

State Plan Stakeholder Workshop Outcomes

Workshop 1: **Respect and Responsibility** State Plan priorities - R1, R2, R3, R4

Directors General:

Laurie Glanfield, Director General, NSW Attorney General's Department (Chair)
Luke Grant, D/Commissioner, Department of Corrective Services
Reg Mahoney, Assistant Commissioner, NSW Police

Workshop participants:

Ali Roude (alt rep)	Islamic Council of NSW
Howard Brown	Victims Advisory Board
Jack Passaris	Ethnic Communities' Council of NSW
Jenna Bateman	Mental Health Coordinating Council
Katrina Wong	Youth Justice Coalition
Michael David	Liquor Stores Association of NSW
Wayne Krelle	ClubsNSW
Toni Makkai	Australian Institute of Criminology.

Workshop Outcomes:

There was general support for the strategies to deliver on State Plan Targets across R1-R4.

Three overall themes ran through the discussion:

- Adequate funding for the provision of services, especially for regional areas, and the disadvantaged within society (mental health, juveniles, homeless)
- Increased multi-agency collaboration to provide case management and early intervention
- Increased communication to the public and interest groups to inform them of new strategies and services.

The workshop suggested additional outcome measures:

- Targets on the percentage of the prison population with mental health issues
- Targets/milestones on projects to be delivered across agencies or between agencies to ensure that partner agencies deliver.

The workshop recommended further analysis into:

- Crisis accommodation, especially for juveniles
- Ensuring that there are adequate services for the disadvantaged and juveniles
- The role of court advocacy to see if it can be improved and expanded
- The impact of legislative and administrative changes, particularly on disadvantaged groups, e.g. homeless.

The workshop acknowledged that volunteering is essential and recommended:

- Targeted communication strategies are required
- More information is required on a person's role, responsibility and obligations (especially with legal issues).

Workshop 2: Delivering Better Services State Plan priorities – S1, S2, S3, S8, F2, F3, F5

Directors General:

Brendan O'Reilly, Director General, Department of Ageing, Disability and Home Care
Debora Picone, Director General, NSW Health
Graeme Head, Deputy Director General, Department of Premier & Cabinet.

Workshop participants:

Andrew Buchanan	Disability Council of NSW
Andrew Keegan	Australian Medical Association (NSW) Limited
Claire Phelan	Public Health Association of Australia, NSW Branch
Damien Anderson	National Disability Services New South Wales
Greg Smith	Asthma Foundation of NSW
Kath Brewster	Council on the Ageing (NSW)
Kathryn Sullivan	NSW Nurses Association
Lewis Kaplan	Australian Red Cross, NSW
Lilian Jackson	Diabetes Australia - NSW
Mark Lynch	NSW Rural Doctors Network
Matt Hanrahan	Alliance of NSW Divisions, Australian General Practice
Sharon Grocott	Carers NSW
Stephen Lowndes	Aged and Community Services Association of NSW & ACT

Workshop Outcomes:

Two overall themes ran through the discussion on all priorities:

- the State Plan needs a focus on rural communities
- achieving State Plan priorities may be constrained by the availability of a skilled workforce in the right places.

The workshop suggested additional outcome measures:

- a “patient – centric” outcome measure that reflects the experience of the patient (S1)
- a metric on re-admission to hospital within 28 days of discharge (S1)
- measures around improving the quality of life (F5).

The workshop recommended further analysis into:

- differences between urban and rural/remote hospitals in Emergency Department waiting times (S1)
- alcohol use from other states with different liquor licensing laws e.g. Victoria (S3).

Opportunities were identified to work with the Commonwealth Government to:

- introduce additional Medicare item numbers for preventative health care, including oral health care (S2)
- co-ordinate health promotion activities, particularly for reducing obesity (S3)
- examine the Welfare to Work and Disability Support Payment arrangements so that people with disabilities can take up employment (F2).

The workshop supported enhancing the partnership between the State Government and NGOs by:

- funding research into health promotion
- providing health staff to carry out asthma education in schools.

Further development is needed in the areas of:

- hospital discharge plans, not just for patients who are in crisis (S1)
- medication management standards (S2)
- employment of people with disabilities by large government departments (F2).

The workshop recommended the Government consider:

- limiting the availability of alcohol by reducing the number of outlets, the hours of operation and options to reduce risk drinking and associated violence including lock-ins/outs, taxation and raising the legal drinking age (S3).

Workshop 3: Fairness & Opportunity **State Plan priorities – F1, F4, F6, F7, S4, S5**

Directors General:

Jody Broun, Director General, Department of Aboriginal Affairs (Chair)
Michael Coutts-Trotter, Director General, Department of Education and Training
Dr Gül Izmir, Deputy Director-General, Department of Community Services
Vicki D'Adam, Deputy Director General, Department of Premier & Cabinet
Melissa Gibson, Director, Strategic Policy and Planning, Department of Housing.

Workshop participants:

Adam Farrer	NSW Federation of Housing Associations
Alison Peters	Council of Social Service of New South Wales
Andrew McCallum	Association of Children's Welfare Agencies
Brian Smith	Local Community Services Association
Cat Gander	NSW Women's Refuge Resource Centre
Cathy Craigie	Aboriginal Housing
Geoff Newcombe	Association of Independent Schools of NSW
John Picot	St Vincent De Paul Society (NSW)
Diane Hague	New South Wales Teachers Federation
Reynato Roedica	Youth Action and Policy Association
Sue Cripps	Homelessness NSW.ACT
Sue Richards	NSW Family Support Services Inc.

Workshop Outcomes:

There was general support for the strategies outlined however the workshop agreed that the problem of homelessness and the provision of sustainable housing should receive greater attention.

The workshop suggested the following additional measures:

- One of the headline measures should be a measure of housing affordability (not just land releases).

- Homelessness should be in the State Plan since it is the best proxy measure for community strength and the human services delivery system.
- There needs to be a clear link between F1 and F7 including a specific target for reducing abuse in Aboriginal children.

The workshop made the following comments and suggestions:

Homelessness

- Homelessness should be treated as a significant issue in the State Plan. It is a fundamental problem which intersects with a range of other problems such as poverty, mental illness, and alcohol and drug abuse.
- It was noted that DPC and Housing are currently developing a framework for addressing homelessness which will integrate current government activities (including Supported Assistance accommodation program and mental health initiatives). This is a complementary exercise to the State Plan.

F1 – Strengthening Aboriginal Communities

- Refuge housing - there is a need for additional support workers in safe houses to help families deal with abuse and prepare for and move to sustainable housing.
- The F7 plan should include a specific target for reducing abuse in Aboriginal children. Dissatisfaction with the way the measure is expressed.

F4 – Prevention and Early Intervention

- Early intervention needs to be incorporated into new and existing initiatives.
- How we measure success will be important. Benchmarks and targets need to be developed.
- A select number of demographics are being piloted for early intervention policy. It is recognised that early intervention strategies will need to accommodate the Aboriginal and non-Aboriginal population.
- Funding of early intervention agencies (for example DoCS) is very important.

F6 – Children with skills for life and learning

- Brighter Futures Program is well received in community. There is a need to focus on nutrition as a factor in child wellbeing and readiness to learn.
- There should be a strong focus on evaluation of these initiatives.

F7 – Reducing rates of Child Abuse and Neglect

- There needs to be a clear focus on early intervention in the plan to tackle child abuse and neglect.
- There needs to be adequate resourcing of government agencies and NGOs to ensure the State Plan works.
- There is a need to improve partnership arrangements with the non-Government sector.
- There needs to be integration between government agencies and between agencies and NGO's to provide flexible options for children in crisis.
- The Target for F7 should be more about children and less about DOCs.

S4/S5 – Increasing levels of attainment and more students completing Year 12 or VET.

- Strategies outlined the summary delivery plans were supported.

Workshop 4: Growing Prosperity Across NSW State Plan priorities – P1, P2, P3, P4, P5, P6, P7

Directors General:

Michael Cullen, A/Director General Department of State & Regional Development (Chair)
Philip Mussared, Executive Director, NSW Treasury
Leslie Loble, Deputy Director General, NSW Department of Education and Training
Lynne Ashpole, Director, Better Regulation Office, Department of Premier & Cabinet.

Workshop participants:

David Skellern	National ICT Australia Limited (NICTA)
Evan Hall	Tourism & Transport Forum
Ken Morrison	Property Council of Australia
Liam McKay	Tourism & Transport Forum
Michael Lonie	Australian Retailers Association
Paul Orton	NSW Business Chamber
Ryan Fletcher	Local Government & Shires Association
Stuart St Clair	Australian Trucking Association
Sue Whelan	Regional Development Advisory Council
David Richardson	Australian Industry Group

Workshop Outcomes:

Generally, there was support for all strategies proposed by Government for Priorities P1 to P7. In particular stakeholders expressed support for:

- the focus on investment in industry areas that generate exports (P1/P6)
- reducing red tape (P3)
- maintaining AAA credit rating (P5)
- strategies to address skills issues (P4 and P7).

Improvements in the Government's approach should focus on **making sure targets are adequate to drive the right outcomes** and the underlying drivers of business success are in place:

- In measuring business investment the relative "competitiveness" of NSW as a business destination (vs. global alternatives) should be taken into account.
- Business investment growth in tourism: Increase the tourist night target in order to maintain NSW market share and match actual forecast growth. Industry made the suggestion that the target could be increased from 10 million to 25 million.
- Infrastructure investment growth: target types of infrastructure / asset delivery outcome rather than overall spend input.

Underlying requirements for business success in NSW were identified as:

- Communications infrastructure (broadband, wireless) across the State including regional areas.
- Skilled workforce - skill shortages, e.g. in the building and construction industry impact on infrastructure projects and in freight, lower skilled workforce are also critical for the service industry where shortages are evident (e.g. in hospitality).
- Road network for freight - currently a constraint to business growth.

Additional strategies for particular *business priorities* were identified:

- **P1/P6 (Tourism):**
 - Examine options to support infrastructure development of 4 and 5 star hotels. A future capacity gap exists.
 - Investigate establishment of a 'Land Bank' to make available Crown and Local Government lands to attract tourism investment (P6 & E8) which has potential to enhance regional tourism.
- **P2 Infrastructure** - investment prioritised towards freight, public transport, broadband/telecommunications, and a long term plan for Sydney Airport access for people and facilities available (does not currently enhance 'open for business' image).
- **P3 Regulation** – consider a 'one on – one off' approach to regulation requirements to stop the overall business regulatory burden increasing.

It is critical to work in partnership with Local Government and build their capacity. Local Government is an important provider of infrastructure (particularly the road network relied on for freight), partner for planning purposes, and facilitator for attraction of business investment. Links with State Government could be better.

There was concern that effectiveness of existing regional coordination structures be maintained given new federal government initiatives. Existing Regional Development Boards were supported as valuable infrastructure to retain and build on.

Workshop 5: Environment for Living State Plan priorities - E1, E2, E3, E4, E8

Directors General:

Lisa Corbyn, Director General, NSW Department of Environment and Climate Change (Chair)
Leisl Baumgartner, DDG, NSW Department of Water & Energy
Peter Loxton, A/Director General, NSW Department of Arts, Sport and Recreation

Workshop participants:

Andrew Cox	National Parks Association of NSW
Cecile Van Der Burgh	Wilderness Society
Chris Scott	Landcare NSW
Elizabeth Rogers	Regional Arts NSW
Evan Hall	Tourism & Transport Forum
Jock Laurie	NSW Farmers Association
Pam Green	Southern Rivers CMA & NSW CMA Chairs Council
Peter Ross	NSW Sport and Recreation Advisory Council
Phyllis Miller	Natural Resources Advisory

Workshop Outcomes:

There was general support for the strategies outlined. The following additional suggestions and comments were made:

General comments

- There is a need to create a mechanism for linkages and interactions between State Plan themes – the linkages between Environment for Living, Growing Prosperity, and Transport and Planning were highlighted.
- The Environment for Living theme needs to more strongly reflect the social and economic needs of communities as well as the environment protection needs.
- An overt mechanism is needed to manage the trade-offs between potentially competing State Plan priorities (e.g. P6 and E4).
- There is a need to regularly review models and assumptions in the light of new data (e.g. climate change) and have an adaptive approach.
- There is a need for a consistent, fair and balanced approach between urban, rural and coastal regions.

E1: Water

- Noted the importance of continuing to meet the demand management targets.
- The IPART pricing system should better capture the full environmental cost of providing water.
- The review of rural water utilities should encompass the state of their infrastructure and the need for additional investment.

E2: Energy

- There is a need to clarify the Federal and State Government roles and a transition strategy is needed to line up NSW greenhouse gas arrangements with the new Federal Government's approach.

- There is a need to address efficiency (i.e. in building architecture) and incentives for doing the right thing.

E3: Air

- It is essential that strong links are maintained with the transport and planning priorities (S6, E5, E7).
- More effort is needed to improve linkages between transport modes (including car-parking around stations).

E3: Greenhouse

- There needs to be a genuine commitment on greenhouse gas reductions and strategies.
- There should be a balanced and equitable approach to the contribution that each sector can make to greenhouse gas reduction (i.e. mining, residential and farming sectors can make to reducing greenhouse gas emissions in addition to electricity and energy).

E4: Natural resources

- There is a need to better integrate Planning and NRM and drive the links between CAPs and LEPs by providing planning tools to local government that help them minimise the impacts of development.
- More emphasis should be given to social, economic and community targets, to address social wellbeing, get the community balance right and recognise the importance of volunteering.

E8: Recreation and arts

- This target takes a very narrow view of the arts, and needs to recognise their strong economic and social benefits.
- A better measure of the arts contribution to society and the economy should be developed. 'Visitor numbers' is too narrow a measure. Look at the quality and type of visitor experience.
- A rational funding model with explicit criteria is needed to guide public spending on recreational infrastructure.
- Infrastructure that supports regional nature-based tourism (e.g. park visitor facilities) should be improved to generate regional economic benefits. This should form part of the State Infrastructure Strategy and the private sector would be willing to co-invest.

Workshop 6: Transport & Planning State Plan priorities – E5, E6, E7, S6, S7.

Directors General:

Peter Duncan, Deputy Director General, Department of Premier & Cabinet (Chair)
Sam Haddad, Director General NSW Department of Planning
Les Wielinga, Chief Executive Officer, Roads and Traffic Authority
Andrew Nicholls, Principal Policy Officer, Ministry of Transport.

Workshop participants:

Greg Woodham	Planning Institute of Australia
Craig Johnson	Shelter NSW
Darryl Mellish	Bus and Coach Association of NSW
Fred Gennaoui	Australian Institute of Traffic Planning and Management
Greg Hatton	Motor Traders' Association
Liam McKay	Tourism and Transport Forum
Oleg Sannikov	Australian Institute of Traffic Planning and Management
Owen McKay	Community Transport Organisation
Suresh Manickam	Housing Industry Association
Shaun McBride	Local Government & Shires Association
Tim Robertson	Urban Development Institute of Australia (NSW)
Graham Quint	National Trust of Australia (NSW)

Workshop Outcomes:

An Efficient Transport System (S6 & E7)

There was general support for the strategies. In particular the system of bus contracts were seen to have delivered stable and reliable services, and bus priority measures were supported but needed to be fully delivered. Additional measures suggested were:

1. A stronger focus on the customer experience of public transport.
 - Including targets in the State Plan regarding additional customer measures of performance, beyond service reliability/On Time Running.
 - Introducing of a customer facing organization to market public transport, as opposed to the current single mode marketing. *MetLink* in Victoria was suggested as a model.
 - Delivery of integrated ticketing.
2. Additional measures to stimulate growth in public transport.
 - Providing additional, frequent bus services, especially in new development areas. This is to avoid people being turned off public transport because of crowding or being unable to board as demand grows, and to get people into the habit of using public transport in new growth areas.
 - Fare reform designed to promote growth in public transport, beyond simply integrated ticketing.
 - Change legislation to permit shuttle bus operators to charge fares. It was thought this would allow smaller employers and business parks to provide small, flexible shuttle bus type services for their workers. Some large employers already do this and cover the full costs.

3. Travel demand management on the road network.
 - Education about travel options for drivers who do not need to travel in the peaks, live information about where there is parking in the CBD to avoid drivers spending time on the road searching for parking, and additional 'Park and Ride' facilities.
 - Exploration of road pricing.
4. Improved incident response following car breakdowns and accidents, including information to drivers about incident related congestion to allow them to choose alternative routes.
5. Recognition and response to non-Sydney issues and non-peak users.
 - Major inter-urban road corridors, particularly for freight
 - Illawarra and Hunter transport. This could include publicising action documented in the sub-Regional Strategies under the *Metropolitan Strategy*.
 - Frequent services for off peak users
 - Include targets for travellers other than commuters.
6. Partner with the sector to press the Commonwealth to:
 - Provide joint funding for urban transit pilot projects, such as bus rapid transit pilots.
 - Encourage private investment in public transport through appropriate tax changes, encouraging innovative financing of projects, and the involvement of superannuation funds.
 - Review the application of Fringe Benefits Tax to public transport.

Safer Roads (S7)

There was support for the strategy of targeting speeding drivers. Additional measures suggested were:

1. Greater communication of existing enforcement activities by government, in particular the number of Police Highway Patrols. There was said to be a view in the community that these had been cut in preference for speed cameras.
2. Where roads can safely accommodate a certain speed the limit should not be reduced below this or reduced in a blanket way. If speed limit reductions were being considered (as opposed to encouraging drivers to respect existing speed limits) this should be balanced with the need for an efficient road network for economic activity.
3. Include statistics on non-fatal casualty accidents in the State Plan reporting.

Planning for Jobs Closer to Home and Housing Affordability (E5 & E6)

There was support for the Centres strategy, and the operations of the Growth Centres Commission in resolving delays in inter-government decision making. Additional measures suggested were:

1. Introduce equivalents to the Growth Centres Commission to Hunter & Illawarra.
2. Ensure stronger protection of commercial space in Centres with significant residential development (e.g. Hornsby) to ensure that residential growth does not build out potential for employment development in heavily populated Centres.
3. Partner with Local Government, to support Local Government deliver the needed planning/zoning changes in Centres. It was felt Local Government faced significant pressures in relation to consolidation and sections of local communities.

4. Partner with the sector to press the Commonwealth to:
 - Investigate development of a successor to the 'Better Cities' program.
 - Investigate encouraging more innovative financing of affordable housing.
 - Speed up training for skilled construction workers (e.g. apprenticeships and traineeships) to address skills shortages.