



# NSW 2021

A PLAN TO MAKE NSW NUMBER ONE



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## Barry O'Farrell

PREMIER

The NSW Government is determined to deliver the change the people of NSW have called for to rebuild our State and make NSW number one.

Work is well underway to rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities, and restore accountability to government.

Responsible economic management requires sound strategic planning coupled with rigorous fiscal discipline.

**NSW 2021** is our 10-year plan to guide our policy and budget decision making and, in conjunction with the NSW Budget, to deliver on community priorities. It sets long-term goals and measureable targets, and outlines immediate actions that will help us achieve these goals. These reflect the Government's commitment to whole of state growth and delivery, to improve opportunities and quality of life for people in regional and metropolitan New South Wales.

**NSW 2021** will drive our agenda for change in NSW to:

- Restore economic growth
- Return quality health, transport, education, police, justice and community services, putting customer service at the heart of service design
- Build infrastructure that drives our economy and improves people's lives
- Strengthen our local environments, devolve decision making and return planning powers to the community
- Restore accountability and transparency to government, and give the community a say in decisions affecting their lives.

Through this plan, the people of NSW can hold me and my team accountable for our achievements against our commitments.

This plan draws on detailed input from individuals and organisations across NSW especially over the last eighteen months. Like all good plans, continued consultation will be undertaken to make sure it remains relevant to citizens' needs, and continues to strengthen our economy.



## Chris Eccles

DIRECTOR GENERAL  
DEPARTMENT OF PREMIER AND CABINET

**NSW 2021: A Plan to Make NSW Number One** sets the Government's agenda for change in NSW.

It provides the direction for the public sector for the next ten years. The goals, targets and actions in this plan will be integrated into the machinery of government, setting the priorities for funding, guiding decisions and focusing the day to day work of the public sector.

The goals in this plan are deliberately ambitious and the targets will be challenging to meet. This is a challenge the public sector will rise to through innovation and commitment.

The delivery of **NSW 2021** will be led by the Directors General across government as our number one priority. Ultimately it is our people working with all levels of government, the community and business, who will drive the change.

I encourage you to read this plan and work with us to make NSW public services the best in the world.

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# INTRODUCTION

**NSW 2021** is a plan to make NSW number one. It is a 10 year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities. It replaces the State Plan as the NSW Government's strategic business plan, setting priorities for action and guiding resource allocation.

**NSW 2021** is a plan for change with ambitious goals and challenging targets. These targets will be hard to meet and there will be many factors outside the control of the NSW Government. However, we will work to bring together government, community and business to respond to the challenges and opportunities we face and achieve the goals we have set.

## FIVE STRATEGIES

**NSW 2021** is based around five strategies:

### REBUILD THE ECONOMY

—restore economic growth and establish NSW as the 'first place in Australia to do business'

### RETURN QUALITY SERVICES

—provide the best transport, health, education, policing, justice and family services, with a focus on the customer

### RENOVATE INFRASTRUCTURE

—build the infrastructure that makes a difference to both our economy and people's lives

### STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES

—improve people's lives by protecting natural environments and building a strong sense of community

### RESTORE ACCOUNTABILITY TO GOVERNMENT

—talk honestly with the community, return planning powers to the community and give people a say on decisions that affect them.

## REBUILD THE ECONOMY

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

## RETURN QUALITY SERVICES

### TRANSPORT

7. Reduce travel times
8. Grow patronage on public transport by making it a more attractive choice
9. Improve customer experience with transport services
10. Improve road safety

### HEALTH

11. Keep people healthy and out of hospital
12. Provide world class clinical services with timely access and effective infrastructure

### FAMILY & COMMUNITY SERVICES

13. Better protect the most vulnerable members of our community and break the cycle of disadvantage
14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential

### EDUCATION

15. Improve education and learning outcomes for all students

### POLICE & JUSTICE

16. Prevent and reduce the level of crime
17. Prevent and reduce the level of re-offending
18. Improve community confidence in the justice system

## RENOVATE INFRASTRUCTURE

19. Invest in critical infrastructure
20. Build liveable centres
21. Secure potable water supplies

## STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES

22. Protect our natural environment
23. Increase opportunities for people to look after their own neighbourhoods and environments
24. Make it easier for people to be involved in their communities
25. Increase opportunities for seniors in NSW to fully participate in community life
26. Fostering opportunity and partnership with Aboriginal people
27. Enhance cultural, creative, sporting and recreation opportunities
28. Ensure NSW is ready to deal with major emergencies and natural disasters

## RESTORE ACCOUNTABILITY TO GOVERNMENT

29. Restore confidence and integrity in the planning system
30. Restore trust in State and Local Government as a service provider
31. Improve government transparency by increasing access to government information
32. Involve the community in decision making on government policy, services and projects

# DELIVERING THE CHANGE

The preparation of this plan is just the start of the process to deliver change. **NSW 2021** introduces new structures and realigns existing processes:

## CABINET COMMITTEE TO DRIVE DELIVERY

A new Cabinet Committee chaired by the Premier and including the Deputy Premier and Treasurer will drive delivery of this Plan. The Committee will regularly review progress, calling in Ministers and Directors General to identify performance improvement initiatives. The Cabinet Committee will seek advice from five independent advisors who will attend meetings of the Committee every quarter.

## ALIGNMENT WITH THE NSW BUDGET

Over the next year, agencies will identify the most cost effective initiatives to achieve the goals and targets within this plan. Difficult decisions will need to be made to reprioritise efforts into activities that contribute to the achievement of goals. The 2012-13 Budget will be fully aligned with the achievement of the goals and targets within **NSW 2021**.

## COMMUNITY AND BUSINESS LEADERS FORUM

Community and business leaders from right across NSW will be invited to attend an annual forum with the Premier and members of Cabinet. The conference style forum will discuss progress, changing priorities and new initiatives relating to the delivery of this plan.

## LOCAL COMMUNITIES SET PRIORITIES

As each local community in NSW has its own set of priorities, we will work over the next year to 'localise' **NSW 2021**. Across the State, Regional Ministers and Members of Parliament will consult with local government and communities to develop local and regional action plans aligned to **NSW 2021**. These plans will focus on the most important action the NSW Government can take to improve outcomes in each region and locality.

## INCREASED ACCOUNTABILITY

The community will be able to hold Government accountable for achieving the commitments in this plan. Progress towards **NSW 2021** goals and targets will be reported publically through regular updates online and through an annual report tabled in NSW Parliament.

## INDEPENDENT ASSESSMENT OF PROGRESS

To ensure progress against the targets in this plan is reported honestly and accurately, all performance data will be subject to an annual independent audit process. An audit team made up of data experts including the NSW Auditor-General, the Australian Bureau of Statistics and the NSW Chief Scientist and Engineer will conduct this verification of performance data prior to the release of an annual performance report.

## MAINTAINING FLEXIBILITY

There needs to be flexibility in our long term plan because the priorities of the community can change. Therefore **NSW 2021** will be reviewed periodically in consultation with the community. The targets in the plan will also improve over time as more accurate and nationally comparable measures are developed.



# REBUILD THE ECONOMY

The Government's number one priority is to restore economic growth and establish NSW as the first place in Australia to do business.

Strengthening our finances and boosting the Government's productivity will free up resources to improve our competitive edge to attract investment and enterprise within Australia, our region, and the world. It will enable the private sector to maximise its growth potential and boost NSW's overall economic performance.

The Government has acted quickly to restore control of NSW finances by establishing clear strategic priorities for the next decade; starting to bring expenses back under control; and cutting taxes like the home buyer's tax.

Achieving growth in the NSW economy will not only generate more jobs but produce more revenue to improve services, reduce taxes, build more infrastructure, and tackle the cost of living.

In addition to developing our opportunities in Sydney, Western Sydney, the Hunter and the Illawarra, regional NSW will be supported to play a key role in our future economic growth. The Government is pursuing 'whole of state' development with support for high performance and high potential growth industries, and a boost to the skills and qualifications that businesses need.

We will enhance trade and export performance, by targeting and attracting international investors into priority sectors, and growing the capability amongst NSW's exporter base. We will engage closely with the tertiary sector, and leverage our valuable multicultural and linguistic strengths.

The objective is to make Sydney not just number one in Australia, but a leading economic and financial capital in the Asia-Pacific Region.

NSW is open for business.

## DELIVERING CHANGE

**Targeting 100,000 new jobs,  
including 40,000 in regional NSW**

**New infrastructure**

**More land available for housing and jobs**

**Grow critical industries and investment**

**20% red tape reduction**

**Improving public sector efficiency**

**Boosting skills and qualifications**

# 1 GOAL 1 IMPROVE THE PERFORMANCE OF THE NSW ECONOMY

A growing economy delivers jobs, opportunities and increased prosperity. It also delivers the tax revenue governments need to fund world class services and infrastructure. Our goal is for NSW to lead Australia in sustainable economic growth, and we are committed to restoring NSW's position as the engine room of the Australian economy and the first place to do business. The NSW Government has a key role to play in restoring our economic health through improving infrastructure, ensuring our taxes are competitive and facilitating increased trade with overseas markets.

## ACCOUNTABILITY

Minister for Trade & Investment,  
Minister for Regional Infrastructure  
& Services

### TARGETS

#### **GROW BUSINESS INVESTMENT BY AN AVERAGE OF 4% PER YEAR TO 2020**

### PRIORITY ACTIONS

Increasing business investment by an average of 4% per year will provide the foundation for securing jobs and long-term economic activity in NSW. We will achieve this target by making NSW the first choice for local and international investors and by supporting our existing businesses to grow. Actions to achieve this target include:

- Target and attract potential international investors into priority sectors, especially where we have overseas NSW trade and investment, tourism or education offices
- Deliver programs and project facilitation services to assist individual business investment to proceed in NSW which create new jobs
- Leverage research and development activities to drive new investment opportunities in NSW. For example, the Centre for International Finance and Regulation and the Australian Centre for Broadband Innovation will be important in attracting new investment in the finance, information, communication and technology sectors
- Promote the capabilities of NSW industries in key overseas markets by delivering an annual program of international events and promotions to profile NSW, support exporters and attract investors, including national 'flagship' events such as *G'day USA*.

#### **GROW GSP PER CAPITA BY AN AVERAGE 1.5% PER YEAR TO 2020 WITH SPECIFIC INDUSTRY GROWTH TARGETS**

- Increase tourism in NSW with double the visitor expenditure by 2020
- Grow critical industries – professional services (financial, professional, legal), manufacturing, digital economy and international education and research
- Increase the value of primary industries and mining production by 30% by 2020
- Grow exports from NSW
- Grow the value of cultural diversity to the NSW economy

The Government's strategy to grow Gross State Product per capita by 1.5% on average per year represents a significant boost to the NSW economy from business as usual. This growth is achievable based on improved performance in our most competitive industry sectors. Actions to achieve these targets include:

- Develop *Industry Action Plans* for professional services, manufacturing, digital economy, tourism and events, international education and research by June 2012, in partnership with industry
- Position Sydney as a global financial capital and a regional centre for international development finance
- Through the *New Frontiers* program we will attract petroleum and mineral exploration investment in under-explored areas of NSW and grow NSW mineral and petroleum production
- Double tourism expenditure in NSW through the *Visitor Economy Action Plan* and establishment of *Destination NSW* with increased funding
- Give specific attention to regional tourism with an injection of \$5 million to regional tourism organisations
- Establish the Multicultural Business Advisory Panel to encourage businesses and individuals from other countries to establish business in NSW.

## TARGETS

### **GROW EMPLOYMENT BY AN AVERAGE OF 1.25% PER YEAR TO 2020**

- Reduce the gap in employment outcomes between Aboriginal and non-Aboriginal people within a decade
- Increase the proportion of young people in employment or learning (15–24 years)
- Increase the proportion of people over 55 participating in employment
- Increase the proportion of women employed in non-traditional occupations in NSW

## PRIORITY ACTIONS

A strong economy generates opportunities for fulfilling jobs, choices and financial security. Our target is to make sure average employment growth continues at a steady rate and that the opportunities are shared by all in the community. Actions to support employment include:

- Target the creation of 100,000 new jobs through our *Jobs Action Plan*. Through a payroll tax rebate we are lowering the tax burden for businesses, helping to stimulate an additional 100,000 jobs in NSW, including 40,000 in regional NSW
- Work more effectively with Local and Commonwealth Government agencies to overcome impediments to industry growth across NSW
- Support small and medium sized businesses through the creation of the Office for Small Business and the Small Business Commissioner and by paying government bills within 30 days
- Respond to business restructuring by assisting in the training and re-employment of displaced employees and facilitate business investments in NSW which result in the creation of new jobs
- Increase the number of women completing apprenticeships in non-traditional trades through mentoring, the introduction of part-time apprenticeships and highlighting training pathways and career opportunities in trades for younger women
- Deliver actions that aim to achieve 2.6% Aboriginal employment in the public sector by 2015
- Use the purchasing power of the NSW Government to create more job opportunities for Aboriginal people by supporting non-government organisations and service suppliers that offer apprenticeships, cadetships and traineeships to Aboriginal people.

## GOAL 2 REBUILD STATE FINANCES

Strong economic growth generates government revenue, enabling us to provide higher service standards and improved infrastructure. We cannot live beyond our means – growth in expenses should not outstrip revenue growth. We will ensure disciplined and effective management of public finances so that we can continue to deliver services and infrastructure like hospitals, schools and transport, and to protect the most vulnerable people in our society. The Government will also introduce measures to drive better performance and responsible management through increased accountability and transparency in financial reporting.

ACCOUNTABILITY  
Treasurer

### TARGETS

#### EFFECTIVE BALANCE SHEET MANAGEMENT

- Maintain AAA credit rating
- Fully fund superannuation liability by legislated target
- Increase the general government and total state sector average net worth over rolling four year periods
- Ensure expense growth will be less than or equal to trend revenue growth

#### IMPROVE FINANCIAL MANAGEMENT AND CONTROLS

- Minimise variation from controllable expenses

#### IMPROVE EFFICIENCY AND EFFECTIVENESS OF EXPENDITURE

- Subject all capital projects to Benefit Cost Ratio assessment
- All agencies to be subject to efficiency and effectiveness reviews on a rolling basis

### PRIORITY ACTIONS

Disciplined, responsible and effective management of NSW Government finances is fundamental to rebuilding State finances. Actions to deliver these targets include:

- Conduct a Commission of Audit into State finances, expenditure and management to assess the State's financial position and to study aspects of government expenditure and management leading to long term reforms
- Develop comprehensive fiscal and savings strategies to help NSW maintain its AAA credit rating and to align expenditure and revenue growth
- Undertake triennial reviews to ensure the NSW Government remains on track to fully fund its superannuation liability.

Effective management and control of expenditure will deliver improved predictability of how much money the Government will be required to spend. Actions to deliver this target include:

- Review budget processes and systems in order to better support sound, sustainable and effective financial decision making and resource allocation, and to ensure alignment with *NSW 2021* goals.

By increasing the efficiency and effectiveness of expenditure, the Government can achieve its desired outcomes at a lower cost. This will allow Government to reduce taxes and improve public services. To deliver this target we will:

- Develop legislation to replace the *Public Finance and Audit Act 1983*, shifting focus from process to performance.

## TARGETS

### REFORM REVENUE

- Maintain the share of state revenue to GSP, excluding any variations in tax rates and Commonwealth policy
- Reduce the volatility of taxes

### IMPROVE PUBLIC TRADING ENTERPRISES PERFORMANCE

## PRIORITY ACTIONS

By ensuring that state revenue grows in line with Gross State Product the Government will minimise the distorting impacts of taxes on the rest of the economy. Reducing the reliance on less efficient taxes would also support state economic growth and sound fiscal planning. The key action to deliver this target:

- Refocus taxes towards more efficient and less volatile taxes.

Public Trading Enterprises (PTE) are valuable public assets representing a significant public investment and providing essential economic services. Actions to achieve this target include:

- Improve processes for the merit-based appointment of Board members to State Owned Corporations to achieve a better mix of skills and experience
- Increase public reporting of shareholder assessments of the performance of State Owned Corporations to improve transparency and accountability
- Benchmark and monitor each State Owned Corporation against comparators and against regulated allowances:
  - establish and achieve benchmark returns
  - establish return on assets and return on invested capital targets
  - establish valuation models for each commercial PTE
  - establish commercially appropriate capital structures that are comparable with industry peers.

# 3

## GOAL 3 DRIVE ECONOMIC GROWTH IN REGIONAL NSW

We will work with regional communities, businesses and local government to achieve steady and strategic growth in our regions, with new investment in priority regional infrastructure, effective incentives to grow enterprises and job opportunities, a combination of public and private decentralisation, and improved services where people need them. We need to balance population growth between regional and metropolitan areas so all people have access to the economic and lifestyle opportunities of our State.

### ACCOUNTABILITY

Minister for Trade & Investment,  
Minister for Regional Infrastructure  
& Services

#### TARGETS

##### **INCREASE THE SHARE OF JOBS IN REGIONAL NSW**

#### PRIORITY ACTIONS

Our strategy is to encourage decentralisation – steady and strategic growth in our regions. This will require a focus on regional infrastructure and job creation. Actions to support job growth in regional NSW include:

- Deliver the *Jobs Action Plan* to assist business investment and growth to target 40,000 new jobs in regional NSW
- Develop *Regional Action Plans* which harness business opportunities and address impediments to growth in each region
- Invest in regional infrastructure with 30% of the *Restart NSW* fund earmarked for regional NSW and tackle the backlog in local government infrastructure projects
- Support regional business growth through tailored programs and local facilitation services. Work with Regional Development Australia committees and the Commonwealth Government to promote regional industry opportunities
- Implement *Resources for Regions* policy, with Infrastructure NSW administering up to \$160 million for infrastructure programs such as road repairs for affected mining communities.

##### **INCREASE THE POPULATION IN REGIONAL NSW BY 470,000 BY 2036**

Our strategy to increase the population in regional NSW will support balanced population growth across the State, invigorating regional economies and relieving congestion pressures within Sydney. Actions to deliver this target include:

- Implement the \$7,000 *Regional Relocation Grants* to encourage population and economic growth in regional NSW
- Market job opportunities and the benefits of regions as a location for business, skilled workers and families in partnership with local councils and Regional Development Australia committees
- Maximise opportunities to decentralise government services and work strategically including with local government, to support regional economic development objectives
- Work in partnership with local government, communities and the private sector to leverage the *Revitalising Our Regions* Crown land program to deliver economic and social outcomes in regional NSW.

## TARGETS

### **PROTECT STRATEGIC AGRICULTURAL LAND AND IMPROVE AGRICULTURAL PRODUCTIVITY**

- Strategic land use plans completed within set timeframes
- Improved productivity on NSW farms

## PRIORITY ACTIONS

Future economic growth in regional NSW will require balancing development with the sustainable management of natural resources. Growth needs to be better planned to give businesses and the community increased confidence about what the future holds. Actions to deliver these targets include:

- Develop *Strategic Regional Land Use Plans* by 2014. These Plans will be prepared on a regional basis and will introduce a tailored approach to the specific needs, challenges and opportunities of each region and address land use conflicts. These plans will provide local communities with far greater certainty about how their areas manage future change
- Map strategic agricultural lands and develop agricultural industry sector strategic plans
- Finalise the *Aquifer Interference policy* and regulation to provide guidance on acceptable mining impacts to protect water resources
- Deliver research, development and education programs to:
  - improve water efficiency, reduce greenhouse gas emissions and reduce the impact of agriculture on the environment and natural resources
  - improve productivity to make agriculture industries resilient to climate variability and responsive to international markets and policies
- Reduce the impact of noxious weeds to restore and enhance productivity of prime agricultural land through the delivery of weed control grants and support for additional research and development.

## GOAL 4 INCREASE THE COMPETITIVENESS OF DOING BUSINESS IN NSW

The Government recognises that NSW competes nationally and internationally for business investment and economic opportunities. In order to make NSW Australia's first place to do business, we must ensure NSW offers a compelling choice as a location for investment and employment growth. We recognise there are a wide range of factors that affect investment choices and that NSW must offer a competitive tax system, streamlined regulatory frameworks, a better planning system and a skilled workforce. The Government will also increase opportunities for investment and growth through innovation.

### ACCOUNTABILITY

Minister for Trade & Investment,  
Minister for Regional Infrastructure  
& Services

### TARGETS

#### INCREASE BUSINESS CONFIDENCE

### PRIORITY ACTIONS

Increased business confidence will encourage business and grow investment in NSW. Actions to support this target include:

- Implement a payroll tax rebate of \$4,000 per full time employee for the first 100,000 new payroll tax paying jobs created in NSW
- Pay all bills from suppliers to Government involving contracts of up to \$1 million within 30 days
- Review and simplify Government tendering processes and publish purchasing performance
- Implement the new national Occupational Health and Safety framework.

#### REDUCE RED TAPE

- Reduce red tape for businesses and the community by 20% by June 2015
- Improve development approval and plan making processes
- Reduce Federal/State duplication of environmental regulations to streamline approvals to boost the State's economy while protecting the environment

The Government's policy is to reduce regulatory costs and cut red tape for businesses and the community. Actions to deliver on these targets include:

- Set targets for red tape reduction for all NSW Government agencies and include a requirement in Director General contracts for reporting against the target
- Require that the number of principal Acts and principal Regulations repealed by Government in a calendar year will be at least twice the number of new principal legislative instruments introduced (i.e. a 'one on, two off' policy for new regulations)
- Ensure average Gateway determination times are less than 30 days and improve local environmental plan preparation times
- Increase the number of developments that are approved without the need for detailed assessment (lengthy merit assessment), by:
  - expanding the types of development covered as 'complying development'
  - further promoting 'complying development'
- Eliminate the need for dual State/Commonwealth threatened species approvals by aligning and streamlining legislation and processes
- Develop a common set of offsetting principles and align offsetting practices.

#### INCREASE BUSINESS INNOVATION

- Grow knowledge industries

By supporting innovation in growth sectors we will foster and create opportunities, ensuring NSW capitalises on our competitive advantages. Actions to support this target include:

- Work with the NSW Innovation Council to support and grow innovation within NSW. The Innovation Council will provide advice to Government on improving innovation within the private sector
- Support high performing businesses to innovate to further enhance productivity through *Industry Action Plans*. The plans will identify innovation drivers and barriers within key sectors (professional services, manufacturing, digital economy, tourism and events, and education and research).



## GOAL 5 PLACE DOWNWARD PRESSURE ON THE COST OF LIVING

We recognise that many families are facing increasing cost of living pressures, which are placing additional stress on already stretched family budgets. Our goal is to reduce the pressure on household budgets where possible by providing support to people in need and dealing with the underlying causes of rising household costs. We will increase the supply of land for housing and provide incentives to help make housing in NSW more affordable and housing stock more appropriate for people's needs. We will place as much downward pressure as possible on household electricity bills through greater energy efficiency and more cost-effective energy supply.

ACCOUNTABILITY  
Minister for Finance & Services

### TARGETS

#### IMPROVE HOUSING AFFORDABILITY AND AVAILABILITY

- Facilitate the delivery of 25,000 new dwellings in Sydney per year
- Increase the available green field 'zoned and trunk serviced' lots to always be above 50,000
- Increase uptake of 'empty nester' opportunities

#### CONTAIN ELECTRICITY COSTS THROUGH EFFICIENT ENERGY USE

- Assist business and households to realise annual energy savings of 16,000 GWh by 2020 compared to 'business as usual' trends
- Support 220,000 low income households to reduce energy use by up to 20% by June 2014

### PRIORITY ACTIONS

NSW households spend the greatest proportion of their household budget on rent or housing repayments. NSW's population is expected to grow to over nine million by 2036 – an increase of 2.25 million people, with around three quarters expected to live in Sydney. We will increase the supply of available land for housing to help reduce the costs of home ownership. Actions to achieve these targets include:

- Accelerate land release of 10,000 blocks by Landcom over four years to make it easier for home buyers to afford a home
- Continue to set dwelling targets for local councils outlined in subregional strategies
- Partner with local councils to ensure that targets for housing and growth and the priorities within the subregional plans and regional plans are reflected in relevant planning proposals and in local planning instruments (local environmental plans)
- Provide regular forecasts of future dwelling production to infrastructure funders and providers to inform servicing, asset management and financial planning and delivery
- Establish a real-time reporting system and annual reporting on land supply and housing completion in relation to benchmarks and projected dwelling demand to inform Government actions required to facilitate desired stock levels
- Prepare a *Growth Management Strategy* that will involve stakeholders and the property industry to ensure the rezoning, provision of infrastructure and release of land is timely and economically feasible
- Extend stamp duty concessions to 'empty nesters' over 55 years old who sell an existing home and purchase a newly constructed dwelling worth up to \$600,000
- Simplify and clarify the *Home Building Act* to minimise administrative burdens and costs relating to residential building work and to ensure a more efficient market.

Electricity prices for consumers are set by IPART, but more efficient use of energy is important so we can help households and businesses manage their electricity bills. Actions to deliver on these targets include:

- Support low income households to reduce energy use through the *Power Savings Kit* and advice on behaviour change
- Deliver high standard building retrofit programs so that 50% of NSW commercial floor space achieves a 4-star *NABERS* energy and water rating by 2020.

# 6

## GOAL 6 STRENGTHEN THE NSW SKILL BASE

It is critical that NSW has an educated and skilled workforce to drive a productive and growing economy. More than ever, it is important we find ways to work collaboratively across government, industry and tertiary sectors to develop a skill base that meets the current and future needs of NSW businesses. The delivery of high quality, accessible and relevant training will support workforce participation and the growth of industry and business.

ACCOUNTABILITY  
Minister for Education

### TARGETS

#### **MORE PEOPLE GAIN HIGHER LEVEL TERTIARY QUALIFICATIONS**

- 50% increase in the proportion of people between the ages of 20 and 64 with qualifications at AQF Certificate III and above by 2020
- 100% increase in the number of completions in higher level qualifications at Diploma level and above by 2020
- 20% increase in the number of completions in higher level VET qualifications at AQF Certificate III and above by women by 2020
- 20% increase in the number of completions in higher level VET qualifications at AQF Certificate III and above by students in rural and regional NSW by 2020
- 20% increase in the number of completions in higher level VET qualifications at AQF Certificate III and above by Aboriginal students by 2020
- 44% of 25–34 year olds hold a bachelor level qualification or above by 2025
- 20% of undergraduate enrolments are students from low socio-economic status backgrounds by 2020

### PRIORITY ACTIONS

We have set tertiary qualification targets that will make sure NSW has the most highly skilled workforce in the country. We want to make sure all members of our community have access to high quality training so they can fully participate in the workforce. Actions to achieve these targets include:

- Work with key industry sectors to identify skills shortages, develop specialised training programs and prioritise the delivery of training to support high growth industries and occupations with strong job prospects
- Provide personalised learning solutions, flexible training options, career counselling, and language, literacy and numeracy support to help people achieve higher level qualifications
- Develop customised programs for Aboriginal students, including leadership courses, family education courses, and courses in entrepreneurial and small business skills, which will help build community capacity and enhance employment outcomes
- Develop effective pathways into higher education by working with businesses, schools, vocational education and training and higher education providers
- Establish more effective consultative mechanisms with the Commonwealth, industry and the tertiary sector to improve skills and qualification levels across the NSW workforce
- Provide training options for retrenched workers in regional and rural areas
- Provide targeted training in areas of employment growth for students in regional and rural areas, Aboriginal people and women
- Increase university enrolments and attainment through improved links between schools, vocational education providers and universities, especially those serving low socio-economic communities and regional NSW.

## TARGETS

### **MORE YOUNG PEOPLE PARTICIPATE IN POST SCHOOL EDUCATION AND TRAINING**

- 90% of young people who have left school are participating in further education and training or employment by 2020
- 10% increase in the number of apprenticeship and traineeship completions by 2016, including in rural and regional NSW

## PRIORITY ACTIONS

We want young people in NSW to make a successful transition from school to further education, training and employment. Actions to achieve these targets include:

- Increase the number of apprenticeships completed through competency-based assessment, shorter term apprenticeships and credits towards an apprenticeship or traineeship where lower level vocational training has already been completed
- Work with industry to review the current length of apprenticeships and reduce terms where appropriate
- Support the raised school leaving age by:
  - expanding access to *Structured Workplace Learning* providing vocational training while at school to students in Years 9 and 10
  - providing targeted support for youth at risk of disengagement including mentoring and engagement with Commonwealth-funded *Partnership Brokers* and *Youth Connections* providers and Independent Employment Advisers who provide real life industry-grounded support for young people
- Fund pre-apprenticeship and pre-traineeship training to help young people begin and complete higher-level training and secure skilled job opportunities.

## DELIVERING CHANGE

**Real-time information for motorists, transport users and hospitals**

**New train services for the Central Coast & Western Sydney**

**Electronic transport ticketing system**

**Upgrade black spots including the Pacific Highway**

**Make available 1,390 hospital beds and 2,475 nurses**

**Strengthened police recruitment and new drug court**

# RETURN QUALITY SERVICES

The job of government is to serve people – not the other way around.

We will transform the public sector ‘customer’ experience – whether in education, health, transport, community services, policing and justice, administrative transactions, or other public functions.

To improve quality and choice we will put customers at the centre of service design and commissioning, and develop services that are positive, relevant, valuable, reliable, competitive and trustworthy.

We will make customer focus a leadership issue across the public service. The Customer Service Commission will make sure the voice and experience of customers is heard and will shape the future delivery of services.

The *Simpler Services Plan* will make it easier to transact with government with a new internet web portal, ‘apps’ to deliver real-time locationally aware information, a single 24/7 government phone number, and pilot ‘One Stop Shops’ in metropolitan and regional walk-in centres. Services will be better organised around events in people’s lives, such as having a baby, starting a business or moving house.

We will redesign public service delivery to suit people by joining up government services and using technology where appropriate. Our services must be increasingly innovative to respond to changing needs such as cultural and demographic diversity.

We will collaborate with the non-government and private sectors and where there is a better way of delivering a service or program, which maintains or exceeds appropriate standards, delivers results and defends public value, we will consider it.

We are devolving authority to people, communities and the frontline to ensure that those closest to an issue have a direct say and more involvement – whether it be improving patient care, tackling graffiti and other antisocial behaviour, or opening up school grounds to community groups. Local communities will be encouraged to get involved and help design the services they need.

Some of the most complex customer needs are the responsibility of government, often without a choice of service. We will work to understand what people expect and need, and involve them in shaping the service to their local and individual requirements.



## TRANSPORT

An integrated transport system is required to ensure different transport modes work together and the interests of the travelling public are put first.

The new transport authority, Transport for NSW, will deliver strategic infrastructure projects and better coordinate different transport modes to provide clean, reliable, safe, efficient and integrated transport services. Transport for NSW will drive a renewed focus on customer satisfaction to deliver the highest possible standards in service to transport users across the network.



## HEALTH

Our goal is to restore confidence in the public health system by rebuilding hospitals and health infrastructure, re-engaging medical practitioners, and giving communities and health care providers a strong and direct voice in improved patient care.

The best health policy government can deliver is one that keeps people out of hospital. By focussing on illness prevention, we can reduce the burden of chronic disease on the health system and keep our community active and healthy.



## FAMILY AND COMMUNITY SERVICES

Across the priority areas of child wellbeing, homelessness, and disabilities, we will deliver integrated and responsive services to support some of the most vulnerable members of our community.

We will focus on early intervention to prevent the worsening of problems faced by people in already tough situations. Strong collaboration across portfolios and with the non-government sector to design and deliver tailored support services to individuals, carers, and families will promote more choice and quality in services.



## EDUCATION

NSW is recognised internationally as a leader in education and training and learning innovation. Our students are high performers, achieving at levels significantly higher than the OECD average in international testing. However, there is still work to be done. Some groups of students consistently start school with a lower level of 'school readiness', some consistently underperform and some leave school without the skills they need to get a good job and actively participate in the community.

We will continue to provide an equitable education system that recognises the value of early intervention. We will give students the support and the tools to achieve throughout their lives and improve access to post-school education, training and employment opportunities.



## POLICE AND JUSTICE

The NSW Police Force, courts and corrective services play a vital role in protecting the community and ensuring that those who do not respect our laws are held accountable for their actions.

The NSW Government will invest in key infrastructure and resources needed by the police and the justice system to effectively tackle anti-social behaviour, alcohol-related crime and other criminal activity.

Through better engagement with the community and a focus on prevention and early intervention strategies, we will provide higher quality police and justice services to support the growth of safer, stronger communities.

## GOAL 7 REDUCE TRAVEL TIMES

The NSW Government is committed to delivering an efficient and effective transport system that reduces the time it takes to travel around Sydney and across NSW. A better transport system saves people valuable time and provides significant benefits to business and industry. We are focusing on improving the efficiency of the road network during peak times and improving the frequency of public transport to minimise waiting times and ensure public transport is a more attractive transport option. We will help travellers make informed decisions about their travel plans by providing real-time information on travel times, incidents and congestion.

ACCOUNTABILITY  
Minister for Transport



### TARGETS

#### IMPROVE THE EFFICIENCY OF THE ROAD NETWORK DURING PEAK TIMES ON SYDNEY'S ROAD CORRIDORS

- Deliver improved travel time information services for motorists
- Improve AM and PM peak hour travel speeds on 100 major road corridors
- Improve average incident clearance times
- Clear major road incidents within 4 hours

#### MINIMISE PUBLIC TRANSPORT WAITING TIMES FOR CUSTOMERS

- Increase the frequency of services on key corridors during peak and off-peak
- Reduce the difference between scheduled and actual public transport travel times

### PRIORITY ACTIONS

Improving the efficiency of the road network will ease transport congestion and reduce travel time for those travelling by car, bus or truck. Actions to improve the efficiency of our road network include:

- Provide real-time information to motorists through the delivery of key initiatives including the use of variable message signs on motorways (M5, F3, M2, M4, M7) to provide up to date travel time information and a free *Live Traffic NSW* mobile app
- Deliver road infrastructure to:
  - relieve congestion
  - improve safety
  - enhance and expand capacity on road corridors
- Improve detection, response and management of incidents by monitoring and managing the NSW road network 24 hours a day, using state of the art technology including a state-wide network of CCTV cameras and keeping road users informed of travel conditions
- Clear up incidents more quickly by establishing a Motorway Breakdown Response team.

Our aim is to reduce the time people wait for public transport by increasing the frequency of services and improving coordination and integration between transport modes. Actions to reduce public transport wait times include:

- Increase the frequency of train, bus and ferry services with:
  - more express trains for commuters from the Central Coast, and South Western and Western Sydney
  - more NightRide bus services on weekends
  - more ferry services west of the Harbour Bridge and in Sydney's north
- Ongoing review of train, bus and ferry timetables
- Make it quicker and easier to get on and off trains at busy stations by introducing more countdown clocks and improving information provided to customers
- Provide customers with more reliable buses by expanding passenger transport information services and systems which give priority to buses at traffic lights to improve punctuality.

## 8

## GOAL 8 GROW PATRONAGE ON PUBLIC TRANSPORT BY MAKING IT A MORE ATTRACTIVE CHOICE

Growing public transport usage reduces traffic congestion, improves travel times and provides significant environmental benefits. However the NSW Government recognises that to increase patronage public transport needs to be an attractive, convenient and efficient choice for commuters. This means delivering quality public transport services with better frequency and reliability, and better integration of train, bus, ferry and light rail services. The increased take-up of walking and cycling as active modes of transport will also help reduce road congestion and promote healthy lifestyles.

ACCOUNTABILITY  
Minister for Transport



### TARGETS

#### CONSISTENTLY MEET PUBLIC TRANSPORT RELIABILITY TARGETS:

- Trains: 92% of CityRail trains run on time across the network
- Buses: 95% of Sydney buses run on time across the network
- Ferries: 98.5% of Sydney Ferries run on time

### PRIORITY ACTIONS

A high quality, reliable and accessible public transport system is key to the sustainable growth of any major city, including Sydney. Actions to deliver on the targets include:

- Improve train reliability:
  - Increase the capacity of trains by implementing the *Rail Clearways Program*
  - Improve the consistency of services on train lines experiencing high patronage and at the busiest times of the day
  - Make it easier and faster for customers to move on and off trains at busy stations by introducing more countdown clocks, improved customer information and better announcements
  - Help customers make travel decisions by developing measures to provide useful information regarding journey times
  - Continue to invest in the track and signalling system to improve the reliability of the infrastructure and deliver a smooth ride to the customer
- Improve bus reliability:
  - Provide customers with more reliable buses to improve punctuality, by expanding the *Passenger Transport Information Priority Systems* which give priority to buses at traffic lights
  - Implement road improvement and bus priority measures, through increased collaboration between Transport for NSW and transport operators
- Improve ferry reliability:
  - Introduce new timetabling changes
  - Build wharves to significantly increase the speed at which passengers embark and disembark
  - Reinstate more frequent ferry services to the Lower North Shore and introduce additional services on the Parramatta River.

## GOAL 8 GROW PATRONAGE ON PUBLIC TRANSPORT BY MAKING IT A MORE ATTRACTIVE CHOICE (CONTINUED)



### TARGETS

#### **INCREASE THE SHARE OF COMMUTER TRIPS MADE BY PUBLIC TRANSPORT**

- To and from Sydney CBD during peak hours to 80% by 2016
- To and from Parramatta CBD during peak hours to 50% by 2016
- To and from Newcastle CBD during peak hours to 20% by 2016
- To and from Wollongong CBD during peak hours to 15% by 2016
- To and from Liverpool CBD during peak hours to 20% by 2016
- To and from Penrith CBD during peak hours to 25% by 2016

#### **INCREASE THE PROPORTION OF TOTAL JOURNEYS TO WORK BY PUBLIC TRANSPORT IN THE SYDNEY METROPOLITAN REGION TO 28% BY 2016**

#### **INCREASE WALKING AND CYCLING**

- More than double the mode share of bicycle trips made in the Greater Sydney region, at a local and district level, by 2016
- Increase the mode share of walking trips made in the Greater Sydney region, at a local and district level, to 25% by 2016

### PRIORITY ACTIONS

Transport for NSW will deliver a comprehensive transport plan for Sydney. Public transport networks will be expanded to keep pace with population growth in our metropolitan centres. Increasing transport provision and patronage will help communities to access jobs and services closer to home. We will:

- Service fast growing regions of Sydney by building the South West and North West Rail Links
- Expand light rail in Sydney and integrate into the broader transport network
- Improve and coordinate existing and future transport services, by defining the projects needed for growth, improving the way people travel and how businesses move goods to metropolitan and regional communities. Areas targeted include Sydney City, Parramatta and Western Sydney, Green Square, Macquarie Park, Mid North Coast, Far North Coast, Illawarra and the Lower Hunter
- Deliver high standards of customer service across all modes of public transport. This includes providing real-time information services to attract more passengers to the public transport system.

This target aims to increase the number of trips by public transport for all trips, in particular trips to work. Actions to deliver on the target include:

- Provide better public transport connections between and within population and economic centres through the development of strategic bus corridors, the potential expansion of Sydney's light rail network, and the upgrade of supporting infrastructure in key centres
- Increase the frequency and efficiency of public transport services through improvements to timetabling and better service coordination
- Introduce an electronic ticketing system.

To increase walking and cycling to help ease transport congestion and build a healthier, more active community we will:

- Complete the construction of the *Metro Sydney Bike Network* and work with local councils to complete local cycle networks as part of an integrated transport network
- Develop and implement a *NSW Walking Strategy* to encourage and promote walking for travel and recreation, and to enhance walking environments in NSW.



## GOAL 9 IMPROVE CUSTOMER EXPERIENCE WITH TRANSPORT SERVICES

The NSW Government will put customers at the centre of public transport planning and provision to ensure their needs, preferences and opinions are reflected in decision making, planning, activities and operations. We will set high customer service standards to attract passengers to the public transport system through initiatives including providing real-time information to make travelling easier. Listening to our customers will help determine how we make services more attractive and improve their experience.

ACCOUNTABILITY  
Minister for Transport



### TARGETS

#### IMPROVE CUSTOMER SATISFACTION WITH TRANSPORT SERVICES

#### INCREASE REAL-TIME TRAVEL INFORMATION TO CUSTOMERS

### PRIORITY ACTIONS

Customer satisfaction and a positive consumer experience with public transport are essential elements to increase patronage on public transport. Actions to deliver this target include:

- Develop and implement a transport-wide customer satisfaction measure
- Introduce an integrated electronic ticketing system to assist in delivering a seamless transport system for customers.

Real-time travel information helps customers to better plan their journeys and avoid unnecessary delays. We will:

- Provide real-time information to customers for an increasing number of our services
- Identify measures regarding overall journey time for customers that will provide more useful information about their travel times
- Continue development of the *Live Traffic* website to give users up-to-the-minute details and advice about the road network and help them plan their journey.

# 10

## GOAL 10 IMPROVE ROAD SAFETY

We want to make our roads the safest in the country. Road crashes in NSW result in around 400 deaths and 24,000 injuries each year and cost the NSW community approximately \$4.8 billion. Safer roads will improve the physical and emotional quality of life for many people. We are helping to improve road safety by identifying and upgrading black spots, promoting safety features in cars, enforcing speed limits and road rules, and encouraging road users to drive responsibly.

ACCOUNTABILITY  
Minister for Roads & Ports



### TARGETS

**REDUCE FATALITIES TO 4.3 PER 100,000 POPULATION BY 2016**

### PRIORITY ACTIONS

Our road safety target is aligned with the achievement of the *National Road Safety Strategy* targets and uses an internationally recognised measure of road safety performance.

Actions to achieve this target include:

- Develop and implement the *NSW Road Safety Strategy 2011–2020*, which will build on existing effective programs including the *Road Toll Response Package*
- Improve the safety of roads by carrying out road development, upgrading, maintenance and safety works, such as safety barriers and works on local roads to address crash risks
- Conduct highway safety reviews to inform safety works and upgrade identified black spots including continuing the duplication of the Pacific Highway
- Fast track the roll out of additional flashing lights to alert drivers to school zones
- Introduce a Safer Drivers course for learner drivers, with the curriculum developed by a board of road safety experts
- Identify dangerous or confusing sections of road through the *Safer Roads* website
- Work with the Commonwealth and vehicle manufacturers to improve vehicle safety
- Cut congestion and introduce safe, simpler speed zones to save lives.

## GOAL 11 KEEP PEOPLE HEALTHY AND OUT OF HOSPITAL

Keeping people healthy and out of hospital will improve our quality of life and is the best way to manage rising health costs. Our health system needs reshaping to focus more on wellness and illness prevention in the community. This focus will help reduce rates of smoking, risk drinking and obesity which can lead to strokes, diabetes, kidney failure, asthma, cardiovascular disease and other potentially avoidable diseases, which have a significant impact on individuals and public hospital services. Co-ordinated preventive health strategies will help reduce the burden of chronic disease on our health system, and help our children and future generations to live healthier, happier and more fulfilling lives.

ACCOUNTABILITY  
Minister for Health



### TARGETS

#### REDUCE SMOKING RATES

- Reduce smoking rates by 3% by 2015 for non-Aboriginal people and by 4% for Aboriginal people
- Reduce the rate of smoking by non-Aboriginal pregnant women by 0.5% per year and by 2% per year for pregnant Aboriginal women

#### REDUCE OVERWEIGHT AND OBESITY RATES

- Reduce overweight and obesity rates of children and young people (5–16 years) to 21% by 2015
- Stabilise overweight and obesity rates in adults by 2015, and then reduce by 5% by 2020

#### REDUCE RISK DRINKING

- Reduce total risk drinking to below 25% by 2015

#### CLOSE THE GAP IN ABORIGINAL INFANT MORTALITY

- Halve the gap between Aboriginal and non-Aboriginal infant mortality rates by 2018

### PRIORITY ACTIONS

Reducing behaviours and lifestyle risk factors that lead to chronic diseases will improve wellness and illness prevention, and reduce the burden on the health system in the future. Actions to achieve these targets include:

- Establish an Office of Preventive Health to coordinate state-wide preventive health programs and manage a *Preventive Health Fighting Fund* to pool resources for preventive health
- Deliver public education campaigns to motivate smokers to quit, strengthen efforts to reduce exposure to second-hand smoke, and work in partnership with Aboriginal maternal and infant health services to deliver smoking cessation services to pregnant Aboriginal women
- Over the next four years, invest in child health promotion programs, such as *Munch and Move*<sup>®</sup>, a program to educate early childhood professionals and families about appropriate physical activity and foods for preschool-aged children; and deliver the *Healthy Workers Initiative* and the *Get Healthy Information and Coaching Service*<sup>®</sup> to support working adults to live a healthy lifestyle
- Prevent high risk alcohol abuse in public places and reduce risky drinking in the home through state-wide alcohol education campaigns including *Know when to say when* and *What are you doing to yourself?*

Closing the gap in Aboriginal health outcomes begins at birth. By striving to meet a national target to halve the gap in Aboriginal infant mortality, we can ensure all Aboriginal children have the best start to life. We will:

- Deliver the Aboriginal Maternal and Infant Health Service, aimed at improving the health outcomes of Aboriginal mothers and their infants.

## GOAL 11 KEEP PEOPLE HEALTHY AND OUT OF HOSPITAL (CONTINUED)



### TARGETS

#### IMPROVE OUTCOMES IN MENTAL HEALTH

- Reduce mental health readmissions within 28 days to any facility
- Increase the rate of community follow-up within 7 days of discharge from a NSW public mental health unit
- Increase the number of adults and adolescents with mental illness who are diverted from court into treatment

#### REDUCE POTENTIALLY PREVENTABLE HOSPITALISATIONS

- Reduce the age-standardised rate of potentially preventable hospitalisations by 1%, and by 2.5% for Aboriginal people by 2014–15

### PRIORITY ACTIONS

Mental health reform will improve outcomes for patients. Targets to improve mental health outcomes will focus the government's efforts in prevention and early intervention in the community and shift treatment away from hospital emergency departments. Actions to achieve these targets include:

- Establish a NSW Mental Health Commission to ensure the delivery of high quality mental health care and appoint a Mental Health Commissioner to be a champion for mental health within government. The Commission will also work to ensure people with a mental illness are diverted from the criminal justice system
- Enhance discharge planning for mental health patients through the revision of the mental health transition planning policy
- Prevent hospital admissions by maintaining hospital avoidance programs under the *Community Mental Health Strategy*, and develop models for strengthening community mental health responses.

For too long our health system has been focused on providing emergency care. This target refocuses our efforts on keeping people healthy and out of hospital by improving the way certain conditions are managed by a general practitioner or in a community health setting. Actions to achieve this target include:

- Deliver the *Connecting Care (Severe Chronic Disease Management) Program* to provide additional support to people with a chronic illness, and develop health system capacity to follow-up Aboriginal children overdue for vaccination
- Develop, implement and evaluate a *NSW Immunisation Campaign* to promote timely vaccination.

## GOAL 12 PROVIDE WORLD CLASS CLINICAL SERVICES WITH TIMELY ACCESS AND EFFECTIVE INFRASTRUCTURE

We will provide timely access to world class health care through increased investment in infrastructure, making more beds available, and providing more nurses. By establishing Local Health Districts and new governance arrangements for the NSW health system, we are restoring local decision-making so that our hospitals and health services can be managed by those closest to the patient. As the 'front door' to acute hospital services, our emergency departments need targeted changes to better manage demand, and our planned surgery management strategies need to be transparent. The patient and their carers will be at the heart of these plans to ensure timely access to quality health care.

ACCOUNTABILITY  
Minister for Health



### TARGETS

#### REDUCE HOSPITAL WAITING TIMES

##### Planned Surgery

- Planned surgical patients admitted within clinically appropriate time

##### Emergency Department Treatments

- Time from triage to commencement of clinical treatment meets national benchmarks

#### IMPROVE TRANSFER OF PATIENTS FROM EMERGENCY DEPARTMENTS TO WARDS

- Achieve the COAG agreed national emergency department access target of 90% of persons attending ED staying four hours or less

### PRIORITY ACTIONS

The Government's changes to the health system will help reduce waiting times for planned surgery and emergency departments in public hospitals allowing NSW to meet national benchmarks for treatment. Actions to achieve these targets include:

- Invest \$4.7 billion over four years in health capital and ICT infrastructure (including e-health projects), make 1,390 beds available and deliver 2,475 extra nurses to ensure hospitals are accessible for the entire NSW community and provide the best quality of care
- Restore local decision making and conduct a governance review of the NSW health system to ensure those closest to the patient are empowered to make decisions about patient care
- Invest \$72 million to perform 13,000 additional operations to help reduce surgery waiting times
- Deliver alternative services to patients with less critical conditions to reduce the pressure on emergency departments, including 'Fast Track' zones, Urgent Care Centres and Medical Assessment Units
- Establish a Telehealth Technology Centre at Nepean Hospital and increase funding for the *Isolated Patients' Transport and Accommodation Scheme* to reduce the barriers of distance for providing health care, particularly for rural and remote patients
- Deliver real-time information on the number of patients waiting for treatment in major metropolitan emergency departments.

Moving patients from the emergency department to wards within the national benchmark will reduce overcrowding of emergency departments and improve patient comfort. Actions to improve the transfer and experience of emergency patients include:

- Deliver programs to improve patient journeys and access to care, including redesigning clinical processes, better managing patient flows and resolving unnecessary treatment delays
- Make 1,390 beds available over the next four years to meet demand for hospital admissions.



#### TARGETS

##### **REDUCE UNPLANNED READMISSIONS**

- Reduce current rates of unplanned and unexpected hospital readmissions as percentage of total hospital admissions (5% per year over 4 years)

##### **DECREASE HEALTHCARE ASSOCIATED BLOODSTREAM INFECTIONS**

- Improve on performance and remain below the COAG benchmark for *Staphylococcus aureus* (staph) bloodstream infection rate per 10,000 patient bed days

##### **ENSURE ALL PUBLICLY PROVIDED HEALTH SERVICES MEET NATIONAL PATIENT SAFETY AND QUALITY STANDARDS**

##### **INCREASE PATIENT SATISFACTION**

- Improve on the previous year's Patient Experience Survey following treatment

#### PRIORITY ACTIONS

In any environment, there are risks of infection and hazards to patient health and safety, even in hospitals. We are putting systems in place to reduce the possibility of illness or injury associated with health care. Actions to improve patient health and safety include:

- Promote strict cleanliness standards including hand washing practices among health professionals to minimise the spread of infections in public hospitals
- Reduce blood stream infections through improved clinical practices and education with hospital staff.

NSW Health is working with the Australian Commission for Safety and Quality in Health Care to make sure all hospitals in NSW meet agreed national patient safety and quality standards.

Improving timely access to quality health care starts with putting patients back at the centre of every decision in the NSW health system. Patients must have an opportunity to provide feedback on their experience if we are to continuously improve the delivery of health services and learn from mistakes. We will:

- Continue the NSW Health Patient Survey to ensure patients can provide feedback on their care and enable the health system to respond and continuously improve.

## GOAL 13 BETTER PROTECT THE MOST VULNERABLE MEMBERS OF OUR COMMUNITY AND BREAK THE CYCLE OF DISADVANTAGE

The NSW Government will improve and better integrate social services to support and protect our citizens at the right time. This includes giving children the best possible start to life, helping vulnerable young people and their families build resilience and plan for the future, ensuring that people who are at risk of becoming homeless are well supported, and that those who do become homeless spend as little time as possible without accommodation. With a focus on prevention and early intervention, we will work with non-government organisations to deliver community services, care, accommodation and other support services, preventing problems from escalating and becoming entrenched.

ACCOUNTABILITY  
Minister for Family  
& Community Services



### TARGETS

#### CHILD WELLBEING

- Increased proportion of NSW children who are developmentally on track in *Australian Early Development Index* domains: (i) physical health and wellbeing, (ii) social competence, (iii) emotional maturity, (iv) language and cognitive skills (school-based), and (v) communication and general knowledge
- Reduced rate of children and young people reported at risk of significant harm by 1.5% per year
- Reduced rate of children and young people in statutory out-of-home care by 1.5% per year

### PRIORITY ACTIONS

The experiences of childhood have enduring effects throughout life. The Government's focus is on prevention and early intervention to strengthen families, helping them to remain together and reduce the risk of harm to children and young people. Our targets focus on children's development as well as boosting the effectiveness of how we respond to family need. Actions to achieve our targets include:

Supporting children and their families through prevention and earlier intervention and restoration

- Integrate, bundle and reform services to support vulnerable children, young people and their families, including through the transfer of out-of-home care to the non-government sector
- Develop and evaluate new ways of delivering support to families, children and young people including through the devolution and integration of service design and integration of programs and services provided by the government and non-government sectors.

Focused and responsive family support and case management

- Work collaboratively with families who frequently come into contact with multiple government and non-government agencies to strengthen overall family functioning and reduce the risk of harm to children
- Build, improve and integrate family preservation services for Aboriginal families, including those at risk of having a child placed in out-of-home care
- Implement intensive family preservation and support services to keep children safely at home with their families, rather than entering statutory out-of-home care
- Trial Short Term Court Orders, which involves greater use of family preservation and restoration to ensure that placing a child in out-of-home care is a response of last resort
- Pursue 'permanency' in care arrangements as early as possible, whether through adoption, restoration to birth families, or parental responsibility to relatives or the Minister.

## GOAL 13 BETTER PROTECT THE MOST VULNERABLE MEMBERS OF OUR COMMUNITY AND BREAK THE CYCLE OF DISADVANTAGE (CONTINUED)



### TARGETS

#### **REDUCE THE NUMBER AND RATE OF PEOPLE WHO ARE HOMELESS:**

- 7% reduction in the number of homeless people in 2013
- 25% reduction in the number of rough sleepers by 2013
- 33% reduction in the number of Aboriginal people who are homeless in 2013
- Reduction in the number and rate of people experiencing repeat homelessness

### PRIORITY ACTIONS

Reducing homelessness, rough sleeping and repeat homelessness will require significant housing assistance, but we will also need comprehensive and integrated mental health, drug and alcohol and domestic violence services. Actions to achieve the targets include:

- Strengthen the capacity of homelessness services to provide a more effective, integrated, prevention and early intervention response to homelessness
- Provide housing assistance through public, community and Aboriginal housing as well as private rental assistance such as bond assistance
- Implement integrated housing and support initiatives for women and children escaping domestic violence who are homeless or at risk of homelessness
- Strengthen outreach and support services to rough sleepers in targeted areas, including mental health and drug and alcohol support
- Provide intensive support to young people with complex needs who are homeless or at risk of homelessness, with a focus on young people leaving out-of-home-care
- Provide appropriate long-term housing and support models for Aboriginal people who are homeless or at risk of homelessness
- Promote reintegration of people leaving custody through targeted housing and support models.



## GOAL 14 INCREASE OPPORTUNITIES FOR PEOPLE WITH A DISABILITY BY PROVIDING SUPPORTS THAT MEET THEIR INDIVIDUAL NEEDS AND REALISE THEIR POTENTIAL

The NSW Government is committed to ensuring that people with a disability, their families and carers are at the forefront of decision making about the services they need. We will deliver individualised and tailored services and ensure that people with a disability have the opportunity to participate in and fully contribute to the life of our society, and enable people to maximise their economic independence, relationships and sense of self worth.

ACCOUNTABILITY  
Minister for Disability Services



### TARGETS

#### PERSON CENTRED APPROACH TO DISABILITY SERVICES:

##### Increase the percentage of disability service users who are using individualised funding arrangements:

- 10% of disability service users are using individualised funding arrangements by 1 July 2014
- 100% of disability service users are able to access individualised funding arrangements by 1 July 2019

#### INCREASE PARTICIPATION OF PEOPLE WITH DISABILITIES IN EMPLOYMENT OR FURTHER EDUCATION

- 60% of transition to work participants move into employment or further education by 1 July 2014
- 65% of transition to work participants move into employment or further education by 1 July 2019
- Close the gap in the unemployment rate between people with a disability and the overall community by 50% by 2016

### PRIORITY ACTIONS

People with a disability deserve a greater voice and choice in the provision of their services. These targets are to ensure that we meet the needs of people with a disability and their carers with tailored services. Actions to achieve these targets include:

- Conduct consultation with people with a disability, families and carers, service providers and other stakeholders to identify improvements to disability services
- Develop a framework and implementation plan for person centred approaches to guide the expansion of individualised support services
- Deliver 300 new individual supported living fund packages by 2013–14, which will be used to purchase a combination of traditional disability supports and mainstream services, complementing a person's existing informal supports and networks.

Through participation in further education and employment, people with a disability will have the best chance to contribute fully to their communities and develop their own skills and knowledge. These targets will help us focus on programs that will support people with a disability to transition smoothly into further education, training or employment.

Actions include:

- Work with the Commonwealth to:
  - facilitate smooth pathways for school leavers through direct entry into employment, Commonwealth employment programs or via employment readiness programs
  - create pathways for ageing workers with disability into retirement
  - create entry pathways for school leavers or transition to work graduates
- Enhance transition to work programs by attracting providers with a demonstrated track record in delivering employment outcomes and encouraging people in funded day programs to move into transition to work or Commonwealth employment programs
- Continue to promote employment opportunities for people with a disability, including within the NSW Public Sector.

## GOAL 14 INCREASE OPPORTUNITIES FOR PEOPLE WITH A DISABILITY BY PROVIDING SUPPORTS THAT MEET THEIR INDIVIDUAL NEEDS AND REALISE THEIR POTENTIAL (CONTINUED)



### TARGETS

**Increase the proportion of people (aged five and over) with profound and severe disabilities (core activity limitation) involved in out-of-home activities**

- Target the out-of-home participation rate to 85% by 2016

### PRIORITY ACTIONS

For those with profound disabilities, participation outside the home can present great challenges. This target will ensure we provide opportunities to some of the most vulnerable members in our society to participate in recreational and other opportunities outside their home, and provide critical respite for their carers. Actions to achieve this target include:

- Develop a recreation and respite framework to provide a broad range of recreation and leisure based options, including through mainstream services
- Commence a staged expansion of core flexible respite infrastructure, targeting diverse groups including Aboriginal, culturally & linguistically diverse, child, teenage, sporting, recreational, educational and community programs; and develop and invest in new recreation and respite options
- Provide additional places in mid-life and older age day programs
- Increase awareness of day programs and options for people from culturally and linguistically diverse backgrounds to increase uptake of day programs.

## GOAL 15 IMPROVE EDUCATION AND LEARNING OUTCOMES FOR ALL STUDENTS

Access to and participation in high quality education provides the foundations for long-term social and economic success. We will support all students to reach their full potential at all stages of their education from early childhood to post-school learning and employment. To create an environment where students can continue to excel, and in turn lead productive lives and help build a strong NSW economy, we will ensure all children have access to quality early childhood education, recruit high quality teachers, and provide schools and their communities with a say in local decision making.

ACCOUNTABILITY  
Minister for Education



### TARGETS

#### ALL CHILDREN HAVE ACCESS TO QUALITY EARLY CHILDHOOD EDUCATION

- All children in NSW have access to a quality early childhood education program in the 12 months prior to formal schooling by 2013

#### IMPROVE STUDENT ACHIEVEMENT IN LITERACY AND NUMERACY

- Increase the proportion of NSW students in Years 3, 5, 7 and 9 at and above the national minimum standard for reading and numeracy
- Increase the proportion of NSW students in Years 3, 5, 7 and 9 in the top two performance bands for reading and numeracy
- Participation of NSW students in *NAPLAN* tests consistently exceeds the national average for participation

#### MORE STUDENTS FINISH HIGH SCHOOL OR EQUIVALENT

- 90% of 20–24 year olds have attained a Year 12 or AQF qualification at Certificate II or above by 2015
- 90% of 20–24 year olds have attained a Year 12 or AQF qualification at Certificate III or above by 2020

### PRIORITY ACTIONS

Children benefit from quality early childhood education as a foundation for successful learning. It is an important building block for later success in learning and life. Actions to meet this target include:

- Conduct a review of funding of early childhood education in NSW, which will recommend strategies to support increased participation in early childhood education
- Ensure priority access to early childhood education for Aboriginal children and children from disadvantaged backgrounds
- Implement the national quality agenda to improve the quality of early childhood education by improving educator to child ratios and increasing the number of qualified early childhood educators.

Students with sound literacy and numeracy skills are more likely to remain at school longer, complete their *Higher School Certificate* and continue on to tertiary education. Our targets have been set to make sure NSW students continue to achieve the best results possible. Actions to deliver the targets include:

- Implement the *NSW Literacy and Numeracy Action Plan*
- Provide comprehensive, evidence-based literacy and numeracy support that enables teachers to more effectively program, teach and assess students' individual needs across all stages of learning
- Expand and enhance professional learning programs for teachers on how to improve student literacy and numeracy achievement.

Students who stay on at school have more opportunities to access permanent employment and/or further study. The completion of Year 12 or equivalent will lead students towards a more productive life and provide benefits for our future economy. Actions to deliver these targets include:

- Increase access to quality retention programs for students in Years 10, 11 and 12 and develop resources to support students to plan their education and training goals for the future
- Implement strategies to support more students to complete an AQF qualification at Certificate II or III while at school

## GOAL 15 IMPROVE EDUCATION AND LEARNING OUTCOMES FOR ALL STUDENTS (CONTINUED)



### TARGETS

#### **MORE STUDENTS FINISH HIGH SCHOOL OR EQUIVALENT (CONTINUED)**

#### **SCHOOLS HAVE HIGH EXPECTATIONS FOR ALL THEIR STUDENTS**

- Improve Year 12 completion rates for students in low ICSEA\* schools
- Halve the gap in Year 12 or equivalent attainment for Aboriginal 20–24 year olds by 2020
- Halve the gap between NSW Aboriginal and non-Aboriginal students in reading and numeracy by 2018
- 90% of 20–24 year olds in rural and regional NSW have attained a Year 12 or AQF Certificate III qualification or above by 2020
- 60% of all NSW school students with a confirmed disability have a personalised learning and support plan by 2020

\*Index of Community Socio-Educational Advantage

### PRIORITY ACTIONS

- Work with schools and other education providers, businesses, community and other organisations to support improved attainments, and post school learning and employment pathways, particularly for Aboriginal students
- Provide innovative and tailored learning opportunities, mentoring and targeted case management strategies to assist students facing disadvantage, including regional and rural students, Aboriginal students, students from backgrounds where English is not their first language and students with a disability
- TAFE NSW will improve a range of strategies, including pathways to higher level qualifications, flexible training options, support services, career counselling and personalised learning solutions for 20–24 year olds across NSW.

Improving educational outcomes for all students is the major goal of education. Catering for diverse learners in our schooling system is essential to achieve this goal. A strong focus on disadvantaged groups of young people will build a strong NSW economy for the future. Actions to deliver this target include:

- Expand online resources to support students in Years 10, 11 and 12 to plan and document their education and training goals and identify options for further education and employment
- Use local school and community data, including from the *Australian Early Development Index*, to identify priorities for prior to school and early years of schooling actions
- Implement evidence-based school and regional plans to improve attendance and retention rates
- Improve links between the school sector and the training, tertiary education and employment services sectors and support the development of innovative individualised programs and pathways for students in low ICSEA\* schools to Year 12 or equivalent attainment
- Provide access to high quality professional learning and research to teachers and school leaders to maximise their ability to improve reading and numeracy outcomes for Aboriginal students
- Implement evidence-based whole school literacy and numeracy programs and personalised learning plans for all Aboriginal students
- Provide a standards framework and best practice guide to support the development of personalised learning and support planning for students with a disability.



## TARGETS

### IMPROVE THE QUALITY OF ALL TEACHING

- Increase the number of teachers seeking and gaining accreditation at Accomplished and Leadership levels

## PRIORITY ACTIONS

Research provides evidence that a quality teacher is the most important factor in student success in learning. Improving teaching standards will position NSW as the Australian leader and improve our standing internationally. Actions to deliver this target include:

- Support teacher quality initiatives that demonstrate, develop and share high quality teaching and lead to improved outcomes for students
- Increase the number of *Highly Accomplished Teachers* in NSW public schools, a role which recognises high quality teaching and supports and encourages other experienced teachers to seek accreditation at higher levels
- Participate in pilot programs with the Australian Institute for Teaching and School Leadership to develop appropriate transition support for schools relating to the implementation of the *National Professional Standards for Teachers*.

### PUBLIC SCHOOLS HAVE MORE OPTIONS FOR LOCAL DECISION MAKING

Providing schools with a greater level of decision making will better meet local needs and improve student learning. Increased local decision making in schools will align the NSW public education system with other high performing systems around the world. Actions to deliver this target include:

- Complete an independent review of the *School-Based Management Pilot* in 47 schools
- Conduct a consultation process to inform the implementation framework for increasing local decision making in public schools
- Progressively implement actions to increase local decision making in public schools
- Provide principals and their staff with improved information systems and tools to assist with decision making about resources, staff, school maintenance and purchasing.

## GOAL 16 PREVENT AND REDUCE THE LEVEL OF CRIME

The NSW Government will maintain a strong focus on frontline policing, and target crime hotspots and repeat offenders to reduce the level of crime in NSW. We will work to improve personal and public safety and reduce opportunities to commit crime to contribute to a safe and secure NSW. We will also extend to communities more ways to be involved in local crime prevention activities to improve safety and security in their neighbourhoods.

ACCOUNTABILITY  
Minister for Police &  
Emergency Services



## TARGETS

**REDUCE CRIME LEVELS**

- Reduce domestic violence
- Reduce alcohol related assaults
- Reduce other personal crime by 10% by 2015–16
- Reduce property crime by 15% by 2015–16

## PRIORITY ACTIONS

Recent crime results show that major crime categories are stable or have fallen over the past few years however there are types of crime that remain a problem across NSW. Actions to reduce crime levels across NSW include:

- Implement initiatives to significantly reduce domestic and sexual violence against women and their children. Initiatives include providing long-term accommodation and support, expanding the availability of legal advice and support, delivering a more coordinated police and service response and ensuring appropriate court support is available to victims
- Implement the 'Move On Powers', intoxicated and disorderly, 'Three Strikes' legislation package to support a prevention and early intervention approach to problems before they become serious and crack down on alcohol-related anti-social behaviour
- Monitor licensed premises with a history of high numbers of reported assaults, and implement and evaluate measures to tackle this issue, including the introduction of 'sobering up' centres
- Make sure the NSW Police Force has the tools to deliver high quality services and reduce rates of crime including additional high-tech mobile command vehicles, highway patrol vehicles and a counter-terrorism helicopter
- Use new technology and provide frontline police with smarter tools such as 100 additional mobile automatic number plate recognition units, to improve arrest rates and increase community safety
- Strengthen the police response to identified crime trends and crime hot spots via high visibility policing and targeted operations
- Participate in interagency crime prevention and crime reduction partnerships
- Strengthen police recruitment numbers – 550 additional officers including 100 additional Highway Patrol Officers.

**INCREASE CONFIDENCE IN POLICE**

We want to increase confidence in the NSW Police Force so people feel comfortable reporting crime and know that an appropriate course of action will be taken. Key actions include:

- Improve customer service via enhanced community engagement, victim support and service improvement initiatives
- Implement a new *Neighbourhood Watch* program across NSW and trial the online *Neighbourhood Watch* program – *project eyewatch* – which gives local residents the opportunity to participate with their local Police in active crime prevention using the social network site Facebook
- Strengthen Police and Community Youth Clubs.

## GOAL 17 PREVENT AND REDUCE THE LEVEL OF RE-OFFENDING

Preventing and reducing re-offending makes our homes and neighbourhoods safer. Former offenders benefit when they can positively redirect their own lives. We will address the underlying causes of juvenile crime through early intervention, and appropriate non-custodial approaches. We will also reduce juvenile and adult re-offending by diverting people with mental health problems away from the criminal justice system and towards the health services they need. We will work to ensure that juvenile and adult offenders are given access to a range of specialist programs best placed to address the underlying causes of crime.

ACCOUNTABILITY  
Attorney General  
Minister for Justice



### TARGETS

#### **REDUCE JUVENILE AND ADULT RE-OFFENDING BY 5% BY 2016**

#### **INCREASE COMPLETION RATES FOR KEY TREATMENT AND INTERVENTION PROGRAMS**

### PRIORITY ACTIONS

Our goal is to reduce the NSW recidivism rate to below the national average within 10 years. Actions to prevent and reduce re-offending include:

- Expand the Drug Court by opening a second location in the Sydney metropolitan area to ensure offenders with drug addictions have access to appropriate rehabilitation services
- Establish dedicated metropolitan drug treatment facilities focused on treatment, rehabilitation and keeping drugs out of prisons
- Improve effectiveness of literacy and numeracy education programs provided to inmates
- Encourage greater use of non-custodial punishment for less serious offenders and create availability and access to diversionary programs
- Develop an effective strategy for reducing juvenile re-offending through improved early intervention and post-release support
- Expand the options available to courts and Police to reduce repeat traffic offenders.

As part of breaking the re-offending cycle many offenders require specialised treatment and intervention. To increase the completion rates of these programs we will:

- Review treatment and intervention programs to identify ways to increase completion rates
- Improve the way government agencies share information to deliver integrated services and management of offenders
- Assist in diverting people with mental health problems out of the criminal justice system and into services which meet their needs.

## GOAL 18 IMPROVE COMMUNITY CONFIDENCE IN THE JUSTICE SYSTEM

The community must have confidence that our courts are efficient and deliver justice. The NSW Government will improve the efficiency of the court system and enhance community confidence in the justice system. We will strengthen the justice system through a transparent and robust judiciary, and provide professional and responsive support services to victims and the community.

ACCOUNTABILITY  
Attorney General  
Minister for Justice



## TARGETS

### INCREASE COMMUNITY CONFIDENCE THROUGH AN EFFICIENT COURT SYSTEM

- In the Local Court:  
90% of pending criminal matters will be less than 6 months old
- In the District Court:  
75% of pending civil matters will be less than 12 months old

### INCREASE VICTIMS AND COMMUNITY UNDERSTANDING OF THE JUSTICE SYSTEM

## PRIORITY ACTIONS

Increased efficiency of the NSW court system will give the community confidence that matters before the court are being dealt with in a timely and appropriate manner.

Actions to deliver this target include:

- Increase the ways the community can interact with the court system through:
  - an improved web presence that provides accurate information about the court process, access to forms, and the ability to lodge documents online
  - increased access points including contact centres staffed for extended hours to answer inquiries
- Increase awareness and use of *Alternative Dispute Resolution* and *Community Justice Centres* to resolve disputes.

Community confidence in the justice system will improve through transparency of decisions and broader understanding of why decisions are made. We will support and strengthen our justice system to better align with community expectations and:

- Establish a Commissioner of Victims Rights to advise government, advance victims' rights, and assist victims in their interactions with government agencies and other organisations
- Assess and promote community understanding of the justice system by undertaking surveys into confidence and participation in the court process
- Increase stakeholder and community understanding of the management of offenders in custody and in the community through improved access to information.



# RENOVATE INFRASTRUCTURE

Renovating our infrastructure is central to achieving economic growth. The right infrastructure, in the right places, not only boosts productivity and competitiveness, but makes a difference to people's quality of life.

Infrastructure also underpins improvement in many services, such as roads, rail, hospitals, schools or utilities.

New funding through *Restart NSW* will help provide additional essential infrastructure as our population increases. Funding will be shared across metropolitan and regional infrastructure priorities.

The Government has moved quickly to engage the private sector to boost opportunities for new investment in public infrastructure, to harness industry expertise and ideas and to make leading projects such as the North West Rail Link and the Sydney Convention and Exhibition Centre as innovative and effective as possible.

Infrastructure NSW has been established to provide independent expert advice, and ensure projects are strategically planned, coordinated and properly managed to restore community confidence. A 20 year *State Infrastructure Strategy* with funded five year plans, will make sure infrastructure is planned and delivered according to strategic economic and community needs.

A clear long-term infrastructure strategy will deliver sustainable growth and support employment, by matching infrastructure with development to attract people, jobs and investment.

Quality infrastructure will provide more liveable neighbourhoods and remove barriers to more affordable housing. By fast-tracking road and rail projects we can contribute to a better way of life and more economic opportunities for people by linking homes to work, stimulating enterprise and jobs, and increasing time available for people to spend as they choose.

## DELIVERING CHANGE

**Infrastructure NSW to deliver strategic infrastructure**

**20 year State Infrastructure Strategy**

**North West and South West rail links**

**New Sydney Convention and Exhibition Centre**

**Funded five year infrastructure plans**

**Sectoral strategies for key industries, such as freight**

## GOAL 19 INVEST IN CRITICAL INFRASTRUCTURE

The right infrastructure in the right places is essential to achieving economic growth, because it improves productivity and makes us more competitive. We are investing in strategic and coordinated infrastructure to boost business confidence and help NSW reach its full potential, create more job opportunities and choice, and a better quality of life for NSW citizens. Infrastructure NSW will strongly encourage the involvement of the private sector to further boost infrastructure activity, and ensure infrastructure is delivered on time and on budget, free from political interference.

ACCOUNTABILITY  
Premier

## TARGETS

**INCREASE EXPENDITURE ON CRITICAL NSW INFRASTRUCTURE**

- Increase investment in regional infrastructure
- Increase share of Commonwealth funding for NSW infrastructure
- Major strategic infrastructure delivered as a priority as promised

**IMPROVE THE QUALITY OF URBAN AND RURAL STATE ROADS**

- 93% of state roads meet national road smoothness standards by 2016

## PRIORITY ACTIONS

Investment in infrastructure is needed right across NSW. We will remove political interests from infrastructure decisions and get on with building the infrastructure that is critical to the productivity of this State. Infrastructure NSW has been created to prioritise and deliver infrastructure in true partnership with the private sector. Additional actions to achieve these targets include:

- Prepare a 20 year *State Infrastructure Strategy*, detailed five year *Infrastructure Plans* and *Sectoral State Infrastructure Strategy Statements*
- Maximise NSW's funding opportunities from Commonwealth sources
- Remove barriers to private sector partnerships and create an infrastructure project pipeline utilising best practice procurement and funding models
- Deliver the Restart NSW infrastructure fund, with 30% of funding going to priority projects in regional NSW
- Construct a world-class conference and exhibition facility at Darling Harbour to enable NSW to compete for international business events
- Conduct a council-by-council audit of the local infrastructure backlog, so there is better information on where investment is needed
- Establish a local infrastructure renewal scheme that will provide interest subsidies to local councils to assist in unlocking resources for councils to upgrade urban and economic infrastructure for roads, community halls, libraries, parks, sports grounds and water infrastructure.

The road network is our largest infrastructure asset. Actions to improve the quality of our roads in line with national standards include:

- Conduct road resurfacing and reconstruction programs to improve road quality in areas not currently meeting the national road smoothness standards
- Work with maintenance providers to support priority road maintenance programs.

## TARGETS

### **ENHANCE RAIL FREIGHT MOVEMENT**

- Double the proportion of container freight movement by rail through NSW ports by 2020

## PRIORITY ACTIONS

Moving more freight quickly and economically by rail through our ports is critical to accommodate high forecasted growth in freight movements, particularly through Port Botany. Achieving this target will maximise the operational capacity of our ports and ease road congestion. Actions to achieve this target include:

- Develop and deliver the *NSW Freight Strategy*, integrated with strategic land use and transport planning
- Prioritise the delivery of the *Port Botany Landside Improvement Strategy* to improve the efficiency of Port Botany, which currently handles 95% of container movements in NSW
- Complete the creation of a third terminal and five new container berths at Port Botany to increase the capacity of the port
- Undertake detailed modelling to determine future operating capacity of NSW ports including analysis of landside infrastructure and options to increase the use of rail to service ports.

The NSW Government is committed to planning for towns and cities that are not only accessible and viable, but are great places to live and work. Good strategic planning will make it easier to travel between work and home; allowing people to spend more time with family and doing the things they choose. It will also reduce cost of living pressures and reduce congestion, by investing in infrastructure priorities which will underpin economic growth across the whole of our State.

ACCOUNTABILITY  
Minister for Planning & Infrastructure

#### TARGETS

##### **PLANNING POLICY TO ENCOURAGE JOB GROWTH IN CENTRES CLOSE TO WHERE PEOPLE LIVE AND TO PROVIDE ACCESS BY PUBLIC TRANSPORT**

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

#### PRIORITY ACTIONS

This target supports the planning of liveable cities and centres. Actions to achieve this target are detailed in the metropolitan, regional and subregional strategic plans and include:

- Deliver a metropolitan strategic planning framework which details housing and employment growth targets and key planning principles to facilitate the urban development required to increase employment and housing within public transport catchments
- Outline clear subregional local housing and employment targets to be delivered by councils through local land use plans
- Work closely with local councils and communities to deliver local land use controls that identify land use zonings and appropriate development outcomes to support the delivery of housing and employment targets in the metropolitan and regional strategies.

## GOAL 21 SECURE POTABLE WATER SUPPLIES

We are investing in critical water infrastructure in metropolitan and regional areas to meet drinking water needs, prepare for the possibility of future drought, manage changes in water sharing arrangements and the demands of a growing population. We are improving the management of sewage effluent to meet environmental standards and improve river health.

ACCOUNTABILITY  
Minister for Primary Industries

## TARGETS

**SECURE LONG TERM POTABLE WATER SUPPLIES FOR TOWNS AND CITIES SUPPORTED BY EFFECTIVE EFFLUENT MANAGEMENT**

- Meet reliability performance standards for water continuity and quality
- Increase water recycling in Sydney to 70 billion litres per year by 2015
- Save 145 billion litres of water per year through water conservation in Sydney by 2015

## PRIORITY ACTIONS

Securing quality drinking water in towns and cities across NSW requires an ongoing commitment to respond to changes in water availability and demand. We will work with more than 100 water utilities across NSW to meet national standards for drinking water quality and to improve the long-term security of town water supplies. Actions to meet this target include:

- Implement the *Metropolitan Water Plan* to secure Sydney's water supply through an ongoing focus on dams, recycling, desalination and water efficiency
- Deliver the *Country Towns Water Supply and Sewerage Program* which supports the provision of water and sewerage services including administering funding for priority water and sewerage infrastructure, providing emergency drought assistance, reviewing performance of utilities and advising on improved operation of utilities, managing dams, weirs and sewerage treatment facilities
- Implement *Water Sharing Plans* for all NSW water sources including rules for sharing water between all users and the environment by 2013
- Manage algal risk that may affect potable water supplies in NSW.

# STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES

## DELIVERING CHANGE

**New National Parks including Dharawal**

**Dedicated Western Sydney program for Sydney Festival**

**\$47 million for sport and recreation infrastructure**

**Wireless internet hotspots in rural and regional libraries**

**New *Neighbourhood Watch* program and graffiti hotline**

**More local participation in environmental management**

Individuals, families, businesses and communities know best what works for them – wherever they are. The NSW Government will trust and encourage this local energy, innovation and ownership and work to strengthen community relationships.

We will give local communities more control on issues such as tackling graffiti, planning issues and the quality of the built and natural environment, conservation, safety and emergency preparation, volunteering and recreational and cultural activities.

We will return as much decision making as possible to local communities and to those affected by the decisions. In addition, new opportunities for local decision making by councils, community, business organisations, individuals and neighbourhood groups will be pursued across all government agencies. We want to encourage expressions of interest from people on functions they would like to see decentralised, devolved and localised – along with management of resources and related accountability.

The NSW Government will work with the community to protect our local environment and provide more opportunities to enjoy parks, waterways and natural bushland. We will work with landholders to revegetate and improve land, manage weeds and pests in our national parks and improve the management of water to protect natural habitats. We will protect high value conservation land, native vegetation and biodiversity, as well as target illegal dumping.

ACCOUNTABILITY  
Minister for the  
Environment & Heritage

#### TARGETS

##### PROTECT AND RESTORE PRIORITY LAND, VEGETATION AND WATER HABITATS

###### Manage weeds and pests

- Reduce the impact of invasive species at priority sites on NPWS parks and reserves leading to a positive response of native biodiversity at 50% of these sites by October 2015

###### Protect and conserve land, biodiversity and native vegetation

- Identify and seek to acquire land of high conservation and strategic conservation value, for permanent conservation measures
- Establish voluntary arrangements with landowners over the next decade to bring
  - an average 20,000 hectares per year of private land under conservation management
  - an average 300,000 hectares per year of private land being improved for sustainable management

###### Protect rivers, wetlands and coastal environments

- Improve the environmental health of wetlands and catchments through actively managing water for the environment by 2021

#### PRIORITY ACTIONS

We will use the knowledge and experience of local communities to target our resources to protect and restore natural ecosystems. Actions to manage pests and weeds include:

- Address core pest control in National Parks through the delivery of *NPWS Regional Pest Management Strategies* and improve educational programs and visitor access.

We will work with Catchment Management Authorities and local community groups to protect and improve habitats on private lands. Actions to conserve biodiversity and native vegetation include:

- Regenerate degraded natural bushland, including riverbanks, and degraded waterways through a \$10 million fund
- Purchase and protect strategic areas of high conservation value and ensure more green spaces across Sydney and NSW through the \$40 million *Green Corridor Program*
- Establish more national parks including a new national park to protect the sensitive Dharawal State Conservation Area and continue the reserve establishment program
- Increase Aboriginal participation in natural resource management by supporting Aboriginal Green Teams and other Aboriginal groups working to protect and conserve natural environments
- Better protect threatened and iconic species such as koalas and review the *Threatened Species Priorities Action Statement* to make it easy for community groups and businesses to get involved in threatened species conservation.

We will strategically recover and manage water for the environment to improve the health of the most stressed rivers and wetlands. Actions to protect waterways include:

- Complete *Water Sharing Plans* for surface and ground water sources and report annually on environmental water use
- Drive the Commonwealth to ensure they deliver a *Basin Plan* that protects the environment and regional, social and economic outcomes through investment in strategic water recovery, water efficiency and river health measures.

## TARGETS

**PROTECT LOCAL ENVIRONMENTS FROM POLLUTION****Target illegal dumping**

- Reduce the incidence of large scale (greater than 200m<sup>3</sup> of waste) illegal dumping detected in Sydney, the Illawarra, Hunter and Central Coast by 30% by 2016

**Provide information to local communities on air quality**

## PRIORITY ACTIONS

Illegal dumping of waste is a criminal activity causing environmental pollution, risks to human health and reducing the local amenity of an area. Actions to meet this target include:

- Target illegal dumping of waste by creating two Regional Illegal Dumping Squads to enforce breaches of waste regulations in the construction and demolition waste sector.

Clean air is important for the health of the NSW community. Providing information on local air quality empowers local communities to engage in informed discussion on air quality. Actions to support this target include:

- Increase air quality monitoring across Sydney with the rollout of new monitoring stations and address air quality issues in Rutherford. Expand the network of monitoring sites and improve our understanding of Sydney's air quality
- Provide information from 24 air quality monitoring stations using web, SMS and media
- Two additional air quality monitoring stations to be operating by 2012 – one in Sydney and one on the Central Coast
- Deliver 14 air quality monitoring sites for the Hunter by December 2011
- Require and support NSW coal mines to reduce dust emissions and invest \$100 million in the NSW Government's *Clean Coal Fund* for the research, development and demonstration of clean coal technologies.

**INCREASE RENEWABLE ENERGY**

- 20% renewable energy by 2020

We will contribute to the national renewable energy target by promoting energy security through a more diverse energy mix, reducing coal dependence, increasing energy efficiency and moving to lower emission energy sources. Specific initiatives include:

- Building the Moree solar power plant in partnership with the Commonwealth Government under the *Solar Flagship Program*
- Establishing a Joint Industry Government Taskforce to develop a *Renewable Energy Action Plan for NSW* to identify opportunities for investment in renewable energy sources.



# 23

## GOAL 23 INCREASE OPPORTUNITIES FOR PEOPLE TO LOOK AFTER THEIR OWN NEIGHBOURHOODS AND ENVIRONMENTS

Local communities take pride in their area and care for it best. Whether it's urban or suburban, country or coastal, local people have a stake in looking after their environment and making it more sustainable. We want to let communities and individuals make the most of the knowledge they have about where they live and will find more ways to give back control to people in places where it matters to them most. And we will encourage people to nominate other government activities affecting their neighbourhoods and environment which they would like to manage themselves.

**ACCOUNTABILITY**  
Minister for Primary Industries,  
Minister for Police, Attorney General,  
Minister for the Environment & Heritage

### TARGETS

#### **INCREASE THE DEVOLUTION OF DECISION MAKING, FUNDING AND CONTROL TO GROUPS AND INDIVIDUALS FOR LOCAL ENVIRONMENTAL AND COMMUNITY ACTIVITIES, INCLUDING:**

- Catchment Management
- Landcare

#### **BY 2016, NSW WILL HAVE THE LOWEST LITTER COUNT PER CAPITA IN AUSTRALIA**

#### **INCREASE RECYCLING TO MEET THE 2014 NSW WASTE RECYCLING TARGETS**

### PRIORITY ACTIONS

Local communities are best placed to make decisions about the protection of their local environments. Actions to achieve this target include:

- Develop a tailored action plan for the expenditure of \$500,000 per year for four years on Landcare in consultation with Landcare, Catchment Management Authorities and Primary Industries
- Increase the number of volunteer-based local groups undertaking bush regeneration projects for their local communities, including members belonging to Landcare groups in NSW by 15% by 2015
- Facilitate community and government collaboration and input to develop 13 upgraded *Catchment Action Plans* by March 2013
- Through expert training, build the capacity of Catchment Management Authorities and agencies to undertake the *Catchment Action Plan* upgrades based on best practice natural resource management strategic planning, and against the Statewide natural resource management target
- Continue to provide investment funding for natural resource management under *Catchment Action NSW*.

The cost to the community of littering goes beyond visual pollution. Greater respect for neighbourhoods by disposing of rubbish properly leads to improved safety, limits health impacts and protects the natural environment. Actions to achieve this target include:

- Revise national methodology for measuring litter
- Revitalise anti-littering efforts including undertaking anti-littering campaigns in conjunction with local councils.

Increased recycling limits the amount of space required for landfill and turns waste into a valuable resource. Actions to achieve this target include:

- Review the *Waste Levy* and continue to support local council recycling through guidance and assistance programs
- Support Community Drop-Off Centres to make it easier for people to recycle and remove problem waste from bins.

## GOAL 23 INCREASE OPPORTUNITIES FOR PEOPLE TO LOOK AFTER THEIR OWN NEIGHBOURHOODS AND ENVIRONMENTS (CONTINUED)

### TARGETS

#### REDUCE GRAFFITI

### PRIORITY ACTIONS

Greater vigilance and improved responses to graffiti will allow communities to better protect local built and natural environments. Actions to achieve this target include:

- Establish a single graffiti telephone and online reporting system to allow local community members to report graffiti via telephone, online reporting, SMS and MMS. The hotline will facilitate the removal of graffiti through referral to local, state or Commonwealth government agencies
- Work in partnership with service clubs and other community organisations to support the volunteer graffiti removal program that allows local community members to identify and come together to remove graffiti
- Provide funding to local government to assist improvements in environmental design to reduce graffiti in identified hotspots
- Improve the NSW Local Crime Prevention Planning process which assists communities to identify prevalent crime problems and develop local initiatives to address them. This includes streamlining the process for developing local crime prevention plans and receiving funding, moving services online, and providing guidance for the implementation of evidence based crime reduction programs.

#### INCREASE NEIGHBOURHOOD CRIME PREVENTION

Establishing cooperative working relationships between the NSW Police Force and local communities is an effective way of reducing crime and improving community safety. Actions to support increased neighbourhood crime prevention include:

- A new *Neighbourhood Watch* program across NSW to better engage and involve the community in crime prevention
- Trial *project eyewatch* which gives local residents the opportunity to participate with their local Police in active crime prevention using the social network site *Facebook*.

#### MINIMISE IMPACTS OF CLIMATE CHANGE IN LOCAL COMMUNITIES

We will assist local government, business and the community to build resilience to future extreme events and hazards by helping them to understand and minimise the impacts of climate change. Actions to deliver on this target include:

- Complete fine scale climate change projections for NSW and make available to local councils and the public by 2014
- Work with government agencies and universities to deliver improved climate projections for NSW and the ACT.

## GOAL 24 MAKE IT EASIER FOR PEOPLE TO BE INVOLVED IN THEIR COMMUNITIES

People benefit from being actively involved in communities where they have strong social relationships, feel supported, and can participate in activities, events and decisions that are important to them. Volunteering not only benefits recipients of services, but provides valuable mentoring and work experience for volunteers, along with personal fulfilment. The NSW Government will encourage stronger communities by making it easier for people to become involved as volunteers, as supporters of community organisations and causes, and as connected and supportive neighbours and community members.

ACCOUNTABILITY  
Minister for Citizenship  
& Communities

### TARGETS

#### INCREASE VOLUNTEERING

- Increase the proportion of the NSW population involved in volunteering, to exceed the national average by 2016

#### INCREASE COMMUNITY PARTICIPATION

- Increase the proportion of the NSW population involved in local community organisations, to exceed the national average by 2016

#### IMPROVE OUR SENSE OF COMMUNITY

- Increase the proportion of the population who have weekly social contact with family or friends, to exceed the national average by 2016
- Increase the proportion of the population who feel they have someone to turn to in times of crisis, to exceed the national average by 2016

### PRIORITY ACTIONS

By harnessing a strong desire to improve and protect local neighbourhoods through increased volunteering, we can help strengthen and connect our communities.

Actions to meet this target include:

- Develop and implement a *NSW Volunteering Strategy*
- Make volunteering accessible to more people, by promoting new and different opportunities for volunteering
- Improve access to information and support to assist organisations to attract and retain volunteers
- Support volunteering, community involvement and participation by using digital media and technology
- Encourage and promote greater recognition of volunteer effort.

Communities where participation and involvement are encouraged are better connected and more likely to have thriving support networks of neighbours and friends. Actions to achieve this target include:

- Increase opportunities for children and young people to contribute and connect with other groups in their communities
- Build supportive connections between community members using sport, recreation and cultural activities, events, facilities and venues
- Increase opportunities for people to participate in local community events, activities and decision making
- Develop and implement a whole-of-government approach to engaging communities and identifying and building on community strengths
- Enable connected communities by including community facilities in urban design and planning processes, so they are planned from the beginning.

# 25

## GOAL 25 INCREASE OPPORTUNITIES FOR SENIORS IN NSW TO FULLY PARTICIPATE IN COMMUNITY LIFE

In the next 25 years, the population of people aged 65 years and over in NSW is expected to more than double. The NSW Government will develop a strategy to respond to the implications of population ageing. We will deliver services that meet the needs of older people in the community, provide assistance and leadership to build evidence-based policy and high quality, diverse and relevant services for older people across NSW. This strategy will be developed and implemented in collaboration with private and community organisations.

ACCOUNTABILITY  
Minister for Ageing

### TARGETS

**DEVELOP AND IMPLEMENT  
A WHOLE OF NSW GOVERNMENT  
STRATEGY ON AGEING  
BY 1 JULY 2012**

### PRIORITY ACTIONS

NSW faces challenges with an ageing population. We will plan services and prepare initiatives to meet these challenges, while supporting seniors to actively and independently participate in the life of their communities. To achieve this target we will:

- Complete a demographic plan on ageing
- Develop a whole-of-government *Ageing Strategy* via a round table discussion and broader consultation with stakeholders including the NSW Ministerial Advisory Committee on Ageing
- Encourage flexible working arrangements for older workers and training for those who need to update skills or reskill as a result of retrenchment or decision to move to different employment or volunteering
- Establish a *Grandparents Day* to be held annually
- Waive the cost of photo ID for Seniors Cards and Pensioner Cards
- Extend stamp duty concessions to 'empty nesters' over 55 years old who sell an existing home and purchase a newly constructed dwelling worth up to \$600,000.

**IMPLEMENT STANDARD  
RETIREMENT VILLAGE CONTRACTS**

To achieve this target we will:

- Introduce new measures to allow consumers to better compare costs and conditions between retirement villages.

# 26

## GOAL 26 FOSTERING OPPORTUNITY AND PARTNERSHIP WITH ABORIGINAL PEOPLE

We will work with Aboriginal people to create opportunities that will allow them to make real choices and take responsibility for their own futures. This approach will involve increasing Aboriginal people's capabilities, improving Aboriginal people's experience of frontline services and having high expectations and robust pathways for academic and cultural excellence.

ACCOUNTABILITY  
Minister for Aboriginal Affairs

### TARGETS

#### **CLOSE THE LIFE EXPECTANCY GAP WITHIN A GENERATION**

### PRIORITY ACTIONS

Reducing the life expectancy gap between Aboriginal and non-Aboriginal people requires a long term, whole-of-government approach that recognises the need for greater social inclusion and responds to the economic and social disadvantage experienced in many Aboriginal communities. The Government is committed to meeting the national target of reducing the life expectancy gap for Aboriginal people by 2036. Actions to deliver on this target include:

- Develop a reinvigorated Aboriginal affairs strategy in partnership with Aboriginal communities and stakeholders, with strengthened accountability for Government and communities
- Support community identity and improve health and education outcomes for Aboriginal communities by implementing the *Build and Grow Aboriginal Community Housing Strategy*.

#### **INCREASE THE NUMBER OF ABORIGINAL COMMUNITIES THE STATE GOVERNMENT IS PARTNERING WITH TO IMPROVE LOCAL OUTCOMES**

Empowering local community members to take an active role in decision-making will build community skills and capacity, provide a greater sense of community ownership and help to deliver services in a way that meets the needs of the local community. Actions to deliver on this target include:

- Review the *Partnership Community Program* to increase governance capacity within communities and strengthen local decision making by linking with existing Aboriginal community governance and representative arrangements.

## TARGETS

**SUPPORT ABORIGINAL CULTURE,  
COUNTRY AND IDENTITY**

- Increase access for people to learn Aboriginal languages
- Increase the number of hectares of public lands that Aboriginal people are actively involved in managing
- Increase the number of Aboriginal culturally significant objects and places protected

## PRIORITY ACTIONS

A strong sense of Aboriginal culture, country and identity is critical to building strong, sustainable Aboriginal communities where members feel more connected and respected. More opportunities to participate in cultural activities and education and training programs will help to create a greater sense of Aboriginal identity and strengthen communities.

Actions to deliver on this target include:

- Increase access to Aboriginal languages by:
  - teaching Aboriginal languages in NSW Public Schools and TAFE Institutes
  - offering Aboriginal languages programs at course and certificate levels through TAFE Institutes
- Deliver legislative proposals on Aboriginal culture and heritage reforms including those that recognise and protect places of special significance to Aboriginal culture and heritage
- Provide Aboriginal people with opportunities to protect their culture and heritage and to access traditional lands by increasing the number of Aboriginal co-management arrangements over national parks and other conservation areas
- Recognise the importance of Aboriginal heritage by identifying and protecting significant Aboriginal sites, places and objects through Aboriginal Place declarations (*NP&W Act*), and the *State Heritage Register Thematic Listings Program (Heritage Act)*.

## GOAL 27 ENHANCE CULTURAL, CREATIVE, SPORTING AND RECREATION OPPORTUNITIES

Enhanced participation in arts, sporting and recreation activities contributes to economic, social and cultural development across the State and delivers benefits to the community and the economy. Realising NSW's full potential as a global tourism and event destination will support economic growth and create a more vibrant place to live. By supporting Aboriginal, multicultural and local activities we will strengthen communities, and encourage increased sporting participation to support healthy lifestyles. Recognising and protecting the State's most significant heritage places and values will ensure future generations can enjoy them.

### ACCOUNTABILITY

Minister for Tourism, Major Events, Hospitality & Racing; Minister for the Arts

### TARGETS

**INCREASE PARTICIPATION IN SPORT, RECREATIONAL, ARTS AND CULTURAL ACTIVITIES IN RURAL AND REGIONAL NSW FROM 2010 TO 2016 BY 10%**

**INCREASE PARTICIPATION IN SPORT, RECREATIONAL, ARTS AND CULTURAL ACTIVITIES IN SYDNEY FROM 2010 TO 2016 BY 10%**

### PRIORITY ACTIONS

Access to and participation in a range of sport, recreational, arts and cultural activities plays an important role in bringing local communities together and promotes healthy lifestyles. Actions to achieve these targets include:

- Increase opportunities for children and young people to connect with other groups in their communities through sport
- Develop a *NSW Stadium Strategy* guiding government investment in facilities with the aim to deliver improved community access, cater for multi-purpose usage, offer improved facilities for participants and spectators and improve the competitive position of NSW when bidding for events
- Develop partnerships to enhance the participation of people with a disability or those from disadvantaged backgrounds, through access to sport and recreation facilities and development programs
- Allocate \$47 million over four years of *Club Grants* funding towards community infrastructure projects to increase participation in sport and recreational activities across the State and encourage the future viability of NSW clubs
- Support country racing by investing \$5 million in infrastructure for thoroughbred, harness and greyhound codes
- Increase participation in cultural activities by supporting the State's major cultural festivals, including enhancing the *Sydney Festival* with the first dedicated program for Western Sydney in 2012
- Set the future direction for support for arts and cultural initiatives across the State by developing an *Arts and Cultural Policy* that recognises the sector's central economic role as part of the *Visitor Economy Action Plan*
- Invest in regional arts and cultural development, especially in areas of specific need
- Invest an additional \$4 million in funding over four years in regional libraries, including the creation of wireless internet hotspots in rural and regional libraries
- Increase access to the collection of the State Library of NSW, including remote and regional access, by completing the e-records project
- Develop partnerships to enhance the participation of people with a disability in arts, cultural activity and professional development.

## GOAL 27 ENHANCE CULTURAL, CREATIVE, SPORTING AND RECREATION OPPORTUNITIES (CONTINUED)

### TARGETS

**INCREASE THE NUMBER OF MAJOR INTERNATIONAL SPORTS, ARTISTIC, CREATIVE AND CULTURAL EVENTS IN NSW FROM 2010 TO 2016 BY 10%**

**INCREASE THE NUMBER OF OPPORTUNITIES FOR CULTURAL PARTICIPATION, INCLUDING:**

- Aboriginal cultural activities/events
- Multicultural activities/events
- Community events which are planned and delivered locally

**ENHANCE THE CULTURAL AND NATURAL HERITAGE IN NSW**

- Recognise and protect the State's most significant heritage places and values

### PRIORITY ACTIONS

Tourism and events are a \$28 billion a year business and support more than 162,500 jobs across the State. International events are important to our economy and make our State a more vibrant place to live. Actions to increase the number of major international events in NSW include:

- Complete the development of a world class arts and cultural precinct at Walsh Bay
- Construct a world-class conference and exhibition facility at Darling Harbour to enable NSW to compete for international business events
- Make NSW an event destination – *Destination NSW* will market NSW and promote the state through an annual program of events.

Through Aboriginal, multicultural and local activities we will strengthen communities. Actions to deliver on these targets include:

- In consultation with stakeholders develop a cultural venues strategic plan to ensure development of cultural facilities is integrated with the *Visitor Economy Action Plan*, the Arts and Culture policy, and consideration of regional cultural infrastructure needs. Specific attention will be given to the Walsh Bay precinct, the Barangaroo project, the need for a 2,000 seat lyric theatre and a national Indigenous cultural centre.

Recognising and protecting the State's most significant heritage places and values will ensure future generations can enjoy them. Actions to deliver on this target include:

- Streamline the process for recognising places of significant heritage value on the *State Heritage Register*.



## GOAL 28 ENSURE NSW IS READY TO DEAL WITH MAJOR EMERGENCIES AND NATURAL DISASTERS

Emergencies and natural disasters have a significant impact on our communities, the economy, infrastructure and the environment. We will engage with local communities to make our State more resilient, and adopt an innovative approach to emergency management that recognises a coordinated and cooperative effort is needed to enhance the State's capacity to prepare for, prevent, respond to and recover from emergencies and disasters. This approach is not solely the domain of emergency management agencies; it is a shared responsibility between governments, communities, businesses and individuals.

**ACCOUNTABILITY**  
Minister for Police &  
Emergency Services

### TARGETS

#### **ENSURE NSW HAS APPROPRIATE ARRANGEMENTS IN PLACE TO RESPOND TO AND RECOVER FROM NATURAL DISASTERS**

#### **DEFEND AGAINST SUBURBAN AND BUSHLAND FIRES**

##### **Increase community resilience to the impact of fires through prevention and preparedness activities**

- Increase the number of households who are 'fire safe' through expansion of awareness programs
- Enhance volunteer training programs with a particular focus on cadet training schemes
- Increase the number of identified *Neighbourhood Safer Places*

##### **Increase hazard reduction across NSW**

- Increase the number of properties protected by hazard reduction works across all bushfire prone land tenures by 20,000 per year by 2016
- Increase the annual average level of area treated by hazard reduction activities by 45% by 2016

### PRIORITY ACTIONS

Natural disasters have severe impacts on our communities, occurring suddenly and often without warning. To give people confidence in times of crisis we will be ready to respond and minimise personal, local and economic impacts. Actions to reduce the impact of natural disasters include:

- Finalise the State natural disaster risk assessment by 31 December 2011
- Test preparedness by reviewing and conducting exercises for the *State Disaster Plan*, *State Recovery Plan* and state-level hazard specific sub-plans every two years, ensuring they are current and appropriate
- Guard against coastal erosion by ensuring all identified hot spots have coastal zone management plans in place by 2015.

Fires are a threat to individuals and communities, and while our fire services are equipped to respond we will also make sure our communities are both prepared and informed of precautions to reduce the risk. In NSW we value and live close to bushland, and to further reduce risks caused by bushfires we will limit fuel and help communities prepare. Actions to achieve these targets include:

- Increase community awareness about fire prevention and preparation and engage with the community through:
  - community safety programs
  - training an additional 4,000 secondary school children through the *School Cadets Programs* by 2016
- Create more *Neighbourhood Safer Places* in bushfire prone areas
- Mobilise communities by encouraging more people to become involved in local organisations including the Rural Fire Service
- Limit bushfire severity by:
  - establishing annual bushfire hazard reduction works targets for land management agencies responsible for bushfire prone lands consistent with the state target
  - increasing the number and area of hazard reduction activities undertaken on national parks and reserves.

## TARGETS

**INCREASE THE NUMBER OF FLOODPLAIN RISK MANAGEMENT PLANS AVAILABLE TO SUPPORT EMERGENCY MANAGEMENT PLANNING**

## PRIORITY ACTIONS

By improving the way we predict flooding we can help prepare flood prone areas by improving warning systems, ensuring emergency services are in place and designing urban areas to better funnel water away from critical infrastructure and homes.

Actions to achieve this target include:

- Prepare for floods through a joint project between the State Emergency Service and Office of Environment and Heritage to build a *NSW Flood Studies Database* to capture all NSW local government and state agency flood studies
- Ensure councils are able to develop and implement floodplain risk management plans by providing technical assistance to local government and managing the flood grants program through the Office of Environment and Heritage.

**MAINTAIN PREPAREDNESS TO DEAL WITH BIOSECURITY THREATS**

Pests and disease outbreaks threaten the productivity and competitiveness of our industries and impact on communities. Strong biosecurity measures will ensure they have minimal impact on the NSW economy, environment and community, and protect against and help limit the risk. Actions to achieve this target include:

- Develop a nationally consistent plant and animal biosecurity legislation and implement by 2015
- Expand the *National Livestock Identification Scheme* and other traceability systems to cover 95% of NSW livestock industries
- Increase awareness of the benefits, and adoption of, on-farm biosecurity plans by NSW producers
- Build capacity within local government, community groups and landholders to effectively manage invasive species
- Invest \$56.7 million towards the upgrade of Elizabeth Macarthur Agricultural Institute to increase the State's ability to protect multi-billion dollar agricultural industries from the effects of pests and diseases.

# RESTORE ACCOUNTABILITY TO GOVERNMENT

Essential to our strong democracy, personal choice and freedom are public institutions and administration that people trust.

Government exists only to serve the individuals, families and communities who delegate – in limited ways to government – the responsibility to conduct certain functions on their behalf.

Government doesn't have all the answers, and will stimulate a more diverse public sector economy to improve choice, transparent benchmarking and quality. Citizens can expect the public service, as the protector of public interest and defender of public value, to put the public interest front and centre in public services and functions.

Citizens, elected representatives and public servants all need the confidence of clear expectations about the limits of government's role, the performance, standards and results that public officials deliver, and appropriate separation between political roles and professional public servants.

Building trust demands honesty, transparency and clear accountability across the civil domain.

We want the NSW public sector to be the best in the nation and a leader in the world. The Public Service Commission will shape the NSW public sector to respond to the contemporary and future needs of NSW citizens and customers with independence, professionalism, and integrity, and be rewarded for success and innovation.

Strengthening the powers of the Independent Commission Against Corruption and the NSW Ombudsman, making more government information easily available, enabling citizens to critique government services, and finding more ways to involve people in government decision making (including in our planning system), will require government to continuously improve its own performance.

Our performance will be measured openly and the government must account honestly on its progress in achieving the targets in NSW 2021. Meeting these targets, which reflect community priorities, will require hard work, innovative thinking, and rigorous fiscal responsibility and management discipline.

## DELIVERING CHANGE

**Certainty for communities and investors through a new planning system**

**Return planning powers to local communities**

**Increase access to government information**

**One-stop shops for multiple transactions and a single government hotline**

**New mobile apps and improved online services**

**Enhanced government consultation website**

**Establish Customer Service and Public Service Commissions**

**An independent professional public service**

## GOAL 29 RESTORE CONFIDENCE AND INTEGRITY IN THE PLANNING SYSTEM

The Government is working to deliver a clear and transparent planning system where communities and stakeholders understand the planning process and how decisions are made. This includes both local level and major development decisions. We want to make sure people have a real say on development that affects them. To restore public confidence, timely decision making and greater certainty for investors and communities, the implementation of a new planning system will centre on merit and public interest. Working with local government, we will set planning benchmarks to improve development assessment and community outcomes.

ACCOUNTABILITY  
Minister for Planning  
& Infrastructure

### TARGETS

#### IMPLEMENT A NEW PLANNING SYSTEM

#### UP TO DATE INFORMATION ABOUT PLANNING DECISIONS

**100% of all decisions to be published within five days, including:**

- Gateway decisions for amendments to local environmental plans
- Voluntary Planning Agreements (final)
- Planning Assessment Commission determinations
- Planning Assessment Commission advice

**85% of State Significant Development and State Significant Infrastructure to be assessed and determined within four months**

#### INCREASE STAKEHOLDER SATISFACTION WITH PLANNING PROCESSES AND TRANSPARENCY

### PRIORITY ACTIONS

A NSW planning system resulting from extensive community and stakeholder engagement will provide certainty and confidence on planning issues. A system that is modern, transparent and provides clarity for investors will make NSW competitive again. Actions to deliver this target include:

- Develop a new planning system for introduction to Parliament by November 2012, informed by community and stakeholder consultation.

A clear and transparent planning system allows communities and stakeholders to better understand the planning process and how decisions are made.

Actions to achieve this include:

- Publish relevant planning decisions on the Department of Planning and Infrastructure website within five days
- Establish a new assessment procedure for all applications for development and infrastructure of state significance to ensure that 85% are assessed and determined within four months.

Communities and stakeholders will be able to give feedback on the NSW planning system and be given an opportunity to voice how they believe it is performing. Actions to achieve this include:

- Undertake an annual stakeholder satisfaction survey to enable feedback on the NSW planning system
- Establish a stakeholder satisfaction baseline as part of the review of the existing planning system.

## GOAL 30 RESTORE TRUST IN STATE AND LOCAL GOVERNMENT AS A SERVICE PROVIDER

Essential to a strong democracy is government that is accountable to its citizens. A professional independent 'Westminster-style' public service is the foundation on which to build a strong customer service culture with the confidence to innovate. We will support our public sector to become a world leader and an employer of choice, delivering the high quality and diverse services the people of NSW expect and deserve.

ACCOUNTABILITY  
Premier

### TARGETS

#### PROMOTE INTEGRITY AND ACCOUNTABILITY IN THE PUBLIC SECTOR

#### INCREASE CUSTOMER SATISFACTION WITH GOVERNMENT SERVICES

#### IMPROVE INNOVATION WITHIN THE PUBLIC SECTOR

### PRIORITY ACTIONS

We will restore integrity and accountability to the public sector. Actions to achieve this include:

- Establish the Public Service Commission, supported by an advisory board with an independent chair, to:
  - promote and maintain the highest levels of integrity, impartiality, accountability and leadership across the public sector
  - improve the capability of the public sector to provide strategic and innovative policy advice, implement the decisions of the Government and meet public expectations
  - attract and retain a high calibre professional public sector workforce
  - ensure that public sector recruitment and selection processes comply with the merit principle and adhere to professional standards
  - foster a public service culture in which customer service, initiative, individual responsibility and the achievement of results are strongly valued
  - support the Government to achieve positive budget outcomes through strengthening the capability of the public sector workforce.

To deliver a new service culture that is responsive to community needs, means improving the way we interact and partner with citizens, businesses and non-government organisations to improve services and enact the principles of cultural diversity in service delivery. Actions to improve customer satisfaction and address dissatisfaction include:

- Establish a Customer Service Commission, led by a Commissioner and supported by a customer-focused committee, to advise on the best ways to improve service design and delivery
- Seek and enable customer feedback to identify levels of satisfaction with public services and to inform service improvements
- Establish Service NSW to provide:
  - a single 24/7 NSW Government phone number
  - a customer-friendly government web portal
  - one-stop shops where multiple transactions are carried out efficiently for customers
  - mobile applications that provide real-time information as customers need it.

Through innovation, we can shape a modern, forward-thinking public sector that embraces new ideas to improve services and efficiency. Actions to improve public sector innovation include:

- Develop and implement a sector wide innovation action plan to foster an innovative culture across the public sector
- Respect and respond to customer, frontline and supplier feedback about new and better ways to provide relevant and high quality services.

## GOAL 31 IMPROVE GOVERNMENT TRANSPARENCY BY INCREASING ACCESS TO GOVERNMENT INFORMATION

The community has the right to openness, accountability and transparency when it comes to government decision making and information. Greater public access fosters collaboration, increases efficiency and fosters a public sector that values and shares information. At the same time it is important to ensure appropriate safeguards are in place to protect privacy and confidentiality. We want to improve proactive disclosure of information, make it easier to access information online and make real-time information available when it is needed. Providing people with access to information leads to improved community decision making and greater trust in public institutions.

ACCOUNTABILITY  
Premier

### TARGETS

#### INCREASE THE PUBLIC AVAILABILITY OF GOVERNMENT INFORMATION

- Full compliance with the mandatory proactive release requirements under the *Government Information Public Access Act (GIPA)*

#### UP-TO-DATE INFORMATION ABOUT GOVERNMENT SERVICES

- Increase the number of agencies providing real-time information about government services to customers (e.g. live travel times, hospital waiting times, appeal processing times)

### PRIORITY ACTIONS

A government that is open, honest and accountable to its citizens will increase confidence in the decision making process and restore community trust.

Actions to achieve this include:

- Develop an 'Open Government' plan to increase access to government information. The plan will identify opportunities for agencies to provide access to appropriate information
- Expand the *Publications NSW* website to include access to all agency information published as 'open access' under GIPA.

Providing up-to-date information when customers need it, will improve the way people use government services and help them make more informed decisions.

Actions to achieve this include:

- Increase the number of mobile phone applications that allow people to access government data for example, *Live Traffic NSW*, SMS bus services, Police **eyewatch** and real-time hospital emergency information
- Build a new National Parks website to provide real-time information, online interactive maps, and a new online booking system for accommodation, camping and annual passes for park visitors.

## GOAL 32 INVOLVE THE COMMUNITY IN DECISION MAKING ON GOVERNMENT POLICY, SERVICES AND PROJECTS

We will increase opportunities for people to participate in the way government makes decisions, including ways for people to have a real say and be involved in localised decision making, including through local government. By devolving decision making as close as possible to the people and places affected by decisions, people are able to take more control over their choices and opportunities and shape their own futures.

ACCOUNTABILITY  
Premier

### TARGETS

#### **INCREASED PROPORTION OF PEOPLE WHO FEEL ABLE TO HAVE A SAY ON ISSUES THAT ARE IMPORTANT TO THEM**

### PRIORITY ACTIONS

Governments that listen to their citizens are more responsive to their needs. Giving people a real say on issues that are important to them gives greater motivation to take responsibility and improves community outcomes. Actions to achieve this include:

- Reform the NSW planning system
- Establish Service NSW to provide:
  - a single 24/7 NSW Government phone number
  - a customer-friendly government web portal
  - one-stop shops where multiple transactions can be carried out efficiently for customers
- A central government website where communities can have their say on NSW Government plans to improve services and quality of life
- Consult with the community on ways to move more decision making to local schools
- Establish local hospital health districts with local boards.

#### **INCREASE OPPORTUNITIES FOR PEOPLE TO PARTICIPATE IN LOCAL GOVERNMENT DECISION MAKING**

Increasing local decision making and participation in decision making means people can influence decisions that affect them. The NSW Government will increase opportunities for people to participate in localised decision making and through local government encourage them to have a real say on local planning decisions. Actions to achieve this include:

- Invite local government representatives and individuals to help identify more ways to devolve decision making to local levels, and actively consider ideas
- Work with local councils, shires and communities around NSW to identify opportunities to return local decision making, for example, the creation of district health boards, local partnerships to tackle graffiti, and a trial of a regional 'Sobering-Up Centre' to address alcohol-fuelled violence.

#### **INCREASE VISITS TO GOVERNMENT WEBSITES AND THE NUMBER OF SUBMISSIONS RECEIVED FROM THE COMMUNITY**

Making it easier for citizens to interact with government through modern, innovative and engaging tools, leads to better informed communities, increases opportunities for participation and supports the development of services and policies that best meet the needs of the community. Actions to achieve this include:

- Establish Service NSW to provide:
  - a customer-friendly government web portal
  - mobile applications that provide real-time information as customers need it
- A central government website where communities can have their say on NSW Government plans to improve services and quality of life.

# DELIVERING THE PLAN— RESPONSIBILITIES

NO.	GOALS	LEAD MINISTER	LEAD AGENCY
<b>Rebuild the Economy</b>			
1	<b>IMPROVE THE PERFORMANCE OF THE NSW ECONOMY</b>	Minister for Trade & Investment, Minister for Regional Infrastructure & Services	Department of Trade and Investment, Regional Infrastructure and Services
2	<b>REBUILD STATE FINANCES</b>	Treasurer	Treasury
3	<b>DRIVE ECONOMIC GROWTH IN REGIONAL NSW</b>	Minister for Trade & Investment, Minister for Regional Infrastructure & Services	Department of Trade and Investment, Regional Infrastructure and Services
4	<b>INCREASE THE COMPETITIVENESS OF DOING BUSINESS IN NSW</b>	Minister for Trade & Investment, Minister for Regional Infrastructure & Services	Department of Trade and Investment, Regional Infrastructure and Services
5	<b>PLACE DOWNWARD PRESSURE ON THE COST OF LIVING</b>	Minister for Finance & Services	Department of Finance and Services
6	<b>STRENGTHEN THE NSW SKILL BASE</b>	Minister for Education	Department of Education and Communities
<b>Quality Services</b>			
7	<b>REDUCE TRAVEL TIMES</b>	Minister for Transport	Transport for NSW
8	<b>GROW PATRONAGE ON PUBLIC TRANSPORT BY MAKING IT A MORE ATTRACTIVE CHOICE</b>	Minister for Transport	Transport for NSW
9	<b>IMPROVE CUSTOMER EXPERIENCE WITH TRANSPORT SERVICES</b>	Minister for Transport	Transport for NSW
10	<b>IMPROVE ROAD SAFETY</b>	Minister for Roads & Ports	Transport for NSW
11	<b>KEEP PEOPLE HEALTHY AND OUT OF HOSPITAL</b>	Minister for Health	Department of Health
12	<b>PROVIDE WORLD CLASS CLINICAL SERVICES WITH TIMELY ACCESS AND EFFECTIVE INFRASTRUCTURE</b>	Minister for Health	Department of Health
13	<b>BETTER PROTECT THE MOST VULNERABLE MEMBERS OF OUR COMMUNITY AND BREAK THE CYCLE OF DISADVANTAGE</b>	Minister for Family & Community Services	Department of Family and Community Services
14	<b>INCREASE OPPORTUNITIES FOR PEOPLE WITH A DISABILITY BY PROVIDING SUPPORTS THAT MEET THEIR INDIVIDUAL NEEDS AND REALISE THEIR POTENTIAL</b>	Minister for Disability Services	Department of Family and Community Services
15	<b>IMPROVE EDUCATION AND LEARNING OUTCOMES FOR ALL STUDENTS</b>	Minister for Education	Department of Education and Communities
16	<b>PREVENT AND REDUCE THE LEVEL OF CRIME</b>	Minister for Police & Emergency Services	NSW Police Force
17	<b>PREVENT AND REDUCE THE LEVEL OF RE-OFFENDING</b>	Attorney General, Minister for Justice	Department of Attorney General and Justice
18	<b>IMPROVE COMMUNITY CONFIDENCE IN THE JUSTICE SYSTEM</b>	Attorney General, Minister for Justice	Department of Attorney General and Justice



NO.	GOALS	LEAD MINISTER	LEAD AGENCY
<b>Renovate Infrastructure</b>			
19	<b>INVEST IN CRITICAL INFRASTRUCTURE</b>	Premier	Infrastructure NSW
20	<b>BUILD LIVEABLE CENTRES</b>	Minister for Planning & Infrastructure	Department of Planning and Infrastructure
21	<b>SECURE POTABLE WATER SUPPLIES</b>	Minister for Primary Industries	Department of Trade and Investment, Regional Infrastructure and Services
<b>Strengthen our Local Environment and Communities</b>			
22	<b>PROTECT OUR NATURAL ENVIRONMENT</b>	Minister for the Environment & Heritage	Department of Premier and Cabinet
23	<b>INCREASE OPPORTUNITIES FOR PEOPLE TO LOOK AFTER THEIR OWN NEIGHBOURHOODS AND ENVIRONMENTS</b>	Minister for Primary Industries Minister for Police Attorney General Minister for the Environment & Heritage	Department of Trade and Investment, Regional Infrastructure and Services NSW Police Force Department of Attorney General and Justice Department of Premier and Cabinet
24	<b>MAKE IT EASIER FOR PEOPLE TO BE INVOLVED IN THEIR COMMUNITIES</b>	Minister for Citizenship & Communities	Department of Education and Communities
25	<b>INCREASE OPPORTUNITIES FOR SENIORS IN NSW TO FULLY PARTICIPATE IN COMMUNITY LIFE</b>	Minister for Ageing	Department of Family and Community Services
26	<b>FOSTERING OPPORTUNITY AND PARTNERSHIP WITH ABORIGINAL PEOPLE</b>	Minister for Aboriginal Affairs	Department of Education and Communities
27	<b>ENHANCE CULTURAL, CREATIVE, SPORTING AND RECREATION OPPORTUNITIES</b>	Minister for Tourism, Major Events, Hospitality & Racing, Minister for the Arts	Department of Trade and Investment, Regional Infrastructure and Services
28	<b>ENSURE NSW IS READY TO DEAL WITH MAJOR EMERGENCIES OR NATURAL DISASTERS</b>	Minister for Police & Emergency Services	Ministry for Police and Emergency Services
<b>Restore Accountability to Government</b>			
29	<b>RESTORE CONFIDENCE AND INTEGRITY IN THE PLANNING SYSTEM</b>	Minister for Planning & Infrastructure	Department of Planning and Infrastructure
30	<b>RESTORE TRUST IN STATE AND LOCAL GOVERNMENT AS A SERVICE PROVIDER</b>	Premier	Department of Premier and Cabinet
31	<b>IMPROVE GOVERNMENT TRANSPARENCY BY INCREASING ACCESS TO GOVERNMENT INFORMATION</b>	Premier	Department of Premier and Cabinet
32	<b>INVOLVE THE COMMUNITY IN DECISION-MAKING ON GOVERNMENT POLICY, SERVICES AND PROJECTS</b>	Premier	Department of Premier and Cabinet



## NSW 2021

### A PLAN TO MAKE NSW NUMBER ONE

September 2011

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