.</p> <p>NSW T&I will liaise with industry peak bodies to discuss initial steps.</p>			
<p>6.10. Develop business skills:</p> <p>Utilise skills transfer programs including an Entrepreneur in Residence and internships to provide best practice entrepreneurial and business skills to innovative digital start-up businesses.</p>	Industry Assoc'ns	NSW T&I	<p>For Industry Action.</p> <p>NSW T&I will liaise with industry peak bodies to discuss initial steps.</p>			
<p>6.11. Find homes for great ideas:</p> <p>Assist Australian and international investors to identify great investment opportunities by creating a NSW digital ventures directory, where start-ups can be matched with appropriate investors for potential funding and support, similar to Caplinked's secure network for private investing.</p>	Industry Assoc'ns	NSW T&I	<p>For Industry Action.</p> <p>The Government will respond to initiatives proposed by industry.</p> <p>NSW T&I will liaise with industry peak bodies to discuss initial steps.</p>			

DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
<p>6.12. Reduce red tape:</p> <p>Reduce the barriers for SMEs to access government assistance and promote eligible funding opportunities via a comprehensive website that streamlines and increases efficiency of the application process. Continue to liaise with the Commonwealth to implement policies that support early-stage entrepreneurial companies.</p>	NSW T&I	C'wealth Govt	<p>Objective Supported.</p> <p>Access currently available through the www.business.gov.au website.</p> <p>NSW T&I will investigate cost-effective mechanisms to improve SMEs access to information on existing Federal grant and other funding programs.</p>			✓
<p>6.13. Provide incentives for risk capital:</p> <p>Provide incentives to encourage offshore ICT companies to come to NSW. NSW Government should promote its digital precinct to attract further investment into the innovation ecosystem.</p>			<p>Not Government Policy.</p> <p>It is not Government policy to provide incentives for risk capital.</p> <p>Promotion of NSW strengths and facilitation of investment, however, remain part of NSW T&I work.</p>			
<p>6.14. Remove stamp duty on investments in SMEs:</p> <p>Remove barriers and disincentives, such as stamp duty, for innovative start-up companies registering in NSW.</p>			<p>Not Government Policy.</p> <p>Government may consider the removal of stamp duty in the context of wider National tax reform agenda.</p>			
<p>6.15. Support education on capital sourcing and management:</p> <p>Increase SMEs' knowledge of financial literacy and capital raising through dedicated programs covering topics including identifying the niche market opportunity, business model validation, investors financial expectations, exit strategies, closing deals and other best practices.</p>	NSW T&I	Industry Assoc'ns	<p>Objective Supported.</p> <p>The SmallBiz Connect program provides small business operators support services that help business owners to develop skills, accelerate their growth and connect with expert professionals.</p> <p>The ATS website also provides access to information tailored to entrepreneurs pursuing high growth opportunities. (http://www.ats.business.gov.au/resources)</p> <p>The Government will liaise with industry to identify gaps in existing programs.</p>			✓



DIGITAL ECONOMY ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁵	Y3-Y10
<p>6.16. Lobby federal government legislative changes:</p> <p>Support the ICT growth sector economy, including employee stock options for young companies, payroll tax changes and tax incentives for early stage investment, continuation of the Innovation Investment Fund and a focused immigration policy to attract skilled people to NSW.</p>	NSW T&I	C'wealth Govt	<p>Objective Supported.</p> <p>Long term initiatives to be considered in conjunction with other State / Federal Initiatives.</p> <p>Immigration action to be pursued as part of the NSW Strategy for Business Migration and Attracting International Students.</p>			✓
<p>7.1. Engage all stakeholders:</p> <p>Promote collaboration across the industry in optimising supply chain and logistics processes across NSW Ports. Use simulation/game technology to explore complex tradeoffs and scenarios with multiple stakeholders.</p>	TfNSW	Industry Assoc'ns, Research Sector, Education Providers	<p>Objective Supported.</p> <p>Some research supporting ports supply chain efficiencies has commenced.</p>			✓
<p>7.2. Adopt new technologies and processes:</p> <p>Leverage the specialised logistics and optimisation expertise of organisations such as NICTA and CSIRO to apply best practice to the industry. Establish pilot projects to test and scale new technologies for process improvement and logistics integration.</p>	Industry Assoc'ns, NICTA	Research Sector, TfNSW, NSW T&I	For Industry Action.			



INTERNATIONAL EDUCATION AND RESEARCH

The International Education and Research Taskforce’s vision is for NSW education to deliver cutting edge, industry-relevant education, providing one of the best life and career decisions for international students. NSW universities and research sector will be linked into leading global industry and research networks.

International education faces significant challenges - the global economic downturn, a strong Australian dollar and changes to the arrangements linking education and visas.

The market for international students is increasingly competitive, with many countries, especially the USA and Canada, stepping up their international recruitment efforts. India, China and other source countries are increasing their domestic education capacity with more students choosing to study in their own country. Global models for delivery of education are transforming with rapid expansion of online courses at low or no cost, including courses offered by prestigious top-tier global institutions. Quality, industry-relevant education combined with adaptable modes of delivery will be key to the continued competitive advantage of our international education providers.

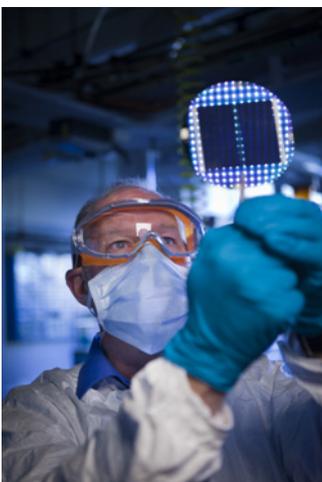
In 2010, NSW had 10.8 percent of world education related exports

Global models for delivery of education are transforming with rapid expansion of online courses at low or no cost, including courses offered by prestigious top-tier global institutions. Quality, industry-relevant education combined with adaptable modes of delivery will be key to the continued competitive advantage of our international education providers.

Despite these challenges, the opportunities for growth are significant.

Global demand for international higher education is forecast to grow from 2.2 million in 2005 to 3.7 million in 2025 with China, India, Malaysia and Indonesia predicted to account for over 60 percent of the growth. NSW branch campuses in these countries, online and blended courses will all become part of delivering low cost, high quality education to these markets. Leveraging NSW strengths in social media, gaming and immersive technologies offer opportunities to differentiate NSW education delivery and keep pace with a rapidly transforming industry.

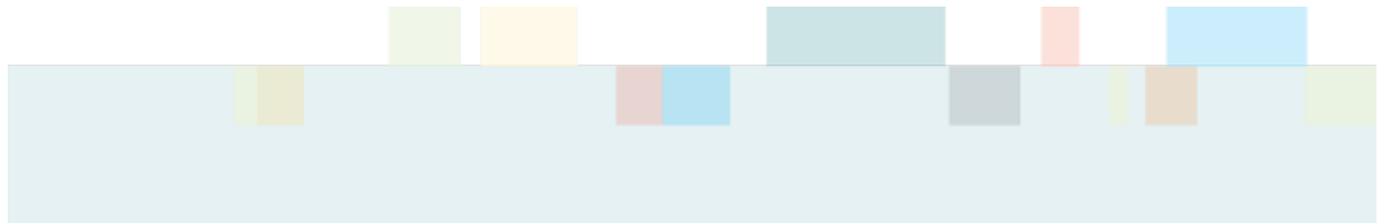
The quality of our research sector also strengthens our competitive position. NSW has the largest research sector in Australia, a country ranked first in the Asia Pacific region for the quality of its research institutions.



The International Education and Research Taskforce has made recommendations designed to position NSW to capture these opportunities. In particular, recommendations are grouped around:

- Quality of teaching, courses and research
- Quality of the total student experience
- Coordinated promotion of NSW’s education and research strengths to international markets and a one stop-shop for information.
- StudyNSW will drive the implementation of a range of other recommendations, working closely with students and education providers and engaging with regional providers to promote their strengths and address their issues.

The full list of actions and the Government’s position and timeframe for action is provided in the following table.



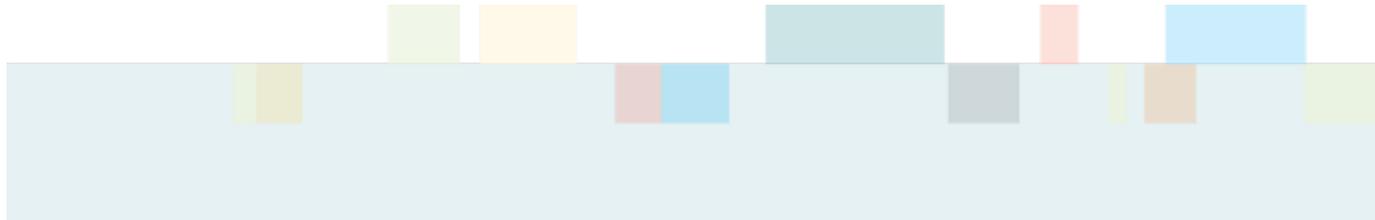
Priorities in 2013:

- Investigate arrangements to establish StudyNSW, a proposed Statutory Agency to coordinate promotion, marketing and policy development for international education in NSW. A Business Plan will be presented to NSW education providers who will be asked to financially support the proposed new entity. (1.1)
- Introduce transport concessions to international students. Announced on 29 October 2012, the NSW Government will provide travel discounts of between 24 percent - 35 percent on MyMulti 2 and MyMulti 3 annual and 90 day passes from 2013. The discount will be reviewed after 12 months. (2.1)
- Develop a best practice charter of service for international education providers to help raise the quality services provided to international students. (2.2)
- Promote NSW research capabilities internationally, including through the development of a high-impact geospatial website mapping NSW research capabilities. (6.1.1)
- Support the 'Easy Access IP' pilot with the Universities of NSW, Macquarie and Wollongong to measure the outcomes of making research outputs available to industry as no-cost licences (6.2.1).
- Fund research and development to support our competitive advantage through programs including the Research Attraction and Acceleration Program (6.2.3).

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
<p>1.1. NSW Government to establish a statutory agency, StudyNSW to:</p> <ul style="list-style-type: none"> • promote whole-of-state branding for NSW international education subsectors; • coordinate whole-of-government policy and facilitate industry development, investment attraction and export; and • enhance the student experience by working with education providers to address welfare, accommodation and safety issues and supporting opportunities for increased engagement through work and volunteering. 	NSW T&I	Industry Assoc'ns, Universities, VET Providers, DECI, DPC, DNSW, Community Relations Commission	<p>Objective Supported.</p> <p>NSW T&I will develop a business plan for the proposed entity, including alternative models and funding mechanisms. The Business Plan will be presented to NSW education providers who will be asked to financially support the proposed new entity.</p>	✓		
<p>1.2. Develop a "StudyNSW" website:</p> <ul style="list-style-type: none"> • build an integrated website that markets the NSW international education sector under a single brand, "StudyNSW"; and • develop marketing messages that promote the quality of education, quality of life and multicultural aspects of studying in NSW. 	NSW T&I	Industry Assoc'ns, Universities, VET Providers	<p>Objective Supported.</p> <p>A gap analysis is to be conducted to identify the most effective mechanism to promote the NSW education sector. Funding options to be investigated.</p>	✓		
<p>2.1. NSW Government to consider options for introducing student transport concessions.</p>	TfNSW	NSW T&I	<p>Supported.</p> <p>On 29 October 2012, the NSW Government announced that it would provide travel discounts of between 24% - 35 % on MyMulti 2 and MyMulti 3 annual and 90 day passes from 2013. The discount will be reviewed after 12 months.</p>	✓		
<p>2.2. Education providers, industry and student associations, including the Council for International Students Australia (CISA) to develop a best practice charter of service by June 2013:</p> <ul style="list-style-type: none"> • it is intended that the charter complement the requirements on providers as set out in the Education Services for Overseas Students (ESOS) Framework and will not duplicate current mandated requirements. 	NSW T&I, StudyNSW (subject to securing partners and funding)	Student Assoc'ns, Education Providers, Education Peak Bodies	<p>Supported.</p> <p>NSW T&I to facilitate the development of the Charter until Study NSW is established.</p> <p>Following introduction of the Charter, industry/student lead to be identified.</p>	✓		

⁴⁶ Subject to confirmation at the Business Leadership Forum

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
2.3. StudyNSW, in partnership with others such as UA, CISA, ISANA, IEAA, EA, ACPET, AEI to establish a Premier's Award that recognises excellence in international student community engagement by providers/students.	DPC, StudyNSW (subject to securing partners and funding)		Supported. DPC to lead until Study NSW established. The NSW Government currently operates the NSW International Student of the Year Awards to recognise international students and the contribution they make to NSW. Any modifications to these will be in response to industry input.		✓	
2.4.1 Improve stakeholder engagement with the NSW Government. Establish an annual International Student Stakeholder Forum for government, industry and international students: • first forum in mid-2013.	NSW T&I, StudyNSW (subject to securing partners and funding)	Industry Assoc'ns	Objective Supported. Delivery mechanism needs further development. NSW T&I to lead until Study NSW established. The Business Leadership Forum will bring together education stakeholders. StudyNSW will develop strong stakeholder relationships, including with industry and student bodies.		✓	
2.4.2 Improve stakeholder engagement with the NSW Government. Enhance advice to Government: • establish an international education advisory body to provide high level strategic advice to the NSW Government (through the proposed StudyNSW in recommendation 1.1) in relation to international education. Representation would be drawn from industry providers, government and international students.	NSW T&I, StudyNSW (subject to securing partners and funding)		Objective supported. NSW T&I to lead until Study NSW established. An advisory board would provide strategic advice to StudyNSW, subject to model adopted.		✓	
2.5. StudyNSW to coordinate an international student welcome service at Sydney Airport that complements activities already offered by educational providers. A desk could be set up during peak periods with student volunteers and touch screen alternatives throughout the year. Institutions would need to be registered to access this service.	Industry Assoc'ns	NSW T&I, StudyNSW (subject to securing partners and funding)	For Industry Action. Requires further development and identification of industry lead. Education providers, with support of StudyNSW to develop coordinated approach			



INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
			<p>to international student welcome at Sydney Airport that complements services already offered.</p> <p>NSW T&I; then StudyNSW to coordinate stakeholders for industry to identify lead.</p>			
<p>2.6. Industry to further develop and adopt best practice guidelines and consistent standards for homestay student accommodation by June 2013. The minimum standard may include:</p> <ul style="list-style-type: none"> • a professional approach to ensuring that there is appropriate and compulsory (guaranteed) insurance cover for hosts and students in line with Industry expectations; • documented and guaranteed training for host families and supporting data to demonstrate the training has taken place; • documented agreement to be signed by all host families outlining the host and student's obligations and rights; • a documented and comprehensive approach to student orientation; • a student policy which guides student expectations and outlines responsibilities of the host family and homestay provider; • a 24/7 emergency and critical incident phone support strategy which meets an acceptable and professional standard; and • an ongoing strategy for the management and accountability of all payments made on behalf of the student to the homestay host. <p>The impact of the above voluntary standard should be monitored and consideration given to introducing mandated industry standards if the voluntary standard is ineffective.</p>	Education Providers, Student Assoc'ns	NSW T&I, StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>Requires further development and identification of industry lead.</p> <p>In Year 1 NSW T&I to coordinate stakeholders for industry to identify lead to further develop and adopt voluntary homestay guidelines. Study NSW to take over once established.</p>			
<p>2.7.1. Improve education, industry placement and employment pathways and opportunities.</p> <p>'Employ an international student' campaign:</p> <ul style="list-style-type: none"> • in partnership with education providers, industry peak bodies, student organisations and key employers, StudyNSW to develop a campaign promoting the benefits of employing international students. 	Education Providers, Student Assoc'ns	NSW T&I, StudyNSW (subject to securing partners and funding), RDAC,	<p>For Industry Action.</p> <p>Requires further development and identification of industry lead.</p> <p>Education providers and student organisations, in partnership with StudyNSW to develop and run a campaign promoting the</p>			

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
			benefits of employing international students. NSW T&I to participate prior to establishment of Study NSW.			
<p>2.7.2. NSW friendly employer program:</p> <p>In partnership with StudyNSW, industry should implement “NSW Friendly Employer Program” to develop a preferred employers’ guide for international students seeking work. Provide, for example information on: employment conditions and safeguards against unfair work practices; and contact details for government help lines, including Australian Government’s Fair Work Australia helpline and the NSW Government’s Industrial Relations helpline.</p>	Education Providers, Industry Assoc’ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>Requires further development and identification of industry lead.</p> <p>Education providers and employer organisations, in partnership with StudyNSW, to develop a guide to employment for international students which complements information and advice available through education providers and Federal Government programs.</p>			
<p>2.7.3. Promote NSW public service internships to education providers and international students.</p>	StudyNSW (subject to securing partners and funding)	NSW T&I	<p>Supported.</p> <p>StudyNSW to promote public sector internships for international students.</p>		✓	
<p>2.7.4. Identify and address barriers to education pathways for international students. Remove barriers to rural placements for international students:</p> <ul style="list-style-type: none"> • NSW Government to advocate to the Australian Government to develop strategies to remove barriers and support international students undertaking placements in regional and rural NSW. 	NSW T&I,	Industry Assoc’ns, RDAC,	<p>Supported.</p> <p>NSW T&I to advocate to the Australian Government to support regional and rural placements for international students, T&I to liaise with RDAC and regional employer groups to advance student internship opportunities.</p>		✓	
<p>2.7.5. Increase industry experience placements for international students:</p> <ul style="list-style-type: none"> • NSW Government to advocate to the Australian Government to consider amendments to the student visa to facilitate international students’ access to formal industry experience placements where it is a course requirement or option. 	NSW T&I		<p>Supported.</p> <p>NSW T&I to engage with Australian Government to consider visa amendments through the NSW Strategy for Business Migration and Attracting International Students.</p>		✓	

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
2.7.6. Support post-study work rights for international students at a broader range of high quality, low risk education providers: <ul style="list-style-type: none"> • NSW Government to continue working with the Victorian Government to engage the Australian Government to extend post-study work rights for international students at a broader range of high quality, low risk education providers, including VET providers. 	NSW T&I		Supported. NSW T&I to advocate to the Australian Government for an extension of post-study work rights to low risk education providers. Work on this has commenced as part of the NSW Strategy for Business Migration and Attracting International Students..		✓	
2.7.7. Consider student visa extension programs targeting high achieving international students: <ul style="list-style-type: none"> • NSW Government to work with the Victorian Government to engage the Australian Government and Council of Australian governments (COAG) to implement visa and post-study work right extensions targeting high achieving international students. 	NSW T&I		Supported. NSW T&I to advocate to the Australian Government for extensions for high achieving students, through the NSW Strategy for Business Migration and Attracting International Students..		✓	
2.7.8. Leverage high level relationships with large corporates and government to develop employment opportunities for students returning to their home countries. Many students want to return home after studies and this will provide a point of difference for NSW.	Education Providers	StudyNSW (subject to securing partners and funding)	For Industry Action. Requires further development and identification of industry lead. StudyNSW to coordinate stakeholders for industry to identify lead.			
3.1. Education providers work with StudyNSW to develop an awareness campaign for international students providing advice and information on obtaining student accommodation.	Education Providers, Council for International Students Australia (CISA)	StudyNSW (subject to securing partners and funding)	For Industry Action. Requires further development and identification of industry lead. StudyNSW to coordinate stakeholders for industry to identify lead. CISA, education providers, industry associations, local councils and accommodation providers, in partnership with StudyNSW, to develop a web-based awareness campaign that complements information already available through education providers, peak			

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
			bodies and the Federal Government.			
<p>3.2.1 Increase international student engagement in community events.</p> <p>Investigate establishing a Premier's welcome event for international students.</p>	StudyNSW (subject to securing partners and funding)		<p>Objective supported.</p> <p>Delivery mechanism requires further development.</p> <p>StudyNSW will lead.</p> <p>The Premier and/or Deputy Premier and /or Parliamentary Secretary for Tertiary Education will attend key international student events on an ongoing basis.</p>		✓	
<p>3.2.2 Increase international student engagement in community events.</p> <p>StudyNSW and education providers to partner with councils, business and peak bodies to promote community engagement events.</p>	Education Providers, Student Assoc'ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>Requires further development and identification of industry lead.</p> <p>StudyNSW to coordinate stakeholders for industry to identify lead.</p> <p>Education providers and student bodies, to promote community engagement events.</p> <p>The StudyNSW website will have volunteering and community engagement links. Partnerships with local governments and NSW Volunteering Unit could be developed in due course.</p>			
<p>3.3.1 Enhance international student support by the education provider.</p> <p>StudyNSW to consult Federal Government, students and industry to identify best practice student support programs and develop strategies for raising standards of support where providers under-perform. This will not duplicate the Federal Government's regulatory role.</p>	StudyNSW (subject to securing partners and funding)		<p>Objective supported.</p> <p>Subject to cost benefit analysis and resourcing to be agreed in consultation with industry.</p> <p>Delivery mechanism requires further development.</p> <p>StudyNSW will lead.</p>		✓	

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
<p>3.3.2 Enhance international student support by the education provider.</p> <p>Enhance international student leadership skills:</p> <p>Education providers should be strongly encouraged by StudyNSW to offer leadership development courses, online or face to face. For example, International Student Leadership Program (ISLP), delivered by Professional International Education Resources in partnership with CISA, is a free, online leadership skills course.</p>	Education Providers, Student Assoc'ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>Requires further development and identification of industry lead.</p> <p>StudyNSW to coordinate stakeholders for industry to identify lead.</p> <p>Education providers and student bodies to promote student leadership development courses.</p>			
<p>3.4.1 Enhance and promote international student welfare services.</p> <p>Undertake a survey of international student support services:</p> <ul style="list-style-type: none"> while acknowledging that most education providers have strong services in place, a survey would identify gaps in services and provide an evidence base for StudyNSW and industry to work together to ensure consistently high standards of student support services. 	StudyNSW (subject to securing partners and funding)	Education Providers, Student Assoc'ns	<p>Objective supported.</p> <p>Subject to cost benefit analysis and resourcing to be agreed in consultation with industry.</p> <p>StudyNSW to engage with Australian Government regulators for enhanced monitoring of student support services.</p>		✓	
<p>3.4.2 Enhance and promote international student welfare services.</p> <p>Guardianship for under 18 year olds:</p> <ul style="list-style-type: none"> StudyNSW to investigate mechanisms for strengthening protection of international students under 18 in NSW by ensuring they have access to a standards-based independent (of accommodation and education provider) welfare/caring/guardianship service. 	StudyNSW (subject to securing partners and funding)		<p>Objective supported.</p> <p>Delivery mechanism requires further development.</p> <p>StudyNSW, in partnership with industry to investigate mechanisms for standards-based independent guardianship service.</p>		✓	
<p>3.4.3 Enhance and promote international student welfare services.</p> <p>Guardianship for over 18 year olds:</p> <ul style="list-style-type: none"> StudyNSW to investigate the possibility of a low cost insurance type program providing an independent advocate for all over 18 year old students for defined events. 	StudyNSW (subject to securing partners and funding)		<p>Objective supported.</p> <p>Delivery mechanism requires further development.</p> <p>StudyNSW, in partnership with industry to investigate mechanisms for a low cost insurance type program providing an independent advocate for all over 18 year old students.</p>		✓	

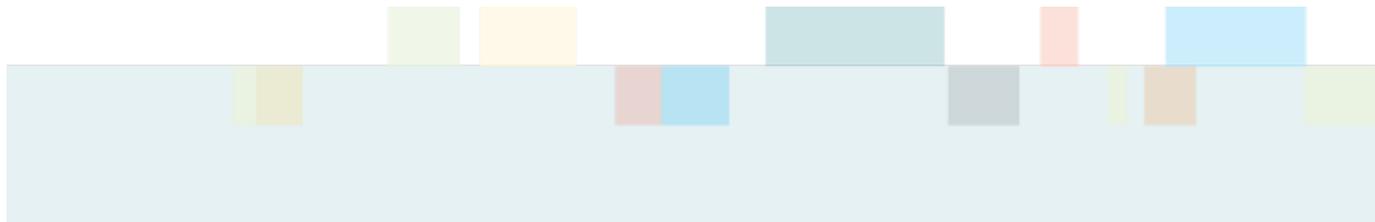
INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
<p>3.4.4 Enhance and promote international student welfare services.</p> <p>Raise awareness of provider complaint mechanisms to international students:</p> <ul style="list-style-type: none"> • private education providers to provide information to international students on the Overseas Student Ombudsman; and • public education providers to provide information to international students of their complaint handling process and rights of appeal and provide information and contact details of the NSW Ombudsman. 	Education Providers, Student Assoc'ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>Requires further development and identification of industry lead.</p> <p>StudyNSW website to provide information and links to Ombudsman services.</p>			
<p>3.4.5 NSW Government to engage with the Federal Minister for Education, other State Ministers (including through the NSW/Victorian MOU) and COAG to develop guidelines for education providers supporting international students who are cut off from financial and other support due to political or conflict issues in their home country. An Australian international student crisis fund and a policy on deferred payment of fees could be investigated.</p>	NSW T&I		<p>Supported.</p> <p>The Deputy Premier to advocate for support mechanisms for students affected by crises in their home country.</p>		✓	
<p>3.5.1 Support minimum English language skills amongst international students to enhance confidence.</p> <p>NSW has 42 percent of the national ELICOS (English Language Intensive Courses for Overseas Students) market. Providers of higher education and vocational training should capitalise on NSW's dominance in ELICOS by ensuring that pathway opportunities are maximised and that continued support is offered to improve English language skills throughout the period of study. This could include support for mastering vocabulary for particular subjects, buddy programs and volunteering programs. StudyNSW to explore best practice initiatives to enhance this work with NSW providers.</p>	Education Providers	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>Requires further development and identification of industry lead.</p> <p>StudyNSW to coordinate stakeholders for industry to identify lead.</p> <p>Education providers, in partnership with StudyNSW to identify gaps and develop resources, subject to cost-benefit analysis and industry buy-in.</p> <p>Industry to lead ongoing development of resources.</p>			

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
<p>3.5.2 Support minimum English language skills amongst international students to enhance confidence.</p> <p>StudyNSW to engage proactively with the ongoing work being undertaken by TEQSA (Tertiary Education Quality and Standards Agency) and ASQA (The Australian Skills Quality Authority) on ensuring that providers have effective strategies in place with regards to English language entry standards, language support throughout the duration of the course, and exit standards.</p>	StudyNSW (subject to securing partners and funding)	Industry Assoc'ns	<p>Supported.</p> <p>StudyNSW, in partnership with industry, to support the focus by TEQSA and ASQA on strong English language requirements and advocate for effective monitoring of providers' English language support.</p>		✓	
<p>4.1.1 StudyNSW to develop an agent engagement strategy for NSW.</p> <p>StudyNSW to develop an agent engagement strategy for NSW in consultation with the international education sector. The strategy will address quality assurance issues such as agent training, agent commissions, student welfare and compliance with existing regulations.</p>	Industry Assoc'ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>StudyNSW to coordinate stakeholders for industry to identify lead.</p> <p>Education providers, student peak bodies and selected agents to identify gaps, industry best practice and prioritise agent engagement actions.</p> <p>StudyNSW to support the development of a strategy with the Federal Government and other states.</p>			
<p>4.1.2 StudyNSW to develop an agent engagement strategy for NSW.</p> <p>The NSW Government to engage with the Federal Government to advocate, as required, for effective monitoring of provider/agent compliance with relevant regulations such as ESOS requirements.</p>	StudyNSW (subject to securing partners and funding)		<p>Supported.</p> <p>StudyNSW to engage with the Federal Government for effective monitoring of provider/agent compliance.</p>		✓	
<p>4.1.3 StudyNSW to develop an agent engagement strategy for NSW.</p> <p>Establish an agent's award that recognises high performing agents. The peer-voted LTM Star Award in the UK could be a model.</p>	Industry Assoc'ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>StudyNSW to coordinate stakeholders for industry to identify lead.</p>			

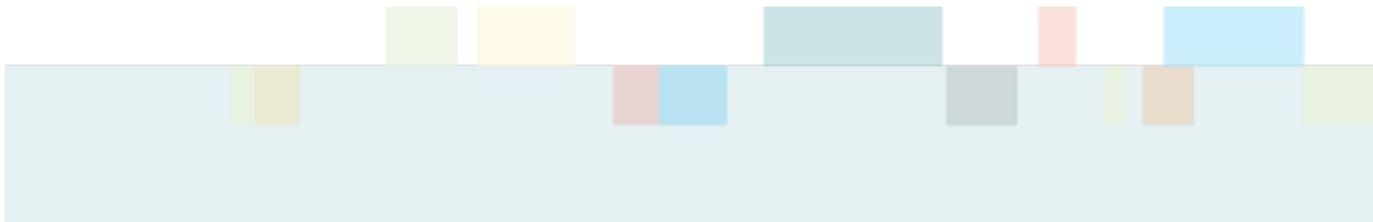
INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
<p>4.1.4 StudyNSW to develop an agent engagement strategy for NSW.</p> <p>NSW Government to establish an education agent awareness program that promotes awareness of the advantages of a NSW education to international students, the high quality public/private education providers, and other services to support international students.</p>	Industry Assoc'ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>StudyNSW to coordinate stakeholders for industry to identify lead.</p> <p>Education providers, in partnership with StudyNSW to identify gaps and prioritise agent engagement actions.</p>			
<p>5.1.1 Maximise NSW strengths to provide offshore delivery of qualifications and consultancies to meet global workforce needs.</p> <p>Increase exports of NSW education provider products and intellectual capital:</p> <ul style="list-style-type: none"> • identify barriers to export by public/private education providers and develop solutions to overcome these; • promote sector capability through the NSW Government's international office network; and • StudyNSW to work with industry to identify opportunities in growth markets for transnational/joint venture market entry strategies. 	NSW T&I	Industry Assoc'ns	<p>Objective supported.</p> <p>Delivery mechanism requires further development.</p>			✓
<p>5.1.2 Maximise NSW strengths to provide offshore delivery of qualifications and consultancies to meet global workforce needs.</p> <p>Industry bodies:</p> <ul style="list-style-type: none"> • run networking opportunities, workshops and seminars; • integrate short-term professional development options into international education sector marketing and promotions strategy; and • education providers to promote short-term courses through their marketing and promotion channels. 	Industry Assoc'ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>StudyNSW to coordinate stakeholders to identify industry lead.</p>			
<p>5.2.1 Strengthen NSW capabilities and global delivery of online education.</p> <p>In 2013, the United States Study Centre at the University of Sydney will conduct research on the impact of online delivery of education in international markets and global strategies for NSW education providers.</p>	Industry Assoc'ns	United States Study Centre	<p>For Industry Action.</p> <p>The NSW Government is supporting a research project through the United States Study Centre on the impact of online delivery of education in international markets and global strategies for NSW education providers.</p>			

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
<p>5.2.2 Strengthen NSW capabilities and global delivery of online education.</p> <p>NSW and Victoria to lobby the Federal Government to allocate Flexible Learning Advisory Framework funding to support global online delivery.</p>	Industry Assoc'ns	StudyNSW (subject to securing partners and funding)	<p>For Industry Action.</p> <p>StudyNSW to coordinate stakeholders and identify industry lead.</p>			
<p>6.1.1 Enhance the NSW research profile.</p> <p>Develop and implement a NSW research communications strategy.</p> <p>NSW Chief Scientist and Engineer (OCSE):</p> <ul style="list-style-type: none"> continue to promote the State's research strengths and capabilities to support the development of new ideas and projects in industries both in Australia and overseas; develop a high-impact website which showcases NSW's research and technology capabilities; collect and collate information from NSW research organisations showing major research outputs, impacts, capabilities, expertise and track record to include in the communications Strategy; and chief technology officers, chief scientists and relevant senior experts in major corporations should be identified and invited to visit a range of centres of potential interest in NSW. 	OCSE	Research Sector	<p>Supported.</p> <p>A geospatial website mapping research capabilities is being developed and will be launched in November. It is smart marketing of NSW research capabilities and will help showcase NSW internationally.</p>		✓	
<p>6.1.2 Enhance the NSW research profile.</p> <p>The NSW Government and regional universities to attract higher degree international research students to regional NSW by working together to promote research-intense precincts that exist in our major regional centres.</p>	Regional Universities	NSW T&I	<p>For University Action.</p> <p>Regional universities, StudyNSW and OCSE to promote regional universities through the StudyNSW website, the OCSE research precinct website and Premier's/Deputy Premier missions to key markets.</p>			
<p>6.1.3 Enhance the NSW research profile.</p> <p>Attract research symposia to regional NSW:</p> <ul style="list-style-type: none"> Business Events Sydney to work with regional research organisations to develop a strategy to attract research symposia to NSW. 	Business Events Sydney	Research Sector	<p>Objective supported.</p> <p>Business Events Sydney will develop a strategy for regional research symposia</p>		✓	

INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
<p>6.2.1 Continue to grow NSW research and innovation.</p> <p>Open science and open innovation.</p> <p>NSW Chief Scientist and Engineer:</p> <ul style="list-style-type: none"> continue to encourage more mechanisms to enable open science and open innovation initiatives and to promote the growing capabilities of the State in these and related areas. 	NSW T&I	OCSE, Research Sector	<p>Supported.</p> <p>An "Easy Access IP" pilot is being developed with Universities of NSW, Wollongong and Macquarie as the first stage in making NSW an 'open innovation' state.</p>	✓		
<p>6.2.2 Continue to grow NSW research and innovation.</p> <p>Support philanthropic funding for research projects:</p> <ul style="list-style-type: none"> the NSW Government should consider matching, on a long term basis, major philanthropic grants for research purposes, provided a range of conditions are met, including seeking funding contributions from the Federal Government. 	OCSE		<p>Supported.</p> <p>Expansion of ongoing activities. Philanthropic funding for NSW research will be considered for matching government funding on a case-by-case basis, subject to consideration of the business case and normal Government approvals.</p>		✓	
<p>6.2.3 Continue to grow NSW research and innovation.</p> <p>Build growth in research capabilities.</p> <p>NSW Chief Scientist and Engineer:</p> <ul style="list-style-type: none"> support the development of research capabilities in areas where NSW has a social or economic need, for example: <ul style="list-style-type: none"> research to support the coal industry including coal chemistry, coal seam gas, sequestration, processing and efficient combustion, and the impact on water and aquifers; and research into economies in transition, including regional economies and communities needing to address a changed industry landscape. Research into food and water security. 	OCSE		<p>Supported.</p> <p>Expansion of ongoing activities. NICTA is developing a groundwater modelling capability to assist in assessing impacts of coal seam gas. This will generate data for business and community groups and an evidence base for government planning and approval decisions.</p> <p>NSW T&I to continue to deliver the \$13m Research Attraction and Acceleration Program (RAAP) to support innovation and continued investment in the State's research and development capacity.</p>	✓		
<p>6.2.4 Continue to grow NSW research and innovation.</p> <p>Improve research/industry collaboration.</p> <p>NSW Chief Scientist and Engineer:</p> <ul style="list-style-type: none"> continue hosting industry/research collaboration workshops. 	OCSE	NSW T&I	<p>Supported.</p> <p>Expansion of ongoing activities. The Chief Scientist hosts an annual program of networking breakfasts for business and research to build relationships and collaborations.</p> <p>Events include:</p>	✓		



INTERNATIONAL EDUCATION & RESEARCH ACTIONS	LEAD	KEY PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁶	Y3-Y10
			<ul style="list-style-type: none"> National Science Week NSW Science and Engineering Awards 			
<p>7.1. Improve planning and reduce complexity for the development of student accommodation in the planning system.</p> <p>When student accommodation providers lodge development applications with councils, student accommodation is termed a boarding house. This promotes a negative perception of student accommodation. The Government should work with councils to promote the benefits student accommodation brings to social cohesion and economic development in local government areas:</p> <ul style="list-style-type: none"> input into NSW Planning System Review regarding improved planning and removal of complexity for the development of student accommodation. <p>Enact legislation to give councils and the NSW Government more power to fine and close overcrowded student accommodation:</p> <ul style="list-style-type: none"> investigate and consider enacting legislation that gives councils the ability to fine and close overcrowded student accommodation. 	NSW T&I	DPC (Planning)	<p>Objective Supported.</p> <p>The Taskforce Report has been provided as an input to the Planning Review. Outcomes will be reported once the review is finalised.</p>	✓		
<p>8.1. Establish a Centre of Excellence in International Education Research by 2021.</p> <ul style="list-style-type: none"> identify education data gaps with input from stakeholders; seek input from education providers on the scope of the proposed centre; scope the establishment of a centre of excellence for approval by NSW Government by 2021; and develop foresighting capacity to keep education providers ahead of the curve as the global industry develops new delivery models. 	StudyNSW (subject to securing partners and funding)		<p>Objective supported.</p> <p>Work to build NSW capability and research excellence in international education will lay foundation for establishing a Centre of Excellence in the longer term.</p>			✓



MANUFACTURING

This NSW Manufacturing Taskforce’s 2021 vision is for NSW to develop a sector of agile, innovative manufacturing companies that provide superior solutions to meet their customers’ needs. The NSW Government supports the Taskforce’s view that simply adhering to the techniques and practices of the past will not result in the necessary development of competitive advantage for the sector’s firms. Indeed, the most recent

The Industry Action Plan (IAP) importantly acknowledges that the NSW manufacturing industry does have considerable strengths, notwithstanding the recent public focus on the competitive challenges that the industry is facing.

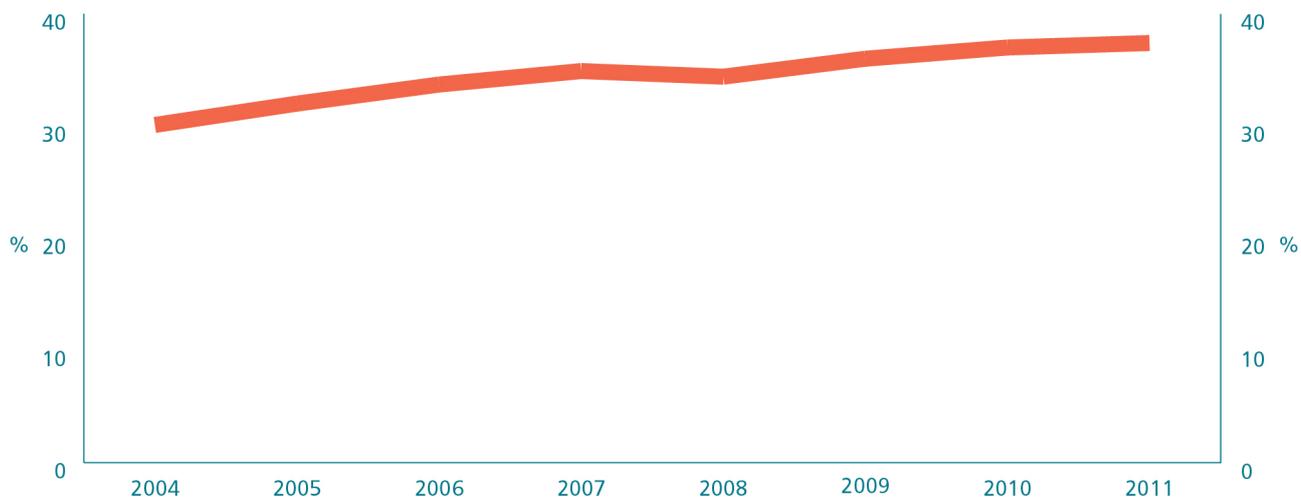
The sector has demonstrated impressive adaptability to still be today a major contributor to the NSW economy. The Plan clearly reminds us that our manufacturing sector remains a significant economic asset to New South Wales. It generates the second largest Industry Value Add contribution in the State (more than \$35 billion, over 8 percent of Gross State Product), behind only finance and insurance services.

The NSW industry is recognised as having world leaders in medical devices and food production and technology, and benefits from a world-class education and research sector that provides the capabilities to develop new-to-market technologies and solutions.

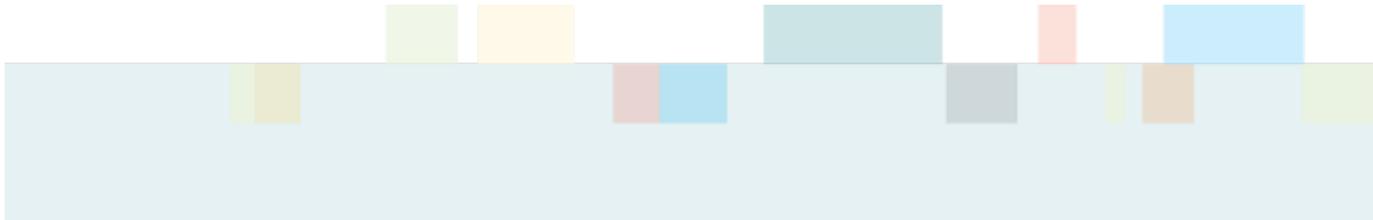
About half of NSW’s total manufacturing exports are advanced manufactured goods.

It also has long standing international networks and links to international supply chains. In 2011, NSW manufacturing accounted for 37.4 percent (\$7.5 billion) of the value of Australia’s exports of advanced manufactured goods (known as ‘elaborately transformed manufacturers’ (ETMs)). This is an increase on the 30.1 percent share NSW accounted for in 2004. In all, about half of NSW’s total manufacturing exports are classified as advanced. Over the seven years to 2011, NSW exports of advanced manufactured goods increased 3.2 percent whereas the rest of Australia’s fell 1.3 percent.

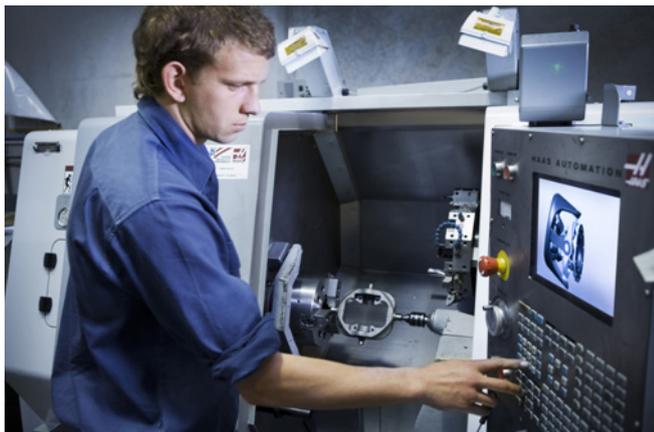
NSW'S SHARE OF AUSTRALIA'S EXPORTS OF ADVANCED MANUFACTURED GOODS



The IAP has noted the serious challenges facing the industry, including the high Australian dollar affecting cost competitiveness in both local and international markets; rising input costs, including labour and energy; depressed



demand from aligned industries such as construction and infrastructure; and that some areas of management capability are behind global best practice. Furthermore, while elements of the NSW (and Australian) manufacturing sector is amongst the most advanced in the world, community perceptions of the sector remain rooted in former negative industrial stereotypes. This is a weakness in terms of the sector attracting new workers.



The Taskforce has also pointed to the manufacturing sector's challenges around skills shortages and sustainability of apprenticeships and training that possibly stem from a perceived low status of post-school vocational education and training and low apprentice completion rates. Also of concern was the low levels of collaboration for those firms that report innovative activity; manufacturers have less direct integration with the research sector than the private sector average.

The IAP identifies the need for manufacturing companies to think strategically and tactically about how to diversify, innovate and collaborate to develop new competitive strengths. Important actions include building the awareness and capabilities of manufacturing managers;

improved collaboration with higher education institutions and the wider research sector as well as with other players within their supply chains; and, leveraging NSW's globally-competitive design sector, adopt design-led approaches to innovation and to gain competitive advantage.

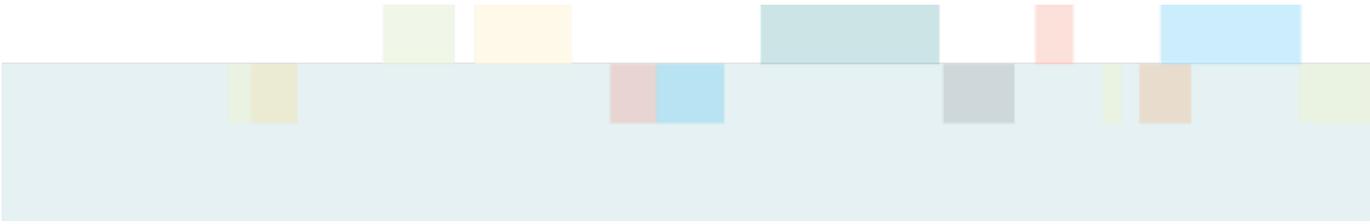
The Taskforce also identified opportunities to leverage the State's \$12.7 billion procurement spend on goods and services to achieve positive industry development outcomes; as well as improvements to planning and regulatory frameworks to make it easier for industry to do business and remove impediments to activities and growth.

The current global economic uncertainty presents an additional level of volatility and difficulty for some local firms as they work to adapt to the changed, and rapidly changing, competitive dynamic.

The Taskforce has identified that much of Australian manufacturing's gearing towards strategies and tactics that were successful in the past – the legacy of a quickly-receding low cost environment that existed pre-2008 – will require serious focus to adapt. A failure for firms to adapt will threaten more capacity and capabilities leaving the NSW economy.

The rise of Asia will continue to present a threat to elements of the sector that compete on cost, and to some extent, quality. As Asia continues to industrialise and continue its rapid move up the value chain, competition from large-scale overseas manufactures will move into the quality space too.

The full list of actions and the Government's position and timeframe for action is provided in the following table.



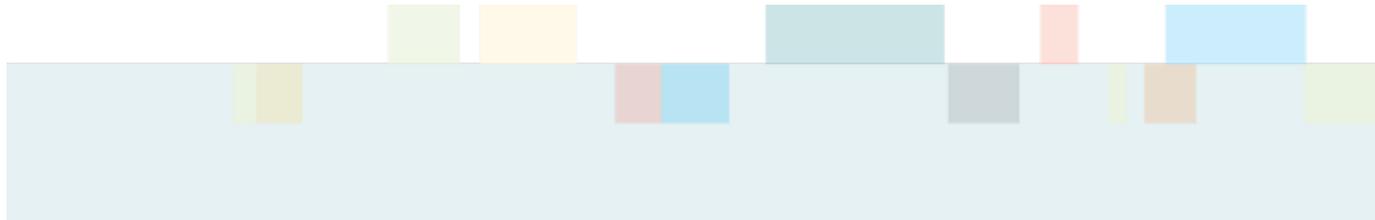
Priorities in 2013:

- Raise the profile of the industry and the Government's understanding of the value that the modern NSW manufacturing industry provides to the State's economy. (2.5)
- Establish through the Review of Government Procurement simplified requirements and streamlined processes to make it easier for all businesses to compete for NSW Government contracts. (3.1, 3.5, 3.8)
- Implement the Better Value Infrastructure Plan to provide greater certainty for businesses to plan investments in capacity and capability to meet NSW's infrastructure and major procurement needs. (3.5, 3.8)
- Deliver a 'Bridging the Gap' program which brings companies and universities together to develop solutions to specific industry technology or research needs, an 'Easy Access IP' pilot with the Universities of NSW, Macquarie and Wollongong to measure the outcomes of making research outputs available to industry as no-cost licences, and programs to improve collaboration between industry, education, research and Government through programs such as TechVouchers. (6.1)
- Support the development of Knowledge Hubs, to ensure local industry has access to world leading knowledge and capabilities to underpin our long-term competitiveness. (6.2, 6.5)
- Facilitate collaboration and stronger links for NSW companies into supply chains for major projects and help innovative SMEs to develop the capabilities needed to supply to prime contractors. (6.3)
- Implement the *Quality Regulatory Services Initiative* to ease further the regulatory and compliance burden on businesses. (7.2)
- Enable SMEs to directly raise specific issues of undue regulatory burden through an Assistance Line run by the Office of the NSW Small Business Commissioner. (7.8)
- Attract foreign investment and supporting export growth by obtaining expert advice on international engagement strategies and promoting Ministerial level engagement with key trading partners. (10.1, 10.2)

MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
1.1. Immediately implement a pilot Agility Program for up to 100 companies (objective will be to have a range of companies at each recognition level).	NSW T&I	Industry Assoc'ns, C'wealth Govt, Local Govt	Objective supported. Appropriate delivery mechanism to be determined. The Government supports the objective to encourage businesses to improve their internal capabilities and competitiveness. However, the Government does not support this particular approach to achieving these objectives. The Government will consult with industry associations to investigate appropriate alternative mechanisms.		✓	
1.2. Allocate dedicated administration support to ensure focus on program is achieved.	NSW T&I	Industry Assoc'ns, C'wealth Govt, Local Govt	Support in Principle. If appropriate in the context of the delivery of Action 1.1.		✓	
1.3. Expand the Agility Program to open access for all manufacturers and refine the program in line with the experience gained in the pilot version.	NSW T&I	Industry Assoc'ns, C'wealth Govt, Local Govt	Support in Principle. If appropriate in the context of the delivery of Action 1.1.			✓
1.4. Promote the business improvements and commercial success resulting from participation in the Agility Program via case studies to drive change towards increased competitiveness.	NSW T&I		Support in Principle. If appropriate in the context of the delivery of Action 1.1.			✓
1.5. Establish and launch the NSW Manufacturing Innovation Awards to recognise those companies most successful in meeting the objectives of the Agility Program.	Industry Assoc'ns		For Industry Action. Noting a wide range of industry awards already exist, the Government will respond to proposed or refocussing of existing initiatives from appropriate industry associations and awards bodies.			

⁴⁷ Subject to confirmation at the Business Leadership Forum

MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
2.1. Add specific Ministerial role for manufacturing and develop dedicated and experienced manufacturing resources within department.	NSW T&I	DPC	Objective supported. The objective to raise the profile of the NSW manufacturing industry is supported. NSW T&I has been structured with a dedicated team with a focus on advanced manufacturing. Manufacturing sector engagement is the responsibility of the Minister for Trade & Investment.	✓		
2.2. Deliver and promote an annual 'State of Manufacturing' statement.	NSW T&I	DPC	Objective supported. An update on the performance of the industry will be a component of the annual Business Leadership Forum.		✓	
2.3. Establish a Manufacturing Leaders' Forum to act as an industry resource for Government, assess and judge the Agility Program and Manufacturing Innovation Awards Pilot, and to monitor implementation of the overall Manufacturing IAP.	NSW T&I		Objective supported. The NSW Government will hold an annual Business Leadership Forum. The Forum will provide a mechanism to deliver a progress report on agreed actions, provide advice on any amendments or changing priorities and to refine and develop new measures to enhance industry and broader economic growth.		✓	
2.4. NSW Government to develop and articulate its policy on retention or establishment of key base industries, including petrochemicals, plastics and steel.	NSW T&I	Industry Assoc'ns	Objective supported. NSW T&I will develop a list of targeted sectors, operations, and key markets.		✓	
2.5. Increase NSW Government political leadership involvement with, and proactively seek opportunities to visibly support, key manufacturing events (awards, factory openings and upgrades, and other opportunities that recognise the contribution and value of NSW manufacturing).	NSW T&I	Industry Assoc'ns	Supported. NSW T&I to identify and brief ministers on engagement opportunities that they could attend, with the objective of helping to raise the industry's profile and understanding of the	✓		



MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
			value that the industry provides to the NSW economy.			
3.1. As part of its response to the Review of Government Procurement, the NSW Government to implement proactive procurement practices built around international best practice with an objective of using a lifetime 'value for money' approach. Such an approach would include consideration of: <ul style="list-style-type: none"> opportunities for applied research and innovation in collaboration with industry (see for example Victoria's Smart SMEs Market Validation Program); the multiplier benefits to the NSW economy; accepted Australian standards for environmental performance and ethical work practices (e.g. measured against ILO standards) applied to tenderers whether sourcing locally or internationally; and, whole-of-life costs, including maintenance, servicing and quality. 	DFS		Objective supported. The Review of Government Procurement is expected to identify actions to make it easier for all businesses, including SMEs, to bid for Government goods and services procurement contracts. A Strategic Directions Statement will be released in late 2012 / early 2013 which will provide further advice and an implementation timeframe.	✓		
3.2. Select two significant procurement projects as pilots to run through the new procurement arrangements in order to refine the processes and demonstrate improvements in local industry participation.	NSW T&I	DFS	Supported. NSW T&I will undertake at least 5 procurement case studies documenting the experiences of successful and unsuccessful tenders.		✓	
3.3. Industry Capability Network (ICN) NSW to develop direct links with procuring NSW Government agencies to actively support Government procurement driving local industry capability matching and competitive supply as part of a redirection of ICN NSW towards being a strategic and integral resource for Government and industry procurement and industry development.	ICN NSW	DFS, NSW T&I	Objective supported. Appropriate delivery mechanism to be determined. ICN NSW to advise how best to implement this action.		✓	

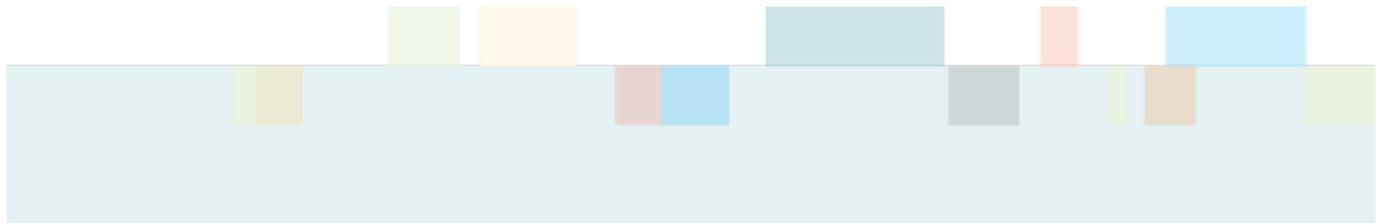
MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
3.4. The NSW Government to build on the Agency Accreditation Scheme to ensure accreditation of NSW Government goods and services procurement practices to AS/NZS ISO 9001 or equivalent where not currently accredited, just as many NSW Government agencies require tendering parties to be accredited to AS/NZS ISO 9001 (linked to 3.1).	DFS		Objective supported. To be considered as part of the Government's Review of Government Procurement.		✓	
3.5. Develop, with other governments, long term capital requirements that provide continuity and allow for effective and sustainable investment in plant and innovation and the avoidance of boom / bust cycles (linked to 3.1).	DFS		Supported. The NSW Government is contributing to the National Infrastructure Construction Schedule (NICS). The NSW Government will consider mechanisms to include a continuous forward schedule for the purchase of goods and services as part of its Review of Government Procurement.	✓		
3.6. Review procurement practices to ensure local and external suppliers are required to meet the same product specifications and standards, specifically quality, environmental, OH&S and back-up resources (linked to 3.1).	DFS		Objective Supported. To be considered as part of the Government's Review of Government Procurement.		✓	
3.7. Eliminate over specification and regulation where it adds no value to the procurement.	DFS		Objective supported. To be considered as part of the Government's Review of Government Procurement.		✓	
3.8. Consider the development of a 'forward order book' of major projects, along the lines of the Defence Capability Plans from the Department of Defence.	Treasury, INSW		Supported. The NSW Government is contributing to the National Infrastructure Schedule (NICS - https://www.nics.gov.au/). The NSW Government will consider mechanisms to include a continuous forward schedule for the purchase of goods and services as part of its Review of Government Procurement.	✓		

MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
4.1. Conduct a wide-ranging, high-level review of education and training arrangements in NSW after Year 10, with particular focus on raising the status of vocational education and training after students leave school and lifting apprentice completion rates.	DEC, Board of Studies	NSW T&I, Industry Assoc'ns, Education Providers	Objective supported. NSW T&I is working with industry associations to better understand the causes of low VET participation rates for 15 - 19 year olds to inform the design of improvements to post-Year 10 education and training arrangements. A review of the Board of Studies stage 5 and 6 curriculum is not supported.			✓
4.2. Promote and facilitate a focus on lifting management, strategic, design, innovation and production skills in manufacturing SMEs through the Agility Program Pilot (see 1.1) and design promotion activities, including the Design Integration Pilot (see Recommendation 8).	NSW T&I	DEC, VET Providers, Universities, Industry Assoc'ns, C'wealth Govt	Objective supported. Appropriate delivery mechanism to be determined. Program to be developed in partnership with industry associations, universities, vocational education providers and other levels of Government (where appropriate) and in the context of the response to Action 1.1.			✓
4.3. Encourage NSW Universities to create a 'Masters in Manufacturing Innovation' degree to be available from 2014, taking note of the University of Adelaide's Masters of Applied Innovation and Entrepreneurship.	Universities		For University Action.			
4.4. Develop a comprehensive industry based workforce development strategy to address skills needs, skills shortages and workforce development requirements, including support for flexible work practices and re-training, across the manufacturing sector in NSW.	Industry Assoc'ns	DEC, VET Providers, Universities	For Industry Action. Government to respond to initiatives from relevant industry associations.			
4.5. Through secondary and tertiary education systems, increase the pool of available skills in Science, Maths, Design Technology and Engineering for existing and future managers of manufacturing companies.	DEC	Industry Assoc'ns, Education Providers	Objective supported. DEC to identify options and actions as part of its development of pathways courses.			✓

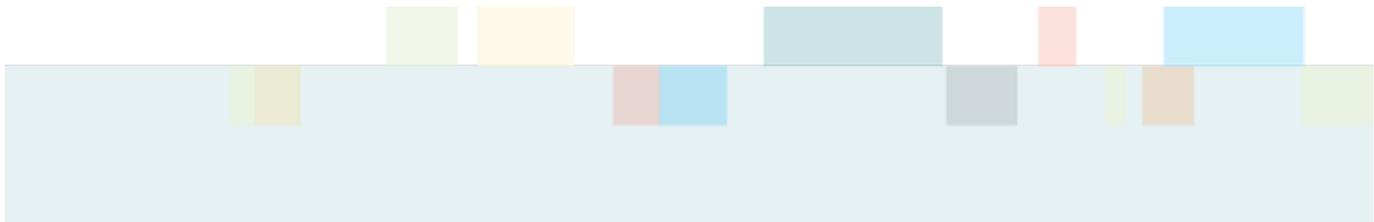
MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
4.6. Conduct regional skills audits to determine skills needs, skills shortages and workforce development requirements in manufacturing and engineering companies, including:• Industry analysis;• Identification of skills gaps and skill shortages;• Audit of current skills provision;• Recommendations for course design and Registered Training Organisation (RTO) delivery; and,• Capacity for innovation.	DEC	VET Providers, RDAs	Objective supported. Appropriate delivery mechanism to be determined. Advice will be sought immediately from Regional Development Australia (RDA) committees on the need and best approach to deliver on this recommendation.			✓
4.7. The NSW Government to work closely with the Commonwealth, industry associations and employers to create a robust, sustainable, competitive and demand driven national apprenticeship system, building on the successful Australian Apprenticeship Support Services model (Australian Apprenticeship Centres).	C'wealth Govt	NSW T&I, DEC, VET Providers, Industry Assoc'ns	Objective supported. NSW Government will respond to appropriate initiatives proposed by the Commonwealth Government.		✓	
4.8. Introduce a system of accreditation for school career advisers to improve the quality of advice given to students to ensure career advisers have well developed links with industry and a comprehensive understanding of current and likely future employer needs.	DEC		Objective supported. Appropriate delivery mechanism to be determined.			✓
4.9. Continue to work with the Commonwealth Government to create greater flexibility within the Skilled Migration Program.	NSW T&I	DIAC	Supported To be incorporated as part of the NSW Government's ongoing engagement with the Commonwealth in delivering the NSW Migration Strategy.		✓	
5.1. The NSW Government to ensure that the "New Planning System for NSW", and the new Metropolitan Strategy for Sydney include a business-focused industrial lands strategy that prioritises and 'quarantines' suitable areas for industrial development, provides appropriate access to utilities and transport infrastructure, and prevents residential encroachment.	DPC (Planning)	NSW T&I	Objective supported. To be considered as part of the Government's Planning Review and development of the Sydney Metropolitan Strategy.			✓

MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
5.2. Ensure the NSW Freight and Ports Strategy considers actions to improve freight network efficiency and capacity through effective management of freight movements from producer to consumer. This includes considering the establishment of a single authority to coordinate and plan the movement of container freight to and from Port Botany, building best-in-class infrastructure and introducing enabling ICTs.	TfNSW	NSW T&I, Research Organisations, Industry Assoc'ns, NICTA	Objective supported. To be considered as part of the development of the NSW Freight and Ports Strategy.		✓	
5.3. Ensure the NSW Freight and Ports Strategy considers rail access reform and the coordination of regional road and rail infrastructure planning to ensure future projects effectively create network capacity and improve efficiency.	TfNSW	NSW T&I, Research Organisations	Objective supported. To be considered as part of the development of the NSW Freight and Ports Strategy.		✓	
5.4. Ensure the NSW Freight and Ports Strategy considers initiatives to improve road freight network productivity such as urban and regional infrastructure upgrades that balance freight needs with those of the community.	TfNSW	NSW T&I, Research Organisations	Objective supported. To be considered as part of the development of the NSW Freight and Ports Strategy. In addition, the NSW Government's Bridges for the Bush program proposes to upgrade or replace key bridges in regional NSW at 17 locations to improve freight productivity in NSW.		✓	
5.5. The NSW Government's Local Government Review Panel to consider amalgamation of Councils in order to gain sufficient scale for viable and sustainable economic development activities.	DPC (Div of Local Govt)	Local Govt	Support in Principle. The Local Government Review Panel (LGRP) appointed by the NSW Government is currently investigating and identifying options for governance models, structural arrangements and voluntary boundary changes for local government in NSW. The LGRP is expected to report in mid-2013. The Government has previously announced that it will only support local council amalgamations on a voluntary basis.	✓		

MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
6.1. Drive increased collaboration between manufacturers, research institutes, end-users and customers to generate new IP and value-offerings via refocusing the NSW TechVouchers program on manufacturing SMEs and leveraging the funding available in the NSW Medical Devices Fund.	NSW T&I		Supported. Improving the commercialisation of existing intellectual property (IP) and the creation of new IP through a focus on collaboration between the manufacturing industry, higher education and research organisations and Government through programs such as TechVouchers and the "easy access IP" (open science) pilot with three NSW universities.	✓		
6.2. Promote and foster the establishment and development of industry clusters, including providing active support (and where appropriate, funding) for specific opportunities raised by industry associations. A particular opportunity exists in the cluster of medical devices / biomedical expertise and capabilities centred on Macquarie University and Hospital.	NSW T&I	DPC (Planning)	Supported. NSW Government has announced its support for the development of Knowledge Hubs, through a strategic approach to identify likely candidates and develop actions required to catalyse the establishment of these Hubs.	✓		
6.3. In cooperation with primes contractors (primes), ICN NSW, industry associations and regional development groups, the NSW Government to proactively support establishment and operation of supply chain collaboration focusing on access to export opportunities and to achieve greater success in local major project bids (linking with the Commonwealth Supplier Advocates and Buy Australian at Home and Abroad program).	NSW T&I	ICN NSW, Industry Assoc'ns	Supported. NSW Government will facilitate the matching of SMEs with manufacturing prime contractors to provide access to new market opportunities.	✓		
6.4. Allocate NSW Government land as a manufacturing precinct and link / partner with the Commonwealth Government to attract resources and capability associated with the \$29.8 million Manufacturing Technology Innovation Centre announced in the Commonwealth's 2012 budget.	NSW T&I	Industry Assoc'ns	Objective supported. Appropriate delivery mechanism to be determined. The objective to link / partner with the Commonwealth's proposed Manufacturing Technology Innovation Centre is supported. Prime Minister's	✓		



MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
			<p>Taskforce on Manufacturing (the PM's Taskforce) will provide further information on the implementation of this initiative.</p> <p>NSW T&I will engage with the Secretariat of the PM's Taskforce (in the Commonwealth Department of Industry, Innovation, Science, Research and Tertiary Education) in considering further action, following the release of the Commonwealth Government's Manufacturing statement.</p>			
6.5. Actively identify and promote successful collaboration and cluster initiatives as models for others to consider adopting	NSW T&I		<p>Supported.</p> <p>NSW Government has announced its support for the development of Knowledge Hubs, through a strategic approach to identify likely candidates and develop actions required to catalyse the establishment of these Hubs.</p>	✓		
7.1. Extend the initial detailed analysis of the competitiveness of doing business in NSW to international comparisons.	NSW T&I		<p>Supported in Principle.</p> <p>As an extension to the cost of doing business study, NSW T&I will investigate options to streamline port logistics regulations and compliance requirements.</p>		✓	
7.2. The NSW Government's Better Regulation Office and NSW Trade & Investment to pursue a "Regulating for Growth" model as part of a fundamental shift towards a customer service-focused regulatory model in NSW.	BRO	NSW Govt Regulators	<p>Supported.</p> <p>The Government will launch a Quality Regulatory Services Initiative to reduce compliance costs and make it easier for businesses and individuals to engage with State Government regulators. By the end of 2013, NSW regulators will enable <i>electronic transactions</i> with business (except where it may be</p>	✓		

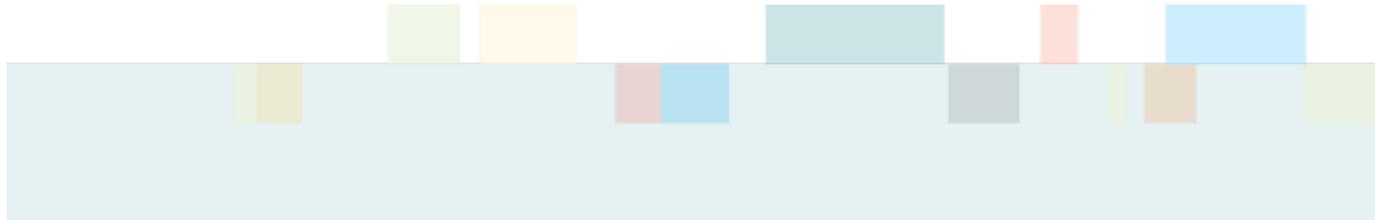


MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
			<p>inappropriate to apply these requirements and in such cases they will be exempt, for example, where identity checks are required as part of the licensing process). NSW Government regulators will also have transparent <i>appeal mechanisms</i> in place for licensing, compliance and enforcement decisions. Regulators will also set, communicate and report on maximum <i>timeframes for the processing</i> of all license, authorisation and permit applications. Where appropriate, a <i>risk-based approach</i> to compliance and enforcement will be adopted by the end of 2014.</p> <p>By the end of 2014 <i>outcome monitoring</i> mechanisms will be part of regular legislative reviews and evaluations of regulatory effort. While the QRS does not propose any review of licence and/or authorisation fees, the measures are designed to lift regulatory performance, and are part of the Government's commitment to respond to industry's concerns and reduce the regulatory burden on businesses.</p>			

MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
7.3. Monitor the effectiveness of a recently introduced package of reforms to the NSW WorkCover workers' compensation insurance scheme to reduce return to work times and otherwise improve the scheme's administration. This is to ensure benefits are brought into line with those in other States and to keep average premiums at or below current levels.	Workcover		Supported. The NSW Government announced workers' compensation reforms in June 2012 to deliver significant new benefits for workers and improvements for employers. The changes are focused on encouraging and assisting early return to work, and providing better financial support for seriously injured workers. The new arrangements will also return the workers' compensation insurance scheme to financial sustainability without requiring massive increases in employers' premiums.			✓
7.4. The NSW Government to provide Payroll Tax rebates to reduce the cost of education and training for both management and employees and make employment of additional R&D staff exempt from Payroll Tax.			Not Government Policy. The NSW Government is committed to broad based reform to improve the efficiency to the NSW tax system (NSW 2021 Goal 2). Major reforms will need to be considered as part of a national tax reform agenda.			
7.5. Develop and implement strategies to make NSW the most competitive jurisdiction in Australia with respect to government taxes, utilities and infrastructure charges.	Treasury	NSW T&I	Objective supported. The NSW Government is committed to broad based reform to improve the efficiency to the NSW tax system (NSW 2021 Goal 2). Major reforms will need to be considered as part of a national tax reform agenda.			✓
7.6. Implement a plan to reduce, over time, the NSW payroll tax rate to equal the lowest level among eastern Australian States and to raise the threshold.	Treasury	NSW T&I	Objective supported. The NSW Government is committed to broad based reform to improve the efficiency to the NSW tax system (NSW 2021 Goal 2). Major reforms will need to be considered as part of a national tax reform agenda.			✓

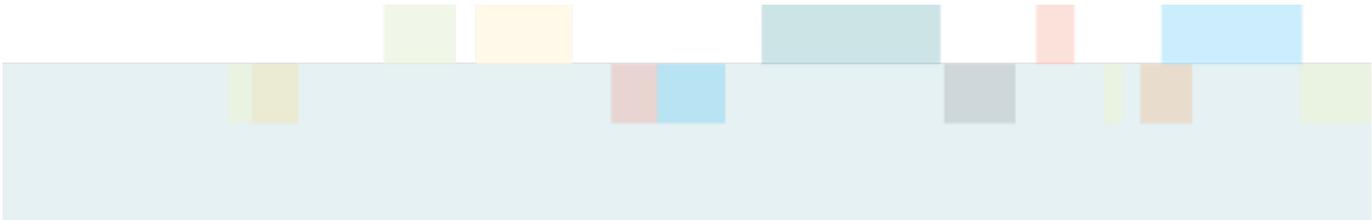
MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
7.7. Deliver on the regulation reduction commitments in the NSW 2021 State Plan through the measures set out in NSW Premier's Memorandum M2012-02 (1 on 2 off and \$750 million reduction in regulatory burden by 2015).	BRO	NSW Govt Regulators	Supported. The NSW Government is committed to its policy in NSW 2021 to reduce regulatory costs and cut red tape for businesses and the community.			✓
7.8. Coordinate through the Office of the Small Business Commissioner and the Better Regulation Office opportunities for manufacturing businesses to raise specific issues of undue regulatory burden.	OSBC, BRO		Supported. The Office of the NSW Small Business Commissioner currently provides an Assistance Line where SMEs can directly raise matters. Manufacturing businesses can raise specific issues of undue regulatory burden with the Better Regulation Office via www.betterregulation.nsw.gov.au . The Better Regulation Office will assess any issues raised and where appropriate will work with the Small Business Commissioner to develop an appropriate response.	✓		
7.9. Consider a strategy of abolition of Stamp Duties on property transfers in favour of an increased and broader property or land tax to deliver more growth in the property market, which has significant flow on effects to local manufacturing of building materials and household furnishings and goods.	Treasury	NSW T&I	Support in Principle. The NSW Government is committed to broad based reform to improve the efficiency to the NSW tax system (NSW 2021 Goal 2). Major reforms will need to be considered as part of a national tax reform agenda.			✓
8.1. Investigate establishing or supporting schemes to encourage greater access to finance for manufacturing SMEs that are focused on capacity and capability-building investment, noting experience from existing and proposed schemes in Canada, the UK and Germany.	Industry Assoc'ns		For Industry Action. The Government will respond to initiatives proposed by industry.			
8.2. NSW Trade & Investment, the Office of the Small Business Commissioner and AusIndustry to cooperate on raising the awareness of NSW manufacturing SMEs of	AusIndustry, NSW T&I, OSBC		Support in Principle. Access currently available through the			✓

MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
available NSW and Federal Government programs that could support their resilience and growth aspirations			www.business.gov.au Further initiatives may be considered following the release of the Commonwealth Government's Manufacturing Taskforce report and the Commonwealth's response.			
8.3. Facilitate the provision of advice and support to NSW manufacturing SMEs to address their capital-raising skills, such as strategic and business planning, preparation of information memorandums (where appropriate) and pitching to investors, as key attributes that require management and leadership skills development.	OSBC	NSW T&I, C'wealth Govt, Industry Assoc'ns	Objective Supported. The SmallBiz Connect program provides small business operators comprehensive and high-quality support services that help business owners to develop skills, accelerate their growth and connect with expert professionals. (http://www.smallbusiness.nsw.gov.au/smallbiz-connect). The ATS website also provides access to information tailored to entrepreneurs pursuing high growth opportunities (http://www.ats.business.gov.au/resources).		✓	
9.1. Extend and scale up the Design Integration Pilot and continue collaboration with the Federal Government's Enterprise Connect and industry partners to promote the awareness of and integration of design as a key innovation and competitiveness strategy.	Enterprise Connect	NSW T&I	Objective Supported. The NSW Government will continue to collaborate with the Commonwealth Government (Enterprise Connect) and industry partners on the Design Integration Pilot, subject to the satisfactory determination of delivery roles and funding arrangements.		✓	
9.2. Establish a 'Centre for Manufacturing Excellence' and bid for co-location of the Commonwealth's recently announced Manufacturing Technology Innovation Centre (taking advantage of the potential opportunity to co-locate with Good Design Australia at Barangaroo).	NSW T&I	C'wealth Govt, Industry Assoc'ns	Objective Supported. NSW Government has announced its intention to investigate options to establish Knowledge Hubs. These Hubs will leverage		✓	

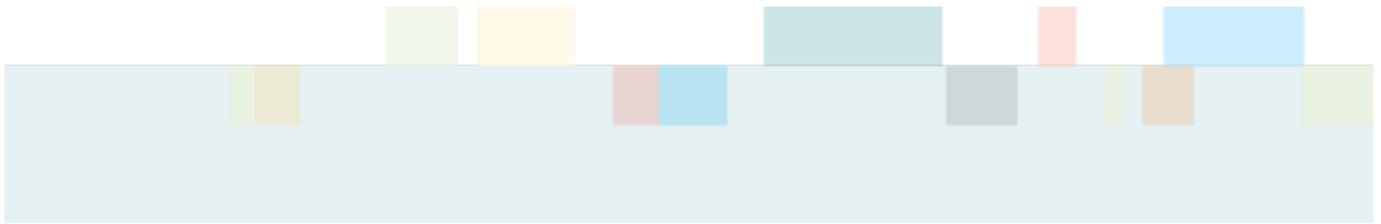


MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
			existing industry and research sector strengths to improve local knowledge production and / or adoption, and support the development of world-leading local industry capability			
9.3. Include specific endorsement of design-led innovation in the 'State of Manufacturing' statement (see 2.2) and add a representative from the Industrial Design sector to the manufacturing leaders' group (see 2.3) with the aim of continually stimulating the acceptance and awareness of design-led innovation by NSW manufacturers as a tool for competitive advantage and a way of the future.	NSW T&I	Industry Assoc'ns	Objective Supported. An update on the performance of the industry will be a component of the annual Business Leadership Forum. The NSW Government will annually conduct a Business Leadership Forum which will include manufacturing industry leaders to discuss strategies for boosting the competitiveness of the State's manufacturing firms and how to best manage the transition of the sector towards a more competitive future requiring a greater focus on innovation and higher value-adding.		✓	
9.4. Create a Design Strategy for the state, building on NSW's current world class creative and industrial design capabilities and opportunities to increase the design-led competitiveness of NSW industry and make NSW an eminent and successful international design centre.	NSW T&I	Industry Assoc'ns	Support in Principle. Pending the outcomes of the Creative Industries Taskforce, the NSW Government will work with industry associations and other stakeholders to develop a Design Strategy for NSW that will boost the State's current world class creative and industrial design capabilities and identify opportunities to increase the design-led competitiveness of NSW industry, in the process making NSW an pre-eminent and successful international design centre.		✓	

MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁷	Y3-Y10
9.5. In conjunction with Good Design Australia, initiate a NSW Premier's award for industrial design, to be run in conjunction with the annual Australian International Design Awards.	NSW T&I	Good Design Australia	Objective supported. Appropriate delivery mechanism to be determined. The objective to raise the recognition of the importance of good design as a mechanism for competitive advantage is supported. The most effective mechanism to be considered as part of the development of a NSW Design Strategy.		✓	
9.6. Sustain NSW Government support for the actions 9.1 to 9.5 in order to ensure increased industry awareness of and integration of design as a key innovation and competitiveness strategy over the medium-long term.	NSW T&I	Industry Assoc'ns	Objective Supported. Proposal to be considered as part of the development of a NSW Design Strategy.			✓
10.1. The NSW Government to commit to becoming the leading state in export promotion by working with the Export and Investment Advisory Board, industry associations, Austrade and other partners to: <ul style="list-style-type: none"> • communicate trend and real-time export opportunities to NSW manufacturers; and • facilitate access to those export opportunities (e.g. through targeted trade missions). 	NSW T&I	Industry Assoc'ns, Austrade	Objective Supported. NSW T&I, with input from EIAB, will develop a list of targeted sectors, operations and markets. An international engagement strategy is currently under development. This will provide greater focus and coordination to its international engagement activities and ensure maximum benefit is derived from inward and outward missions.	✓		
10.2. The NSW Government to develop its trade promotion capabilities and increase trade promotion resources locally and in its overseas representative offices with a specific objective to identify and promote to industry both: <ul style="list-style-type: none"> • the export opportunities in their region for NSW manufacturers; and, • the channels to reach those opportunities. 	NSW T&I,	Industry Assoc'ns	Objective Supported. An international engagement strategy is currently under development. This will provide greater focus and coordination to its international engagement activities and ensure maximum benefit is derived from inward and outward	✓		



MANUFACTURING ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ^{A7}	Y3-Y10
			<p>missions.</p> <p>NSW T&I currently leverages the TradeStart program and the access it provides to Austrade’s international resources and systems, in support of its export and trade promotion activities.</p>			



PROFESSIONAL SERVICES

The Professional Services Taskforce’s vision is to make NSW a Centre of Leadership for the Professional Services Industry in Australia and the Asian Region over the next decade.

The Professional Services industry is facing challenges including a high Australian dollar, increasing competition from lower cost locations, and the global impact of a European and potentially broader economic and financial malaise.

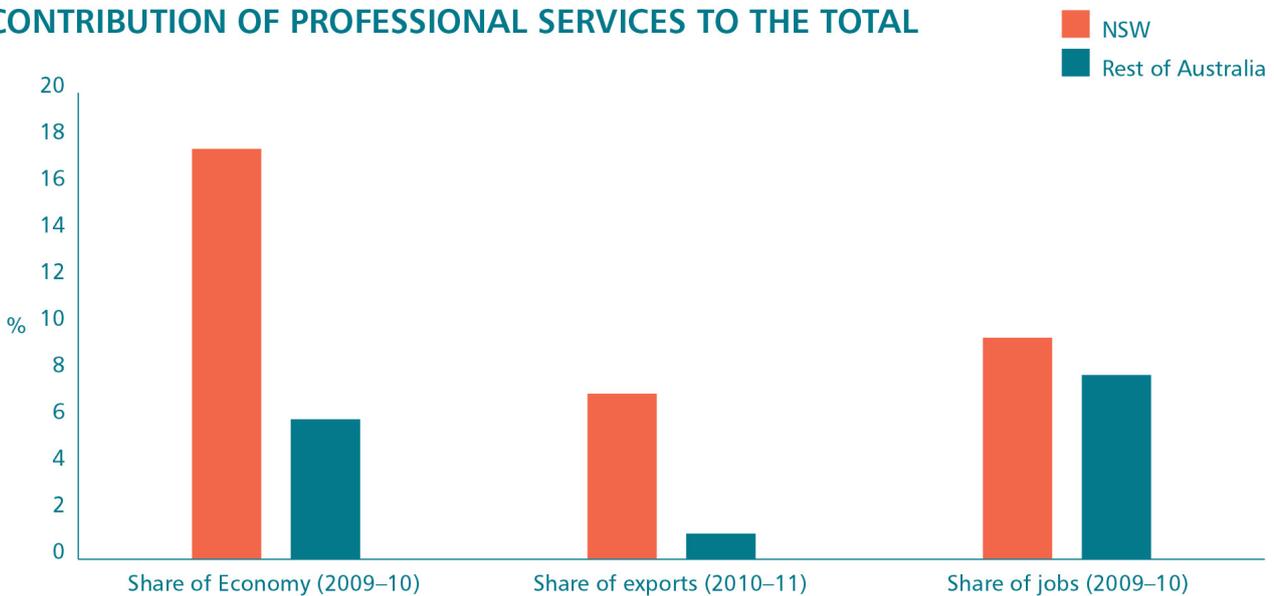
Additionally, the growth rate of the NSW industry has been much lower than other key markets both domestically and internationally and without thoughtful and concerted efforts by policy makers and industry, it is recognised that there is a significant risk that the NSW professional services sector could ‘hollow out’.

Notwithstanding the challenges highlighted in the Industry Action Plan, the Taskforce has identified that Professional Services in NSW, if industry and Government policy makers work together to get the settings right, has a positive future.

NSW accounts for over half of Australia’s total professional services exports

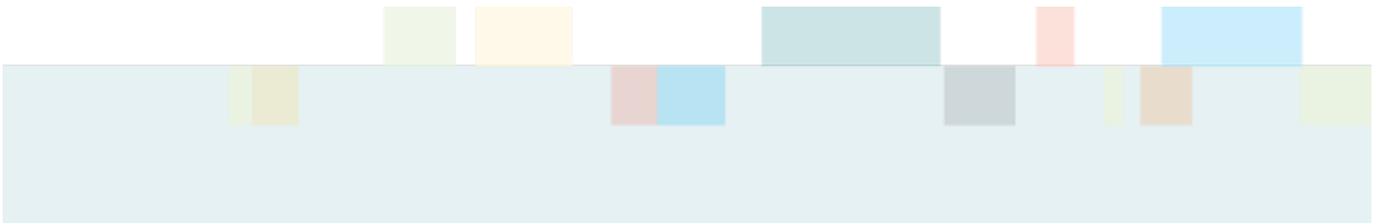
Professional Services is a major contributor to the NSW economy; making up around 18 percent of the NSW economy; employing one in ten of the State’s workers; and responsible for around 7 percent of the State’s exports so NSW starts at a position of strength.

CONTRIBUTION OF PROFESSIONAL SERVICES TO THE TOTAL



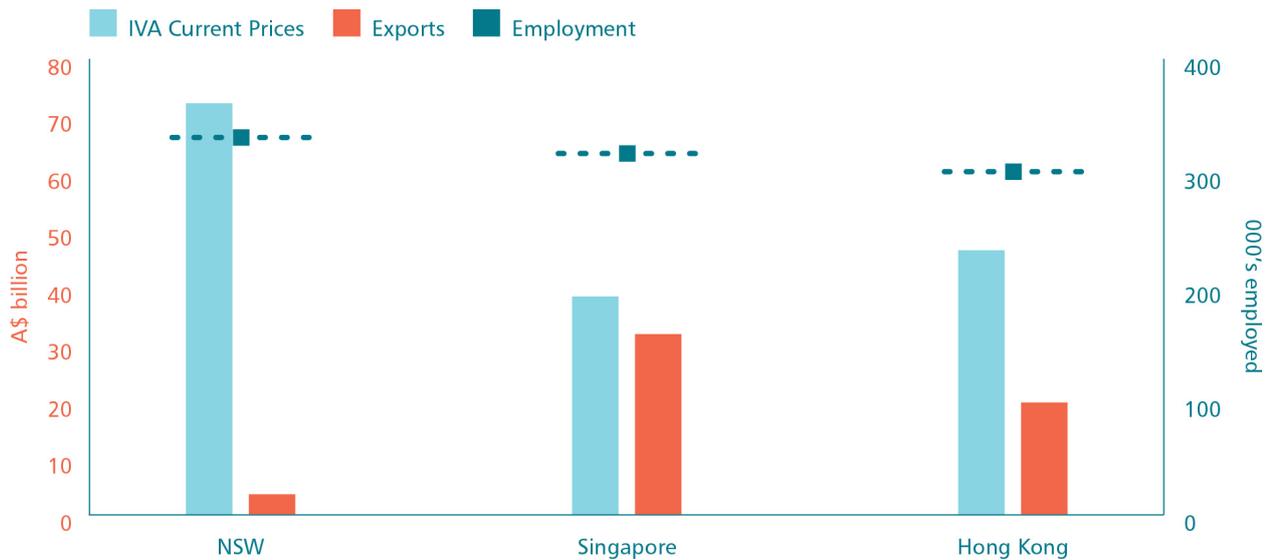
The IAP advocates a new approach Sydney and NSW need to establish the necessary conditions in infrastructure, capabilities, and reductions in business costs, taxation and regulation to become a leading Asia-Pacific regional professional services centre in the long term.

It notes the industry’s need to recognise that its long term competitiveness will rest on its ability to obtain, tailor, and apply new knowledge, talent, technologies, techniques and processes to new challenges and opportunities.



The industry will need to leverage its knowledge base to position NSW as the source of high value professional services for Australia and the Asian region.

PROFESSIONAL SERVICES KEY STATISTICS



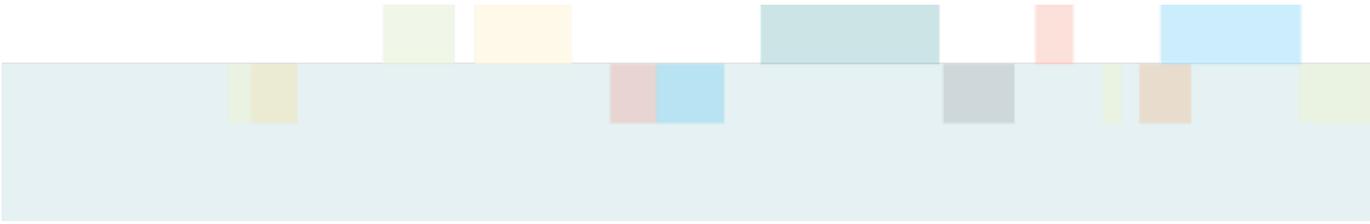
NSW is a strong professional services centre in the regional context. The industry’s productivity (with an IVA per Employee ratio of \$218,000) is greater than either Singapore (\$121,000) or Hong Kong (\$154,000). However NSW Professional Services exports per employee (at \$10,000) is much lower than either Singapore (\$100,000) or Hong Kong (\$65,000) which highlights the strong domestic focus of the industry.



The Government recognises that the Professional Services industry’s long term competitiveness will rest on its ability to obtain, tailor, and apply new knowledge, talent, technologies, techniques and processes to new challenges and opportunities.

Both Government and industry need to leverage our knowledge base to position NSW as the source of high value professional services for Australia and the Asian region.

The full list of actions and the Government’s position and timeframe for action is provided in the following table.



Priorities in 2013:

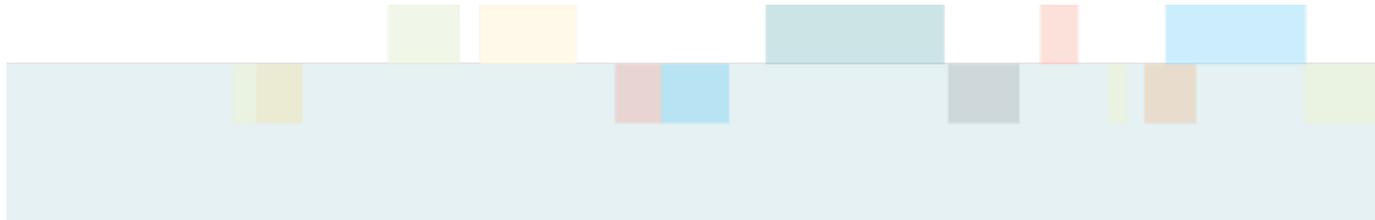
- Partner with the Committee for Sydney to identify and implement initiatives to position Sydney as a Global Talent Hub, making it easier to attract internationally mobile skills and better link NSW into global business networks. (1.2, 1.3, 11.1, 11.2)
- Delivering better alignment of education outcomes and industry needs through the Smart and Skilled initiative. (3.2)
- Implement reforms that support a seamless transition between school, vocational education and university through the Tertiary Pathways program. (3.7)
- Investigate options to leverage NSW's multicultural strengths to further trade and investment for NSW in the Asian region. (4.1)
- Support the development of Knowledge Hubs, to ensure local industry has access to world leading knowledge and capabilities to underpin our long-term competitiveness. (5.3, 6.6)
- Position NSW as a leading centre in the Asian region for energy technology and services. (6.1, 6.8)
- Improve the efficiency of the NSW tax system by investigating options to replace the insurance levy component of the Emergency and Fire Services Levy (on a revenue-neutral basis). (10.3)
- Support a National Tax Reform agenda that seeks to provide efficient revenue sources for the States (10.4.)
- Implement the Quality Regulatory Services Initiative to ease further the regulatory and compliance burden on businesses. (10.10)
- Implement the NSW Strategy for Business Migration and Attracting International Students to support the simplification and reform of visa processing to meet industry skills needs and promote investment. (11.1, 11.2)
- Implement the National Legal Profession Reforms to streamline regulations and reduce compliance costs for the legal profession.(12.2)
- Implement the Better Value Infrastructure Plan to provide greater certainty for businesses to plan investments in capacity and capability to meet NSW's infrastructure and major procurement needs. (13.3)
- Establishing through the Review of Government Procurement simplified requirements and streamlined processes to make it easier for all businesses to compete for NSW Government contracts. (14.1)
- Implement the Open Data initiative of the NSW Government ICT Strategy, to provide access to NSW Government data for the benefit of industry and the community (15.2)

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
1.1. Engage with the Australian Government and national regulatory bodies (such as APRA, ASIC, ATO) to advocate on behalf of the sectors of the NSW economy which drive professional services to overcome barriers or inhibitors to growth.	NSW T&I	DPC, Treasury, Industry Assoc'ns	Support in Principle. Informed by advice and intelligence from industry associations, and following its consideration, the NSW Government will support appropriate actions on agreed areas of priority.		✓	
1.2. Develop and coordinate the strategic promotion of Sydney and NSW to global business decision-makers as a highly skilled, competitive and vibrant location from which to conduct global professional services.	Committee for Sydney, NSW T&I	DNSW, Industry Assoc'ns, Education Providers, Research Organisations, C'wealth Govt, Local Govt	Supported. Committee for Sydney and NSW T&I partnering to identify and implement initiatives to position Sydney as a Global Talent Hub.	✓		
1.3. Implement a prioritised program of activities to promote Sydney (and NSW) as a highly skilled and competitive location for global professional services.	Committee for Sydney, NSW T&I	DNSW, Industry Assoc'ns, Education Providers, Research Organisations, C'wealth Govt, Local Govt	Supported. Committee for Sydney and NSW T&I partnering to identify and implement initiatives to position Sydney as a Global Talent Hub.	✓		
2.1. Attract and retain identified priority professional services institutions and functions to Sydney and regional NSW (where appropriate).	NSW T&I	Industry Assoc'ns	Objective supported. NSW T&I, with input from EIAB, will develop a list of targeted sectors, operations and markets.		✓	
2.2. Develop a market operating model – including potential outsourcing by Government to the private sector – that will attract and retain Australian and regional headquarters and regional operations centres requiring professional services support in NSW, based on appropriate incentives that reward both investment attraction and retention.	Industry Assoc'ns	NSW T&I	For Industry Action. The Government will respond to initiatives proposed by industry peak industry association/s.			

⁴⁸ Subject to confirmation at the Business Leadership Forum

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
2.3. Develop a target list of key institutions and high value global or Asian regional headquartered companies and regional operating functions to be attracted and retained in NSW that will generate positive strategic and/or economic benefit to the State.	NSW T&I	Industry Assoc'ns	Objective supported. NSW T&I, with input from EIAB, will develop a list of targeted sectors, operations and markets.		✓	
3.1. Better align outcomes from universities and university programs with the demands and needs of the professional services industry.	NSW VCC	Industry Assoc'ns, ACPET, C'wealth Govt, NSW T&I	For University Action. NSW T&I to request advice from the NSW Vice Chancellors Committee on best approach.			
3.2. Establish mechanisms to continually enhance the quality of training outputs to support future skills and training needs of the industry.	DEC	VET Providers, Universities, Industry Assoc'ns	Supported. Processes for industry engagement on skills priorities and quality assurance of training to be developed through <i>Smart and Skilled</i> , NSW module of Skills Reform.	✓		
3.3. Develop and implement measures to improve the availability and training of professional engineers in NSW.	Industry Assoc'ns	DEC, VET Providers, Universities	For Industry Action. NSW Government will consider industry association proposals to improve the availability and training of engineers.			✓
3.4. Develop training courses that enhances the capability of Australian management (particularly in small to medium sized enterprises).	DEC	NSW T&I, VET Providers, Universities, Industry Assoc'ns, C'wealth Govt	Support in Principle. The development of programs will be considered in partnership with industry associations and other levels of Government. NSW T&I operates a number of programs that may help meet specific needs. This includes SmallBiz Connect, which provides small business operators support services that help business owners to develop skills, accelerate their growth and connect with expert professionals. http://www.smallbusiness.nsw.gov.au/smallbiz-connect			✓

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
3.5. Identify the current and forecast future skills and training requirements, including support for flexible work practices and re-training.	DEC	VET Providers, Universities, Research Organisations, Industry Assoc'ns	Objective Supported. Appropriate delivery mechanism to be determined. A new process for consultation and identifying skills needs is to be implemented under proposed skills reform.			✓
3.6. NSW Government to engage with the education sector to ensure that there are no market barriers within the education system to the potential supply of professionals that work in the industry, including barriers to the take-up of maths and science.	DEC	VET Providers, Universities, Industry Assoc'ns	Objective Supported. More detailed analysis is required to define implementation requirements.			✓
3.7. Increase the pathways from VET to university education.	DEC	VET Providers, Universities	Supported. NSW is implementing recommendations of the NSW Review of Tertiary Pathways to increase the number of pathways and the volume of students taking them up.	✓		
4.1. Develop and implement a program of activity to better leverage NSW multicultural assets to further trade and investment with Asian markets.	NSW T&I		Supported. NSW T&I, in consultation with MBAP, to investigate options to better leverage the multicultural assets of NSW.	✓		
4.2. Identify actions and targets to support and promote Asian literacy, including the study of Asian languages, in primary and secondary schools.	NSW T&I	DEC, Industry Assoc'ns	Objective supported. Appropriate delivery mechanism to be determined. More detailed analysis is also required to define implementation requirements, particularly to increase take-up of existing courses. On 1 November 2012, the Premier launched InStep NSW, an internship program by Infosys which will allow NSW university students the chance to live, travel and			✓



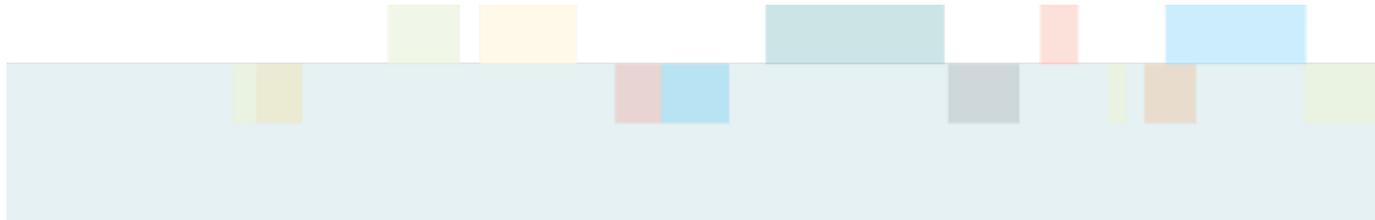
PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
			work on cutting edge technology projects in India.			
4.3. NSW non multinational corporations to be encouraged to develop links and partnerships with Asian businesses, including staff exchange programs to promote complementarity of service offering as well as cross-cultural awareness.	Industry Assoc'ns		For Industry Action. Requires further development and identification of industry lead.			
4.4. NSW businesses to be encouraged to review their cultural awareness training approaches and programs to assess whether these are at an appropriate level and, where deficient, improve them to promote better connectivity into Asian cultures and market opportunities.	Industry Assoc'ns		For Industry Action. Requires further development and identification of industry lead.			
5.1. Identify priority advanced skills needs, such as project leadership, and create globally recognised faculties and schools in NSW that are of sufficient stature, size and capability to attract world leading lecturers, experts and the best international students.	Industry Assoc'ns, Universities	NSW T&I, VET Providers, Research Organisations	For Industry / University Action. A system for ongoing strategic engagement will be proposed for negotiation between Government-industry-education sector key stakeholders to address proposed action. On 23 October 2012, the John Grill Centre for Project Leadership was announced at the University of Sydney. The Centre aims to be a as a global focal point for executive training in leadership, targeting senior executives across a broad range of industries with a postgraduate global executive program, a professional development series and an innovation forum.			

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
5.2. Develop mechanisms to improve ongoing university and industry engagement on research priorities for the professional services industry, including funding a study to develop a series of models catering for collaboration between industry, government and academia which can be used by the relevant stakeholders to tailor to their specific needs, including addressing the role and exploitation of intellectual property.	NSW T&I	OCSE, Industry Assoc'ns, Universities, Research Organisations	Objective Supported. However more detailed analysis is required to define implementation requirements.		✓	
5.3. Prepare business plans that identify industry needs and priorities for the establishment of industry-led Knowledge Hubs for strategic priority areas, and include an IP development framework that enables collaboration and commercialisation.	Industry Assoc'ns	Industry Assoc'ns, NSW T&I, C'wealth Govt, Universities, Research Organisations	For Industry Action. Industry, in collaboration with research sector, to identify the medium-term capabilities needed for long-term competitiveness and develop viable business proposal to strengthen these capabilities. Business plans to feed into Government actions in 5.4.			
5.4. NSW Government to support the establishment of these industry-led Hubs, initially through a prioritisation of existing research and program funding to these priority areas and to review outcomes. In the medium term, taking review findings into account, establish a specific fund to leverage further co-contributions from industry (and other funding sources) on industry-identified research needs.	NSW T&I		Supported. NSW Government has announced its support for the development of Knowledge Hubs, through a strategic approach to identify likely candidates and develop actions required to catalyse the establishment of these Hubs.	✓		
6.1. Develop an energy efficiency action plan for NSW to increase market activity in energy efficiency and emissions abatement products and services in the commercial, industrial and residential sectors.	OEH	NSW T&I	Supported. Proposal included in the draft Renewable Energy Action Plan.	✓		
6.2. NSW Government to provide leadership by raising the energy standards for the buildings it owns, occupies or develops, including education and healthcare facilities.	OEH, DPC	NSW T&I, MoH, DEC, DFS	Supported. The action is consistent with the State Property Authority's Sustainability Policy.		✓	

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
6.3. Industry to grow exports in new and existing energy efficiency and emissions abatement technologies and services; and NSW Government facilitate the export of NSW Government owned IP related to energy efficiency and emissions abatement, such as the NABERS rating system.	OEH	NSW T&I, Industry Assoc'ns, C'wealth Govt	Part A: For Industry Action. Part B: Support in Principle. NSW Government is pursuing export opportunities for NABERS.		✓	
6.4. Facilitate the establishment in Sydney of Asia-Pacific headquarters and Asian Regional Operating Centres (ROCs) of international businesses, organisations and institutions that will help finance the research and commercialisation of energy efficiency and emission abatement measures for economies across Australia and the Asian region.	NSW T&I	OEH, C'wealth Govt	Objective Supported. NSW T&I, with input from EIAB, will develop a list of targeted sectors, operations and markets.		✓	
6.5. Identify the current and future energy efficiency and emissions abatement services skills and training needs and grow the skills pipeline so that NSW has the intellectual capital to be a Centre for Energy Efficiency and Emissions Abatement.	DEC	OEH, VET Providers, Universities, Industry Assoc'ns, C'wealth Govt	Objective Supported. Appropriate delivery mechanism to be determined. This action is broadly consistent with current DEC skills development priorities.			✓
6.6. Develop a critical mass of private and public research activity in energy efficiency and emissions abatement in NSW, building on existing concentrations of research strengths in both Sydney and Newcastle.	NSW T&I	OCSE, OEH, DPC (Planning), Industry Assoc'ns, Universities, Research Organisations	Objective Supported. Appropriate delivery mechanism to be determined. The Office of the Chief Scientist and Engineer is developing a geospatial website mapping research capabilities in NSW. This analysis will be a first step by mapping concentration of capabilities. NSW Government is also a partner of the Low Carbon CRC, along with industry, universities and other research organisations.	✓		
6.7. Strengthen local industry networks that can share experiential knowledge from energy efficiency and emissions abatement projects.	Industry Assoc'ns	NSW T&I, OEH, Industry Assoc'ns, Universities, Research Organisations	For Industry Action. NSW Government will respond to proposed industry initiatives.			

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
6.8. Industry and Government develop an 'existing building' retrofit and improvement strategy that supports a coordinated approach to policy development and information sharing, providing case studies and examples of innovation which demonstrate the opportunities and explain the benefits of green building.	OEH	Industry Assoc'ns	Objective Supported. This initiative will leverage existing NSW Government resources and policies including NABERS and Environment Upgrade Agreements.	✓		
6.9. NSW Government to support the Green Building Council of Australia in its development of Green Star - Communities. <i>(Green Star - Communities is a voluntary rating tool which provides best practice benchmarks and third-party verification of the sustainability of community and precinct-wide developments.)</i>	GBCA	OEH, Landcom	For Industry Action. NSW Government to respond to industry input. In addition, Landcom has developed the Precinct Initiative.			
7.1. Develop and implement a communications strategy to raise the awareness of Sydney and Australia as a neutral and competitive venue for the hearing of International Commercial Arbitration. The strategy should encourage Sydney/NSW to be written into international commercial agreements as the preferred seat of arbitration.	AIDC	ACICA, NSW AG, NSW T&I,	For Industry Action. NSW Government is supporting ACICA's global outreach activities.			
7.2. Identify and implement actions to develop local dispute resolution capabilities.	ACICA	AIDC, NSW Law Society	For Industry Action. ACICA and partners to develop marketing and communications plan to promote Sydney as a neutral venue for international commercial arbitration.			
7.3. Commission a Business Plan to assess the viability and business and economic case for an expansion of the Australian International Disputes Centre (AIDC), once its 3 year lease expires.	AIDC	NSW AG, NSW T&I, C'wealth Govt, ACICA, Industry Assoc'ns	For Industry Action. NSW Government to undertake a cost benefit analysis prior to determining its position on future funding for AIDC.			
7.4. Lobby the Australian Government to: 1. Resolve issues of withholding tax and tax on earnings by overseas Arbitrators and Counsel representing parties in International Arbitration in Australia to position Sydney at parity (from a taxation regime perspective) with competitive arbitration centres like Singapore and/or Hong Kong; and 2. Reduce the administrative burden of	NSW T&I	ACICA	Supported. To be incorporated as part of the NSW Government's ongoing engagement with the Commonwealth in delivering the NSW Strategy for Business Migration and Attracting International		✓	

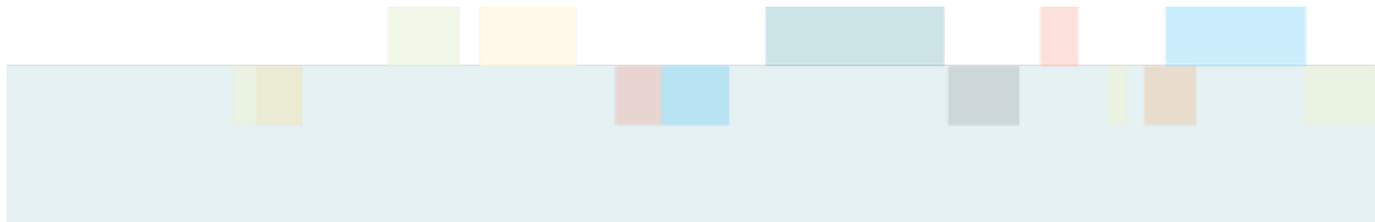
PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
obtaining Immigration Visas for overseas Arbitrators and Counsel representing parties in International Arbitration in Australia.			Students.			
8.1. Senior NSW Government Ministers to promote the NSW Government's objective to make Sydney the Australian hub for emissions trading.	DPC	NSW T&I, OEH	Support in Principle. Pending the establishment of the Emissions Trading Scheme in Australia.			✓
8.2. Promote Sydney carbon market service providers to major international firms, as part of its engagement with international businesses.	NSW T&I	Industry Assoc'ns	Support in Principle. NSW T&I will work with industry partners to raise global profile of the capabilities of Sydney and NSW business.			✓
8.3. Support measures to integrate the Australian market with other emissions trading schemes and international carbon markets.	DPC	NSW T&I, OEH	Support in Principle. Pending the establishment of the Emissions Trading Scheme in Australia.			✓
8.4. Develop and promote Sydney's capabilities as an Australian Centre for Emissions Trading.	Industry Assoc'ns	OEH, NSW T&I	For Industry Action. The Government will respond to initiatives proposed by industry.			
8.5. Scale-up Sydney's carbon market workforce.	DEC	OEH, VET Providers, Universities, Industry Assoc'ns	Objective Supported. Appropriate delivery mechanism to be determined. A system for ongoing strategic engagement will be proposed for negotiation between Government-industry-education sector key stakeholders to address proposed action.			✓
8.6. Promote the available payroll tax rebate under the Jobs Action Plan to emissions trading related activities of businesses in Sydney.	NSW T&I		Supported. To be incorporated as part of the relevant activities undertaken by NSW T&I.		✓	
9.1. An ongoing analysis of a particular sub-sector of business activity of importance to the NSW Professional Services industry be undertaken by the NSW Government and develop actions to overcome impediments (e.g. regulatory) and strengthen enablers (e.g. skills) to that sub-sector's long-term	NSW T&I	Industry Assoc'ns	Objective Supported. Appropriate delivery mechanism to be determined. NSW T&I to work with industry to develop an			✓



PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
international competitiveness commencing with: Asset and Funds Management, Engineering and Design Services, and Professional Services Education.			ongoing program of detailed subsector analysis for areas of NSW economic competitive advantage.			
9.2. A sub-sector strategy based on the outcomes of this analysis be developed and implemented by NSW Government to support the growth of that sub-sector in NSW.	NSW T&I	Industry Assoc'ns	Objective Supported. Appropriate delivery mechanism to be determined. NSW T&I to work with industry to develop an ongoing program of detailed subsector analysis for areas of NSW economic competitive advantage. The outcomes of the analysis will aim to overcome impediments (e.g. regulatory) and strengthen enablers (e.g. skills) to that sub-sector's long-term international competitiveness.			✓
10.1. Industry and the NSW Government to engage with the Australian Government to rapidly implement the agreed reforms recommended by the Australian Finance Centre Forum (eg LIBOR cap, Interest Withholding Tax, and Islamic Finance).	Industry Assoc'ns	NSW T&I, Treasury, C'wealth Govt	For Industry Action. Informed by advice and intelligence from industry associations, and following its consideration, the NSW Government will support appropriate actions on agreed areas of priority.			
10.2. Industry and the NSW Government to actively engage with the Australian Government to seek to remove tax related barriers to investment and businesses that support the growth of professional services, including ensuring the Australian Government provides greater certainty around taxation matters and to consider foreign investor perceptions when considering legislative changes and in how the ATO administers the law.	Industry Assoc'ns	NSW T&I, Treasury, C'wealth Govt	For Industry Action. Informed by advice and intelligence from industry associations, and following its consideration, the NSW Government will support appropriate actions on agreed areas of priority.			

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
10.3. NSW Government to restructure the Emergency and Fire Services Levy (on a revenue-neutral basis) to replace the insurance levy component with an alternative funding source.	Treasury		Supported. This is being implemented. On 5 July 2012, NSW Treasury released a discussion paper seeking comments on options for a better, fairer and more efficient way of funding emergency services. Recent reviews of the State tax system have recognised the weaknesses of the current system and recommended that it be replaced with a property based levy. The Government's final response will be made in the context of the outcomes of this review.	✓		
10.4. NSW Government to drive broader national tax reform, including "unfreezing" the GST limitation on tax revenues, with the objective of replacing on a revenue-neutral basis inefficient state taxes with more efficient funding sources over the medium term.	Treasury		Supported. The Premier and Treasurer have taken leadership roles in advocating national tax system reform, including GST reform.	✓		
10.5. NSW Government to assess the economic costs and benefits of exchange listing NSW Government bonds and, if positive, implement this in support of action to develop a local retail corporate bond market.	Treasury	TCorp	Support in Principle. Commonwealth Treasury Bonds are expected to be listed on the ASX by the end of 2012. The success of the Commonwealth's listing will be assessed prior to examining the feasibility of listing NSW Government bonds.		✓	
10.6. NSW Government to review taxation barriers related to Islamic Finance (eg Stamp Duty).	Treasury		Support in Principle. NSW Treasury and Office of State Revenue to develop proposals with the aim of removing double taxation of certain Islamic finance products.		✓	

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
10.7. NSW Government to promote and support the importance of services R&D in NSW research and education institutions and for Commonwealth R&D grants funding.	OCSE	NSW T&I, Industry Assoc'ns, NICTA, CSIRO, Education Providers, Research Organisations	Objective Supported. Further consideration is required to define implementation requirements.			✓
10.8. Facilitate the adoption of ICT tools and systems that enhance industry productivity and global competitive advantage of the NSW economy	Industry Assoc'ns	Industry Assoc'ns, NICTA, CSIRO, Education Providers, Research Organisations	For Industry Action.			
10.9. Develop Barangaroo as an international professional services precinct	BDA	NSW T&I, Industry Assoc'ns	Supported. Barangaroo has been earmarked as finance and professional services precinct.			✓
10.10. NSW regulators to adopt the principles of best practice regulation to ensure adverse unintended consequences of regulation are minimised while still achieving high quality outcomes, including regular reviews of these practices at appropriate intervals.	BRO	NSW Govt Regulators	Supported. The Government will launch a Quality Regulatory Services Initiative to reduce compliance costs and make it easier for businesses and individuals to engage with State Government regulators. By the end of 2013, NSW regulators will enable <i>electronic transactions</i> with business (except where it may be inappropriate to apply these requirements and in such cases they will be exempt, for example, where identity checks are required as part of the licensing process). NSW Government regulators will also have transparent <i>appeal mechanisms</i> in place for licensing, compliance and enforcement decisions. Regulators will also set, communicate and report on maximum <i>timeframes</i> for	✓		

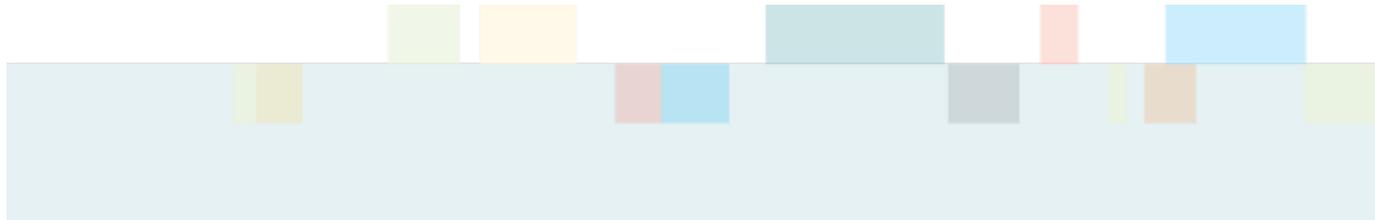


PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
			<p><i>the processing</i> of all license, authorisation and permit applications. Where appropriate, a <i>risk-based approach</i> to compliance and enforcement will be adopted by the end of 2014.</p> <p>By the end of 2014 <i>outcome monitoring</i> mechanisms will be part of regular legislative reviews and evaluations of regulatory effort. While the QRS does not propose any review of licence and/or authorisation fees, the measures are designed to lift regulatory performance, and are part of the Government's commitment to respond to industry's concerns and reduce the regulatory burden on businesses.</p>			
10.11. Prioritise the implementation of the outcomes of its Planning Review that will remove barriers and improve decision-making certainty and timeliness for housing and infrastructure developments.	DPC (Planning)		<p>Objective Supported.</p> <p>To be considered as part of the Government's Planning Review and development of the Sydney Metropolitan Strategy.</p>			✓
10.12. Provide thought leadership within the Standing Council for Law and Justice to advocate for the harmonisation of national proportionate liability laws including with respect to prohibiting contracting out of proportionate liability. Contracting out is currently permitted only in NSW, Tasmania and Western Australia.	NSW AG		<p>Support in Principle.</p> <p>NSW AG to seek the release of the deliberations of the Standing Council for Law and Justice on this issue.</p>		✓	
11.1. Facilitate access to high level and globally in demand skills by streamlining visa processes for key 'global' skills.	NSW T&I		<p>Supported.</p> <p>To be incorporated as part of the NSW Government's ongoing engagement with the Commonwealth in delivering the NSW Strategy for Business Migration and Attracting International</p>	✓		

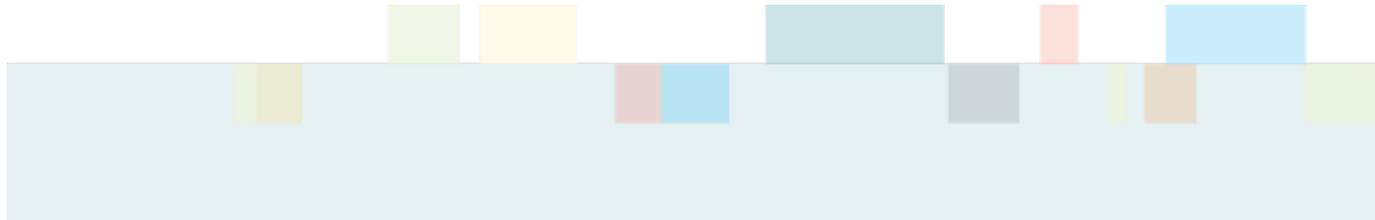
PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
			Students			
11.2. Ensure that key global professional services skills are targeted under migration programs.	NSW T&I		Supported. To be incorporated as part of the NSW Government's ongoing engagement with the Commonwealth in delivering the NSW Strategy for Business Migration and Attracting International Students.	✓		
11.3. Education providers and professional bodies to streamline and shorten the time required for foreign-trained professionals to gain approval to work in their vocation in NSW, without compromising NSW professional and quality standards.	Industry Assoc'ns	Education Providers	For Industry Action.			
11.4. Exempt children of skilled (long stay) temporary visa holders working in NSW from being charged the Temporary Resident Visa Administration Fee and Education Fee for enrolling their children in NSW public schools.			Not Government Policy. Long stay visa holders are required to be able to demonstrate that they are able to support themselves as part of their visa application. In a budget constrained environment this action is not supported.			
12.1. Accelerate the release of the Final Report on the Review of the Debt Recovery Process.	BRO	NSW AG	Supported.		✓	
12.2. NSW Government to continue its support for the COAG national legal profession reforms and ensure its rapid implementation in NSW.	NSW AG	DPC	Supported. The NSW Government will adopt the COAG national legal profession reforms.	✓		
12.3. In areas not covered by the COAG national legal profession reforms, or other reform processes, the NSW Government in consultation with the Law Society of NSW to undertake a broader review of relevant Acts and other processes that govern the operation of the legal profession to: remove or minimise unnecessary regulatory burden, better align regulatory requirements with risk, and to assess where processes can be streamlined.	Industry Assoc'ns	NSW AG, BRO	Support in Principle. Contingent on industry associations and government jointly identifying next priority areas of reform to improve the effectiveness and efficiency of the legal system.			✓

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
12.4. NSW Government, with the participation of other States and the Australian Government, undertake a Review into the appropriateness of the current range of professional services business structures. This Review is to include an assessment of options for new structures, including Limited Liability Partnerships (LLPs), to meet the future needs of a globally engaged and competitive industry, as well as the legislative, taxation and stamp duty implications associated with professional services firms transitioning from partnerships to incorporated business structures or to an LLP business structure.	NSW AG	Fair Trading, DPC, C'wealth Govt, Other State Govts, NSW Law Society	Support in Principle. Contingent on industry associations and government jointly identifying next priority areas of reform to improve the effectiveness and efficiency of the legal system.			✓
13.1. NSW Government to release a 'funding confirmed' NSW infrastructure and procurement pipeline for the next 4 years and provide an update annually as part of the NSW Budget by December 2012.	Treasury, DFS	INSW, NSW T&I	Objective Supported. NSW Government is contributing to the National Infrastructure Construction Schedule (NICS).		✓	
13.2. NSW Government to liaise with the Australian Government and Infrastructure Australia to better align the federal and state infrastructure pipelines to encourage a stable infrastructure pipeline and a solid planning basis for NSW.	DPC, Treasury	INSW, DFS	Supported. The COAG Infrastructure Working Group (IWG) provides advice and guidance to Standing Council on Transport and Infrastructure (SCOTI) on the coordination of infrastructure planning and investment across governments and the private sector, including the removal of blockages to productive investment in infrastructure.			✓
13.3. Australian and State Governments to publish a planned future infrastructure procurement pipeline, identifying projects, estimated value, key dates and an indication of likelihood of proceeding, to provide greater certainty for business planning.	Treasury	DFS, C'wealth Govt, Other State Govts	Supported. The National Infrastructure Construction Schedule (NICS) was established 11 May 2012. The NICS contains information on (1) all upcoming general government sector infrastructure projects worth \$50 million or more; and (2) tender opportunities within a project for contracts worth over \$25 million. Local Govt projects are included on a	✓		

PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
			voluntary basis. (See https://www.nics.gov.au/).			
13.4. NSW Government establishes a long term procurement timetable of major government purchases to enable NSW businesses to more effectively plan resources.	DFS	Treasury	Objective Supported. To be considered as part of the NSW Government's Review of Procurement.			✓
13.5. NSW Government to communicate the NSW infrastructure and procurement pipeline to industry through relevant industry associations and tender aggregators.	NSW T&I	INSW, DFS	Support in Principle. NSW T&I to build on current communication methods to better inform the market of the Government's medium and long term public investment intentions arising from the 20-year State Infrastructure Strategy (SIS); and Long term Transport Masterplan.			✓
13.6. NSW Government to identify industry development opportunities within NSW's infrastructure and procurement pipeline.	NSW T&I	DFS	Supported. The Supply Chain Accelerator program will help to link industry with infrastructure and procurement pipelines. NSW T&I Business Advisors will provide marketing and networking support to large Infrastructure providers and significant state priority projects to maximise their exposure to the procurement pipeline including project updates, timing of EOIs, Request for Tenders, introductions to relevant Government agencies etc.		✓	
13.7. Pilot a 'Smart Engineering Design' competition to identify smart solutions to NSW infrastructure related problems.	NSW T&I	DFS	Support in Principle. Further consideration is required to define implementation requirements.			✓



PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
14.1. NSW Government, as part of its current <i>Review of Government Procurement</i> relating to goods and services, implement outcomes that establish processes that: emphasise the attainment of value for money over the lifetime of the contract; simplify and streamline procurement processes; increase the ability to procure innovative solutions to problems through earlier industry engagement (in particular during the early design phase of the project); evaluate the team providing services; and improve access to opportunities for small and regional businesses.	DFS		Objective Supported. To be considered as part of the NSW Government's Review of Procurement.	✓		
14.2. NSW Government to undertake a review into Government Infrastructure Procurement processes to identify mechanisms to: better emphasise the attainment of quality and value for money over the lifetime of the project; evaluate the team providing the services; allow for the equitable allocation of liability through proper risk assessment and remove the requirement for professional service providers to contract out of the operation of proportionate liability and amend the practices that seek to impose unlimited or unreasonably high liability on professional and other service providers and unrealistic insurance requirements; streamline procurement processes; and increase the ability to procure innovative solutions to problems through earlier industry engagement in particular during the early design phase of the project.	INSW		Objective Supported. To be considered as part of the NSW Government's Better Value Infrastructure Plan (supported by COAG).		✓	
14.3. NSW Government to undertake an audit of procurement expertise, capability and skills across NSW Agencies and provide training and professional development, where required.	DFS	Public Service Commission	Objective Supported. To be considered as part of the NSW Government's Review of Procurement.			✓
14.4. NSW Government to advocate for the development of a nationally consistent, streamlined and simplified approach to government procurement.	Treasury, DFS		Objective Supported. To be considered as part of the NSW Government's Review of Procurement.			✓



PROFESSIONAL SERVICES ACTIONS	LEAD	PARTNERS	GOVERNMENT RESPONSE	Year 1	Year 2 ⁴⁸	Y3-Y10
15.1. NSW Government to require potential suppliers bidding for major NSW Government projects (above \$100 million) to articulate, as part of the bid assessment process and for inclusion as a deliverable of the contract, how their proposal will: bring in world leading capabilities to develop the capabilities of the NSW industry; and capture and share experiential knowledge gained from the project across NSW industry to support the development of Knowledge Hubs.	INSW, DFS	Industry Assoc'ns, Universities, Research Organisations	Support in Principle. Further consideration is required to define implementation requirements and ensure no significant additional regulatory burden.			✓
15.2. NSW Government to be a "Knowledge Partner" with industry and make Government knowledge important to the development of the professional services sector open and accessible.	DFS	NSW T&I	Supported. To be delivered as part of the NSW Government's ICT Strategy Open Data initiative.	✓		
15.3. NSW Government agencies to undertake an audit of the intellectual property that they own and adopt appropriate mechanisms or partnerships with relevant organisations to share knowledge to develop the capabilities of the NSW industry and, where appropriate, promote the export of these services or capabilities.	DPC	DFS	Objective Supported. Further consideration is required to define implementation requirements.			✓

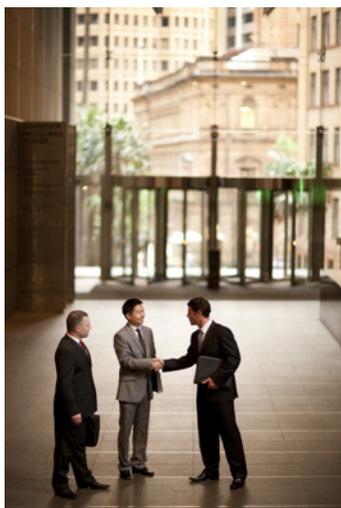
PART THREE: PERFORMANCE AND EVALUATION

Domestic and global economies are continually evolving and impacted by national and international 'shocks'. The development of new technologies and business methods can also have significant implications for the competitiveness of various industries. Therefore this Economic Development Framework and the accompanying set of actions are presented as a living document; to be constantly monitored and refined.

Implementation of actions and tracking of performance against the objectives outlined in the NSW Economic Development Framework will be monitored by an annual Business Leadership Forum.

Performance will be assessed against three primary criteria:

1. *Progress of supported actions* will be the initial measure.
2. *Degree of ongoing involvement and collaboration* with industry associations, education organisations, research institutes and other key partners will be a further measure of success.
3. *Achievement of long-term macro-economic objectives and relevant NSW 2021 targets* is the ultimate objective.



The new annual Business Leadership Forum will provide a mechanism to deliver a progress report on supported actions, provide advice on any amendments or changing priorities, and to refine and develop new measures to enhance economic growth.

The Forum will include members of the four Industry Taskforces, relevant stakeholders as well as the Government's four economic Advisory Bodies – the NSW Innovation and Productivity Council, the Export and Investment Advisory Board, the Multicultural Business Advisory Panel and the NSW Regional Development Advisory Council.

The Forum will provide an opportunity to report to industry leaders and seek further input on priority actions. This will also help to keep the Government's Framework relevant to industry's changing needs.

Year 1 Actions

The following summarise the principle actions for the first year of the NSW Economic Development Framework.

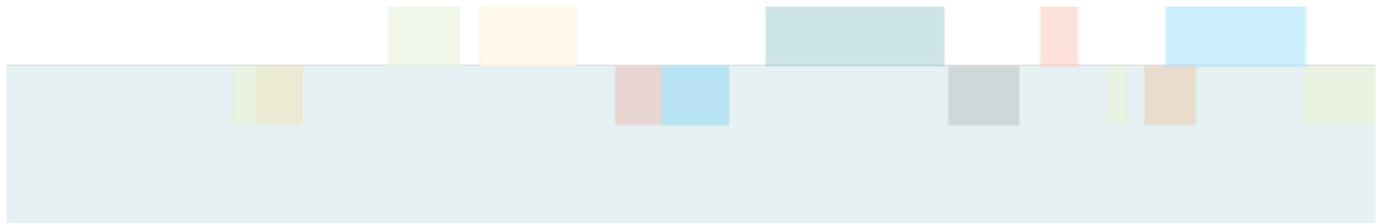
Demonstrate Leadership

Actions	Delivery Lead	Delivery Partners	Timeframe
Drive regulatory reform in partnership with other States	DPC (Strategic Policy & Coordination)	NSW T&I, Other State Governments	Ongoing
Implement the NSW Strategy for Business Migration and Attracting International Students	NSW T&I	Commonwealth Government	Ongoing
Implement the National Legal Profession Reform	NSW AG	Commonwealth and Other State Governments, Legal Profession	2012-13

Actions	Delivery Lead	Delivery Partners	Timeframe
Drive national and NSW-specific energy market reforms	NSW T&I	DPC, Commonwealth and Other State Governments	Ongoing
Position NSW as a leading centre in the Asian region for energy technology and services	NSW T&I	OEH	2013 and Ongoing
Investigate options to leverage NSW's multicultural assets to further trade & investment for NSW in the Asian region	NSW T&I	DEC (Board of Studies), Industry Associations	2012-13
Partner with industry to investigate arrangements to establish StudyNSW	NSW T&I	DPC, DEC, Education Sector	2012-13
Develop a best practice charter of service for international education providers	NSW T&I	Education Providers, Industry and Student Associations, including the Council for International Students Australia (CISA)	June 2013
Support a National Tax Reform agenda that seeks to provide efficient revenue sources for the States	Treasury		Ongoing

Make it Easier to Do Business

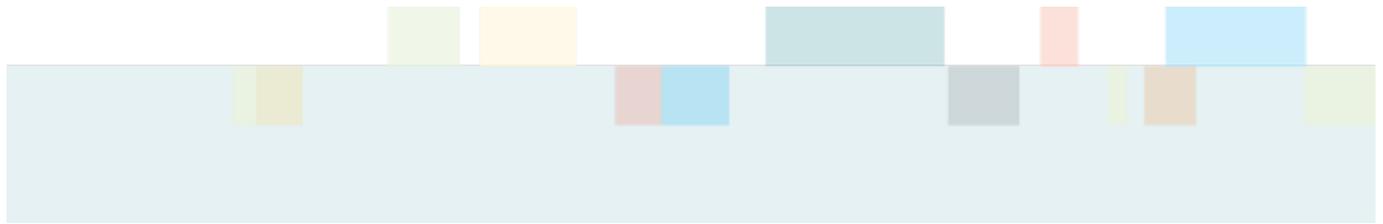
Actions	Delivery Lead	Delivery Partners	Timeframe
Establish through the Review of Government Procurement simplified requirements and streamlined processes	DFS	NSW T&I, DPC, Other NSW Government Agencies	Ongoing
Implement the Better Value Infrastructure Plan	DPC, Treasury		Ongoing
Establish a New Planning System for NSW.	DPC (Planning)		2013
Achieve <i>NSW 2021</i> red tape reduction commitments	BRO	NSW Regulators	Ongoing
Implement the Quality Regulatory Services Initiative	BRO	NSW Regulators	2013 & 2014
Hold down the cost of workers' compensation insurance premiums by continuing to implement new reforms	Workcover		2012-13
Advocate for small businesses and cross-border communities	NSW T&I		Ongoing
Investigate options to replace the insurance levy component of the Emergency and Fire Services Levy (on a revenue-neutral basis) with an	Treasury		2012-13



Actions	Delivery Lead	Delivery Partners	Timeframe
alternative funding source.			

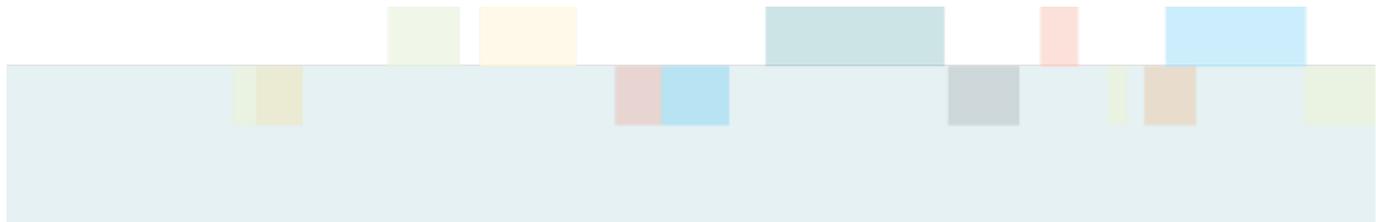
Collaborate to Drive Innovation and Competitiveness

Actions	Delivery Lead	Delivery Partners	Timeframe
Deliver the Smart and Skilled initiative	DEC	Industry Associations, Vocational Education Providers, Commonwealth Government	From 2013 onwards
Implement the Tertiary Pathways program	DEC	VET, Higher Education Providers	Ongoing
Develop Knowledge Hubs	NSW T&I	Planning & Infrastructure; Industry Associations; Universities; Research Organisations; Commonwealth Government	Planning to commence end 2012 and Ongoing
Establish the Innovate NSW program	NSW T&I	Industry Associations, Research Organisations, OCSE	2012-2016
Deliver the 'Bridging the Gap' program	NSW T&I	Industry Associations; Universities	Planning to commence end 2012
Support an 'Easy Access IP' pilot.	University of NSW; University of Wollongong; Macquarie University	NSW T&I	Planning to commence end 2012
Fund research and development through programs including the Research Attraction and Acceleration Program.	OCSE; NSW T&I	Industry Associations; Universities; Research Organisations	2012-13 – funding provided
Implement the Medical Device Fund program	NSW Health	OCSE	Commenced in 2012-13 and Ongoing
Deliver the SmallBiz Connect program.	OSBC		Ongoing
Facilitate collaboration and stronger links for NSW companies into supply chains for major projects	NSW T&I	Industry Associations; Commonwealth Government Regional Development Australia; Commercialisation Australia; the Industry Capability Network.	Planning to commence end 2012 and Ongoing
Implement the Open Data initiative of the NSW Government ICT Strategy	DFS	NSW T&I, Industry Associations	From 2013 onwards
Develop a geospatial website mapping NSW research capabilities	OCSE		Mid-2013



Invest in Critical Infrastructure

Actions	Delivery Lead	Delivery Partners	Timeframe
Adopt a strategic approach to the prioritisation of new infrastructure	Infrastructure NSW		Strategy released Oct 2012
Develop a Long Term Transport Master Plan	Transport for NSW		2013 – draft Plan released Sept 2012
Develop a Freight & Ports Strategy	Transport for NSW		2013 – draft Strategy released Nov 2012
Support Regional NSW through the Regional Development Australia Fund	Regional Development Australia	NSW T&I	Ongoing
Implement the Revitalising Regional Libraries program	NSW T&I	Local Governments	Ongoing
Implement the Digital Excellence program	NSW T&I		Ongoing
Pilot Smart Work Hubs (telecommuting and telepresence).	NSW T&I		Planning to commence end 2012



Raise the Global Profile of Sydney and NSW

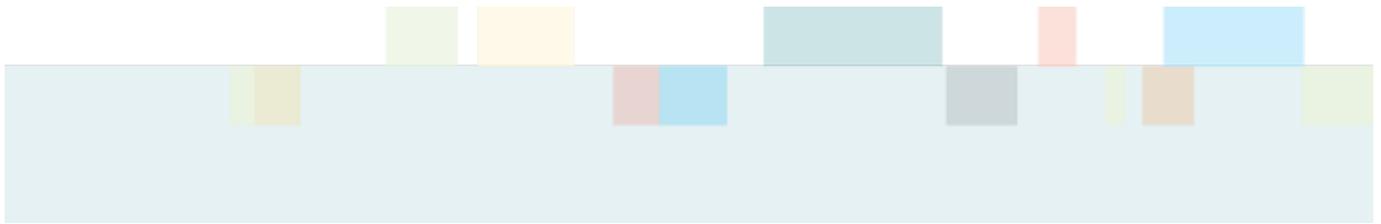
Actions	Delivery Lead	Delivery Partners	Timeframe
Work with industry to identify and implement initiatives to position Sydney as a Global Talent Hub.	Committee for Sydney, NSW T&I	Industry Associations, Education Providers, Research Organisations, other levels of Government, DNSW	Commenced in late 2012
Provide transport discounts to international students	TfNSW	NSW T&I, Education Providers	2012-13
Develop and implement an international engagement strategy.	NSW T&I	DPC	2012-13
Build and promote the Visitor Economy, through the activities of NSW Trade & Investment and Destination NSW.	DNSW	NSW T&I, Industry Associations, Commonwealth and local governments	Ongoing
Expand Business Events Sydney's Ambassador program to identify new Ambassadors for our priority Industry Action Plan sectors	Business Events Sydney	NSW T&I	2012-13

Business Leadership Forum

The objectives of this Government response can only be delivered through partnership between industry, all levels of Government, education institutions and research organisations. Improved collaboration will be a leading indicator of the success of this new economic development approach.

A new annual Business Leadership Forum will provide a mechanism to deliver a progress report on agreed actions, the effectiveness of partnerships, and to amend priorities as our economy and other circumstances change. The Forum is designed to establish a dynamic new relationship between the private and public sectors as the key to long term success.

The Forum will be a joint meeting of the Government's four Advisory Bodies – the Innovation and Productivity Council, the Export and Investment Advisory Board, the Multicultural Business Advisory Panel, and Regional Development Advisory Council. It will include representatives from the four Industry Taskforces as well as relevant stakeholders.



Key Performance Indicators

The primary measure of performance will be improvements in the rate of growth in labour productivity over the economic cycle.

- **Industry Value Add / hours worked** - A measure of labour productivity⁴⁹ over the economic cycle.

Target: The growth of NSW's IVA / hours worked to increase at a rate faster than the rest of Australia over the period to 2021.

Three further indicators will provide more immediate, annual, measures of performance.

- **Industry Value Add (IVA)** - An annual measure of NSW's share of national IVA for manufacturing, digital economy and professional services will indicate NSW's economic performance relative to the rest of Australia.

Target: The growth of NSW's IVA for manufacturing, digital economy and professional services to be faster than those of the rest of Australia over the period to 2021.

- **NSW Share of Global Exports** - An annual measure of NSW's share of world exports⁵⁰ in manufacturing, education, professional services and the digital economy.

Target: The rate of growth in NSW's Professional Services (including finance); Elaborately Transformed Manufacturing, Digital Economy and International Education⁵¹ & Research exports to be faster than those of the rest of Australia.

- **Sydney's Brand Ranking** - An annual review of a range of global city ranking surveys - AT Kearney Global City Index⁵², Mori Foundation's Global Power City Index⁵³, Z/Yen Global Financial Centres Index (GFCI)⁵⁴ - to ensure that the perception and experience of international businesses dealing with Sydney remains globally competitive.

Target: Sydney to be consistently recognised as one of the top global business cities in a range of relevant global city ranking surveys.

⁴⁹ It is not possible to report on state level multi-factor or total productivity (MFP) which would give a more complete indication of the ratio of industry output to inputs (labour and capital). Official estimates of the capital stock are not available at the state level. Labour productivity is a partial measure of productivity.

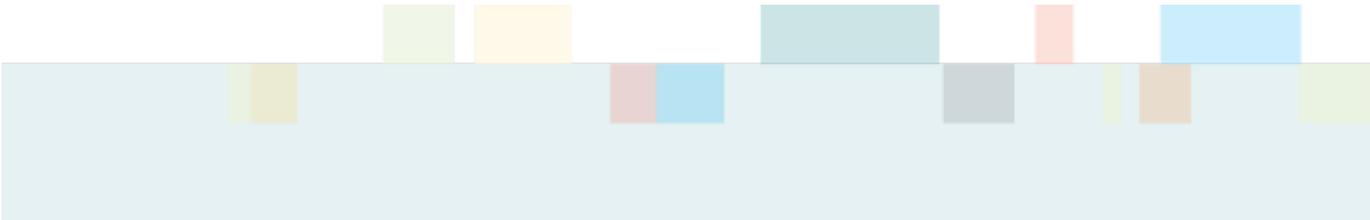
⁵⁰ Due to data limitations, 'world' will be proxied by total exports from OECD countries plus Singapore, Hong Kong and Taiwan.

⁵¹ For example, increased share of international students.

⁵² <http://www.atkearney.com/gbpc/global-cities-index>

⁵³ http://www.mori-m-foundation.or.jp/english/research/project/6/pdf/GPCI2011_English.pdf

⁵⁴ <http://www.longfinance.net/fcf-gfci.html>



APPENDIX 1 – TASKFORCE MEMBERS

The following Taskforce members approved their respective Industry Action Plans in September 2012.

Digital Economy Taskforce

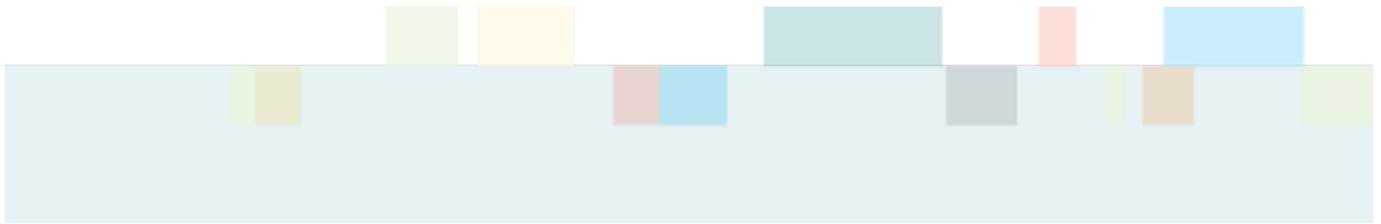
- **Chair:** Glenn Wightwick, Director, IBM Research and Development
- Peter Birk, Executive General Manager, Ausgrid
- Austin R. Bryan, Director, Optus Digital Media
- Dr Michelle Deaker, M.D. & Managing Partner, OneVentures Pty Ltd
- Robyn Elliott, Chief Information Officer, FOXTEL
- Tom Kennedy, Executive Director, Group Digital Services, Omnilab
- Dr Ian Oppermann, Director, CSIRO ICT Centre, CSIRO
- Deena Shiff, Group Managing Director, Applications & Ventures, Telstra
- Jennifer Wilson, Director, The Project Factory

International Education & Research Taskforce

- **Chair:** Philip Clark AM, member of the JP Morgan Advisory Council
- Sue Blundell, Executive Director of English Australia
- David Bycroft, Executive Chairman of the Australian Homestay Network
- Michael Carr, Deputy Executive Director, Association of Independent Schools NSW
- Mark Coggins, the CEO of Kaplan Asia Pacific
- Claire Field, CEO of the Australian Council of Private Education and Training
- Margaret Jack, China expert and Executive Director of Kinox Ltd
- Warren Jacobson, Managing Director of Career Education at Study Group Australia Pty Ltd
- Andrew Leary
- Mark Lucas, Managing Director of iae GLOBAL Ltd
- Professor Caroline McMillen, Vice-Chancellor, University of Newcastle
- Professor Mary O’Kane, NSW Chief Scientist and Engineer
- Dipen Rughani, President of the Australia India Business Council NSW
- Professor Gerard Sutton AO, former Vice-Chancellor of the University of Wollongong

Ex-Officio Members

- Pam Christie, Deputy Director General, Department of Education and Communities (DEC)
- Kerry Doyle, Executive Director, Innovation and Industry Policy, NSW Trade and Investment
- Mark Howland, A/Chief Executive Officer, DEC International



Manufacturing Taskforce

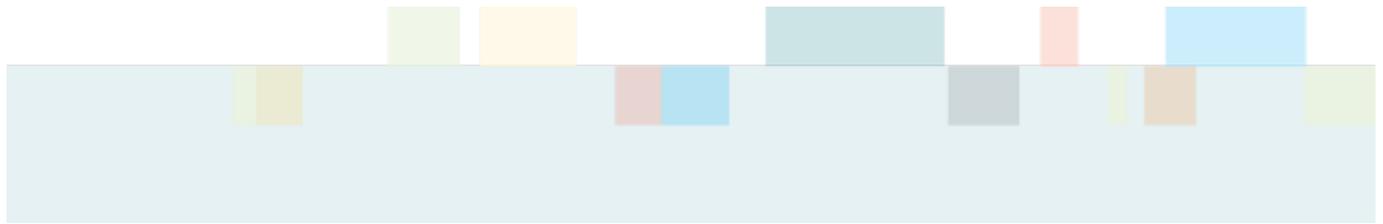
- **Chair:** Andrew King, Associate, Capstone Partners
- Andrew Brawley, Chief Executive Officer, Silanna
- Carlos Broens, Managing Director, Broens Industries
- Stephen Cartwright, Chief Executive Officer, NSW Business Chamber
- Dr Steven Farrugia, Vice President, Technology, ResMed
- Mark Goodsell, NSW Director, Australian Industry Group
- Murray Hunter, Managing Director, Design + Industry
- Chris Jenkins, Chief Executive Officer, Thales Australia
- Andrew Poll, Chief Financial Officer, Mars Food Australia

Professional Services Taskforce

- **Chair:** Alf Capito, Senior Partner and Head of Ernst & Young's Tax Policy Group for Asia.
- Alan Cameron AO, Deputy Chancellor, University of Sydney; Chair, ASX Compliance Pty Ltd; Consultant, Ashurst
- John Colvin, Executive Chairman, Johnson Partners
- Amanda Copping, Executive Director, Advisory, Australian Structured Finance Office, The Bank of Tokyo-Mitsubishi UFJ Ltd
- Richard Fogl, Partner, Norton Rose Australia
- John Grill, Chief Executive Officer, WorleyParsons Ltd

Ex-Officio Members:

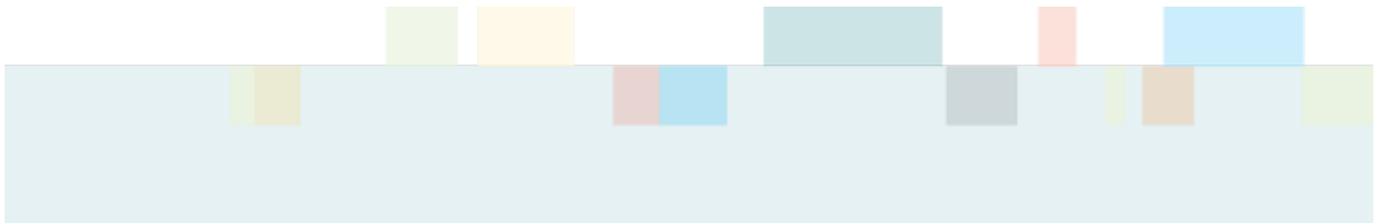
- Brian Baker, Deputy Director General, NSW Public Works, Department of Finance and Services
- Kerry Doyle, Executive Director, Innovation and Industry Policy, NSW Trade & Investment



APPENDIX 2 – CONSULTATIONS

DIGITAL ECONOMY

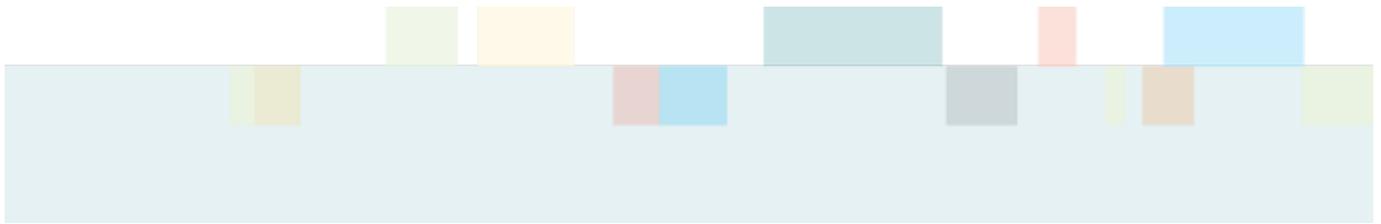
- ACS
- ACS Foundation
- AFMA
- AIIA NSW
- Albury City Council
- Alcatel Lucent
- The Association of Professional Engineers, Scientists and Managers
- Ark Games
- Australian Directors Guild
- Australian Electrical and Electronic Manufacturers' Association
- Business Events Sydney
- Bland Shire
- Capital Technologies
- Committee for Sydney
- Coffs Harbour City Council EDU
- Don Perlgut
- D_CITY
- Embedded Systems Australia
- Griffith City Council
- Insight Telecommunications Consulting
- Inspire Foundation
- Krishna Consultancy Service
- KTM Capital
- LANSA Pty Ltd
- Murray Shire Council
- NICTA
- National ICT Industry Alliance
- Orange City Council
- Parramatta City Council
- Pearcey Foundation
- Pottinger
- Ray More



- Regional Development Australia – Far West
- Regional Development Australia – Sydney
- Regional Development Australia – Mid North Coast
- Regional Development Australia – Northern Rivers
- Regional Development Australia - Far South Coast
- Regional Development Australia – Illawarra
- Screen Producers Association of Australia
- SKRIB
- Sydney University
- TAFE North Coast Institute
- Unisys
- University of Technology Sydney
- University of Wollongong
- Western Sydney Institute TAFE

INTERNATIONAL EDUCATION AND RESEARCH

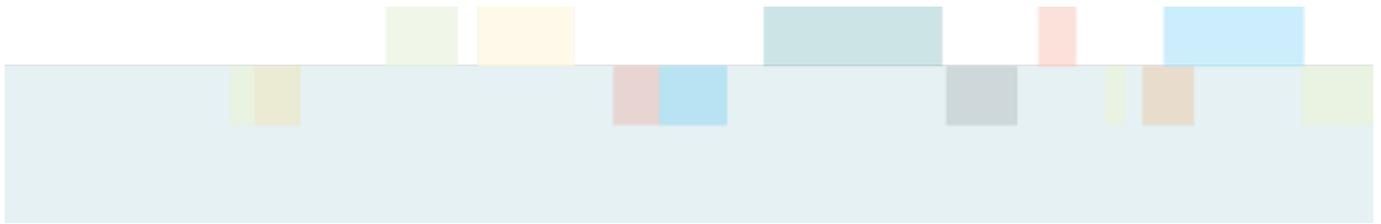
- Australian Council for Private Education and Training (ACPET)
- Australian Homestay Network Pty Ltd
- Australian Information Industry Association (AIIA)
- Australian Institute for Mobility Overseas
- Auzzie Families
- Community Relations Commission
- Council of International Students Australia (CISA)
- D_CITY
- DEC International and TAFE NSW National Business, NSW Department of Education and Communities
- English Australia
- International Education Association of Australia (IEAA)
- ISA Guardian & Welfare Services
- Navitas Limited
- Oz Homestay
- Regional Development Australia (RDA)
- The Association of Professional Engineers Scientists and Managers, Australia (APESMA)
- Universities Australia
- University of Newcastle
- University of Sydney



- University of Technology Sydney

MANUFACTURING

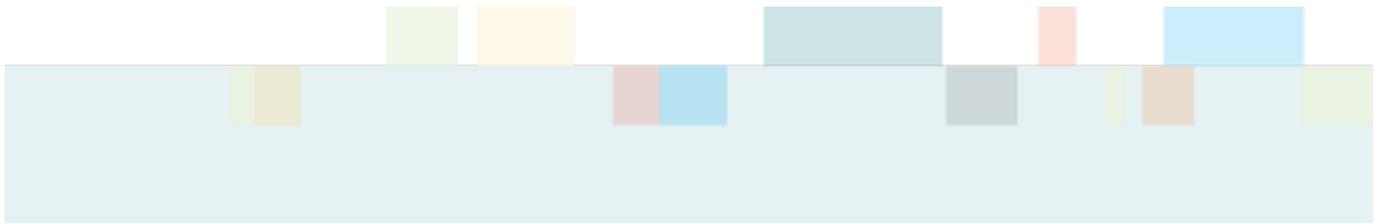
- Albury City Council
- AMWU
- APESMA
- AusBiotech
- Australian Academy of Technological Sciences and Engineering
- Australian Information Industry Association
- Australian Food and Grocery Council
- Australasian Railways Association
- Australian Steel Institute
- Baxter Healthcare
- Betts Transport
- Bland Shire Council
- Boating Industry Association of NSW Ltd (BIA Divisions)
- Business Events Sydney
- Complementary Medicines Australia
- Cordina Farms
- Dow Chemical Company
- GC Foundry
- Green Building Council of Australia
- Griffith City Council
- Hunter Business Chamber
- HunterNet
- John Clements
- L & A Pressure
- Medical Technology Association of Australia
- Manufacturing Skills Australia
- Northern Inland RDA
- NSW Boating Industry Association
- NSW Business Chamber
- Plastics and Chemicals Industries Association
- Poultry Meat Industry Committee
- Printing Industry Association



- Property Council of Australia
- Qenos
- Regional Development Australia Illawarra
- Regional Development Australia Sydney
- Southern Steel
- Sthn Highlands MC
- Sydney University
- TAFE NSW Training and Education Support
- Turbosmart
- UNSW Photovoltaics
- Waterfall Pty Ltd
- Wollongong City Council

PROFESSIONAL SERVICES

- Albury City Council
- Association of Consulting Surveyors NSW Inc.
- The Association of Professional Engineers, Scientists and Managers, NSW (APESMA)
- Australian Financial Centre Forum
- Australian Financial Markets Association (AFMA)
- Australian Industry Group
- Australian Information Industry Association (AIIA)
- The Australian Institute of Energy (AIE), Sydney Branch
- Australian International Disputes Centre (AIDC)
- Australian Centre for International Commercial Arbitration (ACICA)
- Business Events Sydney
- Cardno (NSW/ACT) Pty Ltd
- CETEC Pty Ltd
- Committee for Sydney
- Consult Australia
- CPA Australia
- Eureka Funds Management Limited
- FigTree Capital Pty Ltd
- Green Building Council of Australia
- Infrastructure NSW (INSW)
- Infrastructure Partnerships Australia



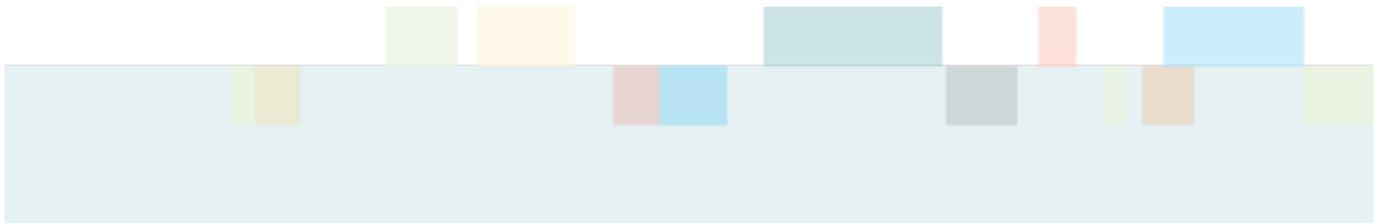
- Insurance Council of Australia
- KPMG
- The Law Society of New South Wales
- Liability Reform Steering Group (LRSG)
- NSW Business Chamber
- PricewaterhouseCoopers (PwC)
- Regional Development Australia, Sydney
- Responsible Investment Association Australasia
- SMART Infrastructure Facility
- TAFE NSW North Coast
- University of Sydney
- Western Sydney Institute (TAFE)

Forums and Workshops Undertaken

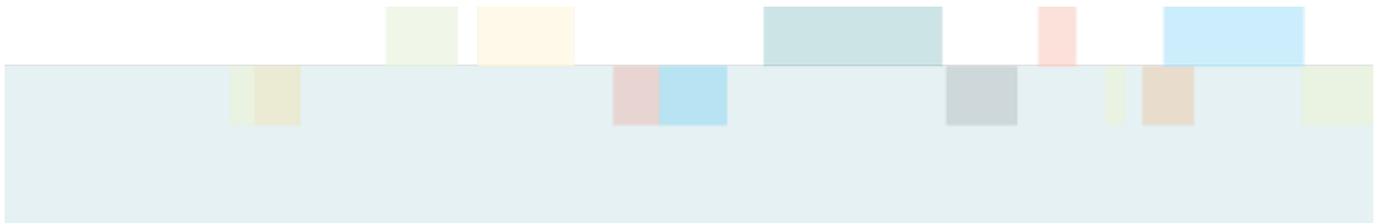
- 24 November 2011, Sydney: Professional Services (Engineering)
- 30 November 2011, Sydney: Professional Services
- 3 February 2012, Sydney: Professional Services (NSW Law Society)
- 13 February 2012, Wollongong: Digital Economy; Manufacturing; Professional Services
- 15 February 2012, Sydney: Professional Services (Insurance)
- 16 February 2012, Ballina: Digital Economy
- 22 February 2012, Coffs Harbour: Digital Economy; Manufacturing
- 28 February 2012, Sydney: Professional Services (Finance/Legal)
- 6 March 2012, Hunter & Central Coast: Manufacturing; Professional Services (Industry)
- 12 March 2012, Sydney: Digital Economy; Manufacturing; Professional Services (Engineering)
- 12 March 2012, Sydney: International Education & Research (General)
- 12 March 2012, Sydney: International Education & Research (International Students)
- 13 March 2012, Campbelltown: Manufacturing
- 14 March 2012, Albury: Manufacturing (smaller manufacturers)
- 14 March 2012, Albury: Manufacturing (larger manufacturers)
- 20 March 2012, Orange: Manufacturing; Digital Economy
- 20 March 2012, Sydney: International Education & Research (Metropolitan focus)
- 20 March 2012, Sydney: International Education & Research (Regional NSW focus)

APPENDIX 3 - LIST OF ABBREVIATIONS

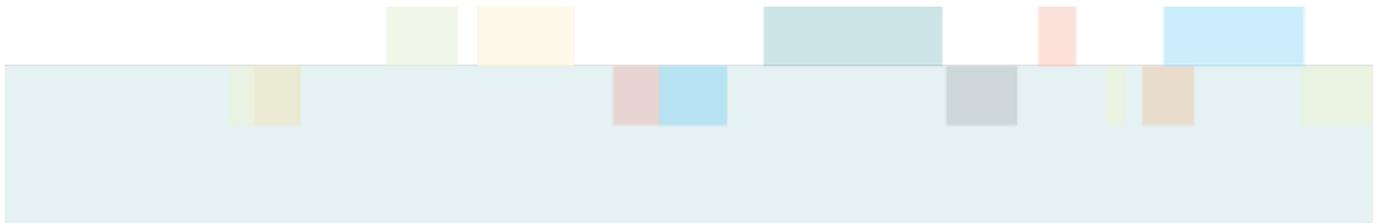
ABS	Australian Bureau Statistics
ACARA	Australian Curriculum Assessment and Reporting Authority
ACBI	Australian Centre for Broadband Innovation
ACICA	Australian Centre for International Commercial Arbitration
ACPET	Australian Council for Private Education and Training
ACS	Australian Computer Society
AEI	Australian Education International
AFMA	Australian Financial Markets Association
AIDC	Australian International Disputes Centre
AIE	Australian Institute of Energy
AIIA	Australian Information Industry Association
AIMIA	Australian Interactive Media Industry Association
AMWU	Australian Manufacturing Workers Union
ANSTO	Australian Nuclear Science and Technology Organisation
APESMA	Association of Professional Engineers Scientists and Managers, Australia
APRA	Australian Prudential Regulation Authority
AS/NZS ISO	Australian/New Zealand Standard International Organisation for Standardisation
ASIC	Australian Securities & Investments Commission
ASQA	Australian Skills Quality Authority
ASX	Australian Securities Exchange
ATO	Australian Taxation Office
ATP	Australian Technology Park
ATS	Australian Technology Showcase
BDA	Barangaroo Delivery Authority
BIA	Boating Industry Association of NSW Ltd
BRO	Better Regulation Office
CIFR	Centre for International Finance and Regulation
CISA	Council for International Students Australia
COAG	Council of Australian Governments
CRC	Collaborative Research Centre
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DEC	NSW Department of Education and Communities
DECI	NSW Department of Education and Communities International
DFS	NSW Department of Finance & Services
DIAC	Department of Immigration and Citizenship
DNSW	Destination NSW
DPC	NSW Department of Premier & Cabinet
EA	English Australia
EFIC	Export Finance and Insurance Corporation
EIAB	Export and Investment Advisory Board
ELICOS	English Language Intensive Courses for Overseas Students



EOI	Expression of Interest
ETMs.....	Elaborately Transformed Manufacturers
FDI.....	Foreign Direct Investment
GBCA.....	Green Building Council of Australia
GDP	Gross Domestic Product
GFCI	Global Financial Centres Index
IAP	Industry Action Plan
ICN	Industry Capability Network
ICT.....	Information and Communication Technology
IEAA.....	International Education Association of Australia
IIF.....	Innovation Investment Fund
ILO	International Labour Organisation
INSW	Infrastructure NSW
IP	Intellectual Property
IPTV	Internet Protocol Television
ISANA	International Student Advisers' Network of Australia
ISLP	International Student Leadership Program
IVA.....	Industry Value Add
IWG	Infrastructure Working Group
LGRP.....	Local Government Review Panel
LGSA	Local Government and Shires Association of NSW
LIBOR.....	London Interbank Offered Rate
LLP	Limited Liability Partnerships
LRSG.....	Liability Reform Steering Group
LTM	Language Travel Magazine (Star Awards)
MBAP	Multicultural Business Advisory Panel
MoH.....	NSW Ministry of Health
MOU.....	Memorandum of Understanding
NABERS	National Australian Built Environment Rating System
NCSS.....	National Computer Science School
NICS.....	National Infrastructure Construction Schedule
NICTA	National ICT Australia
NSW AG.....	NSW Attorney General's Department
NSW T&I.....	NSW Trade & Investment
NSW VCC	NSW Vice Chancellors Committee
OCSE.....	Office of Chief Scientist and Engineer NSW
OECD.....	Organisation for Economic Cooperation and Development
OEH	Office of Environment and Heritage NSW
OSBC.....	Office of the Small Business Commissioner NSW
OTEN	Open Training and Education Network
PwC.....	PricewaterhouseCoopers
R&D	Research & Development
RAAP	Research Attraction and Acceleration Program
RDA	Regional Development Australia



RDAC	Regional Development Advisory Council
ROCs	Regional Operating Centres
RTO	Registered Training Organisation
SCCB	State Contracts Control Board
SCOTI	Standing Council on Transport and Infrastructure
SIAS	State Investment Attraction Scheme
SIS	State Infrastructure Strategy
SME	Small and Medium Enterprise
STELR	Science and Technology Education Leveraging Relevance
STEM	Science, Technology, Engineering and Mathematics
TAFE	Technical and Further Education
TCorp	New South Wales Treasury Corporation
TED-Ed	Technology, Entertainment, Design - Education
TEQSA	Tertiary Education Quality and Standards Agency
TfNSW	Transport for NSW
TRE	NSW Treasury
UA	Universities Australia
VET	Vocational Education and Training



FIND OUT MORE:

Implementation of the NSW Economic Development Framework will be led by the Innovation and Industry Policy Branch within NSW Trade & Investment.

The NSW Economic Development Framework, the Government Response, and the Taskforces' Industry Action Plans are available at www.business.nsw.gov.au/iap

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