



NAMOI UNLIMITED

Premier agricultural region in Australia



STRATEGIC REGIONAL PLAN

2018 - 2021

Message from the Chair

Namoi Unlimited is a Joint Organisation of Councils in NSW tasked with responsibility by the NSW Government to undertake strategic planning and priorities, inter-governmental collaboration and advocacy.

Our strategic future is formed on the 'Shaping the Future of the Namoi' report which suggested an additional \$900 million could be contributed to the economy by 2030.

The *Shaping the Future of the Namoi*¹ report also says, change for ourselves and our communities is inevitable - markets, local industry and population will continue to change over time.

It may seem that some of this change is beyond our control. Communities will hear and feel the impact of change regardless of the action we, as local leaders will undertake.

However, inaction is not an option. As a collective leadership group of one of the most productive regions of NSW and Australia, we need to work towards fulfilling our potential as identified in this Strategic Regional Plan.

Our capacity to influence the levers identified is based around:

- Our ability to access water for the economy and our communities;
- Our focus is to collectively enhance our networks of infrastructure ensuring products and commodities are efficiently delivered to consumers and markets; and

- Our people - by developing and attracting skills for the jobs of the future.

Local Government is the closest form of government to the populations of the New England North West region.

All levels of Government will need to be invested in our vision and our Strategy to assist us to achieve our goals.

We have accepted the challenge to facilitate and collaborate across the local communities of Walcha Council, Liverpool Plains Shire Council, Tamworth Regional Council, Gunnedah Shire Council and Gwydir Shire Council.

We need to shape Namoi Unlimited to be nimble, adaptable and able organisation. We want an organisational structure that facilitates information exchange and resource sharing, and builds capacity and capability to undertake activities.

We need to be bold and think 'big', and measure our success. This document charts this path for the next three years, and our strategy is ambitious.



**Councillor Jamie Chaffey,
Mayor Gunnedah Shire Council
Chairperson Namoi Unlimited**

¹ Regional Australia Institute "Shaping the Future of the Namoi" Report, September 2015

Executive Summary

In 2015 the members of the pilot Namoi Joint Organisation of Councils engaged the *Regional Australia Institute* to undertake a research project to identify those things that had, or would have, the most profound impact on our region into the future.

The subsequent report entitled *Shaping the Future of the Namoi* identified six Future Factors that if collectively harnessed in a positive way would yield an expansion of the Namoi regional economy of an estimated additional \$900million by 2030.

The six future factors identified in this report were:

- National and global cycles in commodity markets;
- Maximising innovation in agricultural production;
- Seeking international investment, on the right terms;
- Engaging the Namoi in major overseas markets;
- Urbanisation; and
- Leveraging regional brand marketing to attract people to live and work in the Namoi.

Members acknowledge that there is potentially little Local Government can do to influence cycles in commodity markets.

Urbanisation is a global phenomenon, reflecting a change in human values, opportunities and aspirations.

While communities can become more resilient to national and international commodity cycles, and urbanisation - the efforts of Local Government can only have an indirect influence on these two factors.

Members agree that; innovation in agriculture, securing investment, engaging in markets, and promotion with a trusted and energised regional brand are areas where Local Government can be proactive and have a positive and regional impact.

Our Strategic Regional Priorities

In developing this Strategic Regional Plan and summarising this into a Statement of Strategic Directions - members will have a clear focus for the next three years on their role, and the collaborate functions that Local Government will undertake.

Namoi Unlimited will focus on three Strategic Regional Priorities. These three priorities are interlinked.

The region needs to have the sustenance of water, the infrastructure, and the people to continue to grow and develop. The three strategic regional priorities are summarised below:

1. Water for the Future

Agriculture, agricultural products, commodities and services underpin the economies of the Namoi region.

The dynamics of global markets, climate change and changing consumer demand, mean our core industry must evolve and adapt.

The availability, security and access to water underpin every facet of agriculture.

Water is also critical to the other two priorities identified in this Strategic Regional Plan.

Water is the critical enabler for industry, business, communities, lifestyle, tourism and the environment. Our action will be targeted towards growth and development.

2. Enabled and Connected Infrastructure

The provision of goods and services, connecting people and business, and addressing the perception of remoteness and isolation in regional areas are all dependent on having fully functional and connected infrastructure.

Roads, rail, air infrastructure, energy and telecommunications infrastructure are

critical for the future growth and the development of the region.

The role of Namoi Unlimited is to understand the capacity and capability of existing infrastructure and networks, and then take a future focussed approach to prioritising, investing and advocating for critical and necessary infrastructure, necessary to enabling and supporting growth.

3. Engaged People seeking Skills for the Future

People and their skills are fundamental to the growth of our economies, our communities and lifestyle.

Local Government is one of the largest employers in the Namoi region and has an important role to play in the attraction of people to the region, and the development of skills to meet the future demands of the regions workforce.

The members of Namoi Unlimited will identify, promote and engage in opportunities to address skill shortages within both Councils and across communities.

Our Organisation

The Namoi Joint Organisation of Councils trading as Namoi Unlimited was established in mid 2015 as part of the NSW Government's pilot program to form new entities called Joint Organisations to facilitate collaboration among Councils.

Namoi Unlimited represents five Local Government Areas located in the New England North West of NSW:

- Gunnedah Shire Council
- Gwydir Shire Council
- Liverpool Plains Shire Council
- Tamworth Regional Council
- Walcha Council

The commitment and collaboration of members is framed in the *NSW Local Government Act*.

The principles of operating the organisation are published in *The Charter*.

This Strategic Plan 2018-2021 will inform the annual Business Plan and budget.

Our Purpose

The NSW Government established Joint Organisations of Councils in 2017 by amendment to the *NSW Local Government Act*.

The role of Namoi Unlimited is to engage and collaborate with the NSW Government, working together to build stronger councils and communities.

Our Vision

A productive, smart and liveable region.

A region recognised for its strong leadership, innovation, and excellence in regional collaboration.

Our Principal functions

The core function of Joint Organisations of Councils is collaboration - collaboration between Councils, the NSW Government and the Australian Government.

Joint Organisations are also enabled to establish collaborative arrangements with key agencies and organisations with similar functions, values and activities.

The principal functions of Namoi Unlimited will be to:

- A. Establish strategic regional priorities for the joint organisation area and develop strategies and plans for delivering these priorities.
- B. Provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities.

- C. Identify and take up opportunities for intergovernmental collaboration on matters relating to the joint organisation area.

Our Values and Guiding Principles

The values of Namoi Unlimited are:

- Member Councils will actively collaborate to lead and empower each other.
- Member Councils will engage actively, honestly and ethically.
- Member Councils will be transparent and accountable to the communities they represent.

Stakeholders and Partners

Engagement and collaboration with key stakeholders is critical to the task ahead of Namoi Unlimited.

Member Councils are; Walcha Council, Tamworth Regional Council, Liverpool Plains Shire Council, Gunnedah Shire Council and Gwydir Shire Council.

Acknowledging the partnership with the NSW Government on Joint Organisations of Councils, the NSW Government is legislated as a Member of the organisation. Representation is undertaken by the Regional Director of the NSW Department of Premier and Cabinet or their delegate.

Member Councils make up the Board of directors; the Board includes the Mayors of each of the member Councils.

Partners and Relationships

Research and education are important components of the value-add and supply

chains in the economy. As required research and education partners from the region and experts will be consulted and engaged in activities.

Key collaborative groups for the Joint Organisation include; the Regional Leadership Executive and the various sub-committees and task groups initiated by the NSW Government. This reflects the inter-governmental and collaboration role of Joint Organisations of Councils.

The Board will maintain strong relationships with members of the NSW and Australian Parliaments.

As required the Joint Organisation will seek support and guidance from the NSW Government, the Australian Government and their representatives for specific tasks and activities associated with the strategic regional priorities.

How to use this plan

The Strategic Regional Plan provides the framework for the Statement of Strategic Priorities, and the annual business plan.

This plan provides the accountability framework through performance measures and aspirations for the community.

The annual business plan articulates the annual budgets and resourcing.

A copy of this plan and associated documents are available at www.namoiunlimited.nsw.gov.au.

Strategic Regional Priorities

1. Water for the Future

Agriculture, agricultural products, commodities and services underpin the economies of the Namoi region. The dynamics of global markets, climate change and changing consumer demand, mean our core industry must evolve and adapt. The availability, security and access to water underpin every facet of agriculture. Water is also critical to the other two priorities identified in this Strategic Regional Plan. Water is the critical enabler for industry, business, communities, lifestyle, tourism and the environment. Our action will be targeted towards growth and development.

Enabling JO Functions

Statements of Priority

NSW Government A 20-year Economic Vision for Regional NSW

NSW Premiers Priorities or Regional Priorities adopted by the RLE

New England North West Regional Plan 2036

Regional Economic Development Strategies (REDS) compiled from Community Strategic Plans (CSPs)

Western Enabling Adaptation Report, New England North West

Support for the Approach

Performance Measures

Enabling JO Functions	Statements of Priority	NSW Government A 20-year Economic Vision for Regional NSW	NSW Premiers Priorities or Regional Priorities adopted by the RLE	New England North West Regional Plan 2036	Regional Economic Development Strategies (REDS) compiled from Community Strategic Plans (CSPs)	Western Enabling Adaptation Report, New England North West	Performance Measures	
Planning and Prioritisation	1.1	Audit, analyse, identify and prioritise the key constraints, opportunities and innovations to secure the supply of water for communities, businesses and Local Government.				✓ ⁹	A diversified agricultural sector. Value-add development for the agricultural sector. Growth in employment. Direct marketing of the region into identified markets.	
	1.2	Audit, analyse, identify and prioritise opportunities and partnerships for agriculture, agricultural products, commodities, supply and value chains, as well as services.	✓ ²	✓ ³	✓ ⁶	✓ ¹⁰		
	1.3	Identify the potential impacts of change on agriculture.		✓ ⁴	✓ ⁷	✓ ¹¹		
	1.4	Identify and facilitate opportunities to address change, by diversifying, opening and establishing and new markets for producers.		✓ ⁵	✓ ⁸	✓ ¹²		
Inter-governmental Collaboration	1.5	Facilitate opportunities with government and partners for investment into the provision of water, infrastructure and skills.				✓ ¹³	The agriculture sector is supported to adapt to new markets and climate change.	
	1.6	Communicate the value of water across the region.	✓ ²²	-	✓ ²³	✓ ²⁵		
	1.7	Identify opportunities for collaboration and best practice across water operations.			✓ ²⁴	-		
Positions of Advocacy and Leadership	The investment in, security of, and access to water is an enabler (not a risk) for local and regional development and growth. Water needs to be a secure foundation and the enabler for business and communities to innovate and regional economies to thrive.		✓ ²⁶	-	-	✓ ²⁷	✓ ²⁸	Regional water security.

² A 20-Year Economic Vision for Regional NSW Infrastructure – Reliable accessible water and energy

³ Regional Priority: Regional Development and Growth in Employment Key Initiative Planned: Develop a Regional Intensive Agribusiness Strategy for the New England North West...

⁴ NSW Premiers' Priorities: Creating jobs 150,000 new jobs by 2019

⁵ NSW Premiers' Priorities: Encouraging business investment: Be the leading Australian state in business confidence

⁶ New England North West Regional Plan: Direction 1 – Expand agribusiness and food processing sectors, 2017-2019 Actions 1.1, 1.2, 1.4

⁷ New England North West Regional Plan: Direction 2 – Build Agricultural Diversity, 2017-2019 Actions 2.2 and 2.3

⁸ New England North West Regional Plan: Deliver new industries of the future, 2017-2019 Action 6.2

⁹ DRAFT Lower North West REDS Strategy 2: Provide a positive, supportive environment to facilitate business growth and investment, Key initiatives in this Strategy include: Identify and advocate for a review of and changes to, regulatory barriers that hinder industry development and business growth., Deliver information and services to actively support and nurture businesses.

¹⁰ DRAFT Lower North West REDS Strategy 3: Support and leverage key sectors. The key initiatives in this Strategy are to: Provide support to agriculture and agri-processing, Facilitate growth in the poultry and equine sectors, Leverage the mining sector, Facilitate growth in the transport and logistics sector, including aviation, Grow the tourism sector (visitor economy)

¹¹ DRAFT Southern New England High Country – Regional Economic Development Strategy – 2018-2022 Strategy 2: Secure the inputs for growth. Key initiatives are: Invest in infrastructure that will support and facilitate growth, including water, power and commercial and industrial land, Provide a positive, supportive environment for business to establish and grow

¹² DRAFT Southern New England High Country – Regional Economic Development Strategy – 2018-2022 Strategy 3: Strengthen, consolidate and grow key sectors. Key initiatives under this theme are providing support to: Agriculture, including horticulture, Education and training, Micro-businesses and knowledge-based industries, Specialised industry and manufacturing, Emerging sectors that have potential to leverage the region's endowments

¹³ DRAFT Southern New England High Country – Regional Economic Development Strategy – 2018-2022 Strategy 5: Effective marketing and promotion. It includes: Marketing to attract new residents, businesses and investment

¹⁴ DRAFT Upper North West REDS 2018–2022 – Full Report Strategy B: Encourage investment, increased productivity and value adding. Key initiatives within this Strategy are: Provide a positive, supportive environment to facilitate industry and business growth and development, including providing a positive regulatory environment. Invest in the utility infrastructure needed to enable and support growth, including providing water security for all water users. Support the agricultural sector to improve productivity, build resilience and reduce risk. Leverage opportunities to value-add and to capitalise on major proposed construction projects. Position and promote the UNW region as a location of choice for investment and businesses.

¹⁵ DRAFT Upper North West REDS 2018–2022 – Full Report Strategy D. Diversify the economy through tourism and emerging industry sectors. Key initiatives under this Strategy are: Continue to strengthen and grow the Region's tourism industry through product and infrastructure development, building the events sector and marketing and promotion.

Support the growth of manufacturing and processing.

¹⁶ Communities: implement systems to gather and share data between Local Governments to build the case for investment.

¹⁷ Develop a Strong Regional Voice: supported by innovative governance to identify regional priorities, opportunities and investment.

¹⁸ Grazing: Support consumer education and market development matched to regional produce.

¹⁹ Agricultural Production: Develop regional markets and distribution systems to support locally grown products.

²⁰ Agricultural Production: Leverage 'Brand Australia' internationally to increase demand for top-end products, clean and green consumer demand.

²¹ Water: Establish processes for regional planning that drives investment in regional priorities.

²² A 20-Year Economic Vision for Regional NSW Infrastructure – Reliable accessible water and energy

²³ New England North West Regional Plan: Direction 17 – Strengthen community resilience, 2017-2019 Action 17.1

²⁴ New England North West Regional Plan: Direction 17 – Strengthen community resilience, 2017-2019 Action 17.3

²⁵ DRAFT Lower North West REDS Strategy 2: Provide a positive, supportive environment to facilitate business growth and investment, Key initiatives in this Strategy include: Build strong partnerships and strategic alliances.

²⁶ A 20-Year Economic Vision for Regional NSW Infrastructure – Reliable accessible water and energy

²⁷ DRAFT Southern New England High Country – Regional Economic Development Strategy – 2018-2022 Strategy 2: Secure the inputs for growth. Key initiatives are: Invest in infrastructure that will support and facilitate growth, including water, power and commercial and industrial land, Provide a positive, supportive environment for business to establish and grow

²⁸ Develop a Strong Regional Voice: supported by innovative governance to identify regional priorities, opportunities and investment.

2. Enabled and Connected Infrastructure

The provision of goods and services, connecting people and business, and addressing the perception of remoteness and isolation in regional areas are all dependent on having fully functional and connected infrastructure. Roads, rail, air infrastructure, energy and telecommunications infrastructure are critical for the future growth and the development of the region. The role of Namoi Unlimited is to understand the capacity and capability of existing infrastructure and networks, and then take a future focussed approach to prioritising, investing and advocating for critical and necessary infrastructure, necessary to enabling and supporting growth.

Enabling JO Functions Statements of Priority

NSW Government A 20-year Economic Vision for Regional NSW	NSW Premiers Priorities or Regional Priorities by the RLE	New England North West Regional Plan 2036	Regional Economic Development Strategies (REDS) compiled from Community Strategic Plans (CSPs)	Western Enabling Adaptation Report, New England North West	Performance Measures
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		Support for the Approach					
Planning and Prioritisation	2.1			✓ ³¹	✓ ³⁶	✓ ⁴¹	Integrated transport planning and systems to facilitate the movement of people, freight and commodities.
	2.2	✓ ²⁹	✓ ³⁰	✓ ³²	✓ ³⁷	✓ ⁴²	
	2.3			✓ ³³	✓ ³⁸	✓ ⁴³	
			✓ ³⁴	✓ ³⁹	✓ ⁴⁴		
				✓ ⁴⁰			
					✓ ³⁵		
Inter-governmental Collaboration	2.4		✓ ⁴⁶	✓ ⁴⁹			
	2.5	✓ ⁴⁵	✓ ⁴⁷	✓ ⁵⁰	✓ ⁵¹	✓ ⁵²	
Positions of Advocacy and Leadership		✓ ⁵³	-	✓ ⁵⁴	✓ ⁵⁵	✓ ⁵⁶	

²⁹ A 20-Year Economic Vision for Regional NSW, Infrastructure Freight Networks that will increase the competitiveness of key regional sectors

³⁰ NSW Premiers' Priorities: Reducing road fatalities - Reduce road fatalities by at least 30 per cent from 2011 levels by 2021

³¹ New England North West Regional Plan: Direction 5 - Grow NENW as the renewable energy hub of NSW - Action 5.2

³² New England North West Regional Plan: Direction 13 - Expand emerging industries through freight and logistics connectivity - 2017-2019 Action 13.4

³³ New England North West Regional Plan: Direction 14 - Enhance transport and infrastructure networks - 2017-2019 Action 14.3

³⁴ New England North West Regional Plan: Direction 14 - Enhance transport and infrastructure networks - 2017-2019 Action 14.4

³⁵ DRAFT Lower North West RED, Strategy 1: Deliver key infrastructure as a foundation for growth. Key initiatives within this Strategy are: Improve telecommunications infrastructure and services to enhance connectivity, enable adoption of new technologies, improve business systems and provide access to information, services, markets, and education and training etc.,

Upgrade key roads to improve inter and intra-region connectivity and enable use of high productivity vehicles for freight transport. , Improve and leverage rail and airport assets - for both passenger and freight services. Upgrade and augment utility services (power, water, sewerage) to meet current needs and provide the capacity for growth.

³⁶ DRAFT Lower North West REDS Strategy 3: Support and leverage key sectors. The key initiatives in this Strategy are to: Facilitate growth in the transport and logistics sector, including aviation

³⁷ DRAFT Southern New England High Country REDS - 2018-2022 Strategy 1: Strengthen the region's connectivity. The key initiatives within this strategy are: Investing in key road-infrastructure to improve productivity and facilitate further growth in agriculture and tourism, Upgrading the telecommunication network, addressing the mobile black-spots, thereby enabling productivity enhancements in livestock and other agricultural industries. Improvements in the network will also improve liveability and facilitate the development of further value-added businesses throughout the region

³⁸ DRAFT Southern New England High Country REDS - 2018-2022 Strategy 2: Secure the inputs for growth. Key initiatives are: Invest in infrastructure that will support and facilitate growth, including water, power and commercial and industrial land

³⁹ DRAFT Upper North West REDS 2018-2022 - Full Report Strategy A: Improve freight efficiency. Key initiatives within this Strategy are: Upgrade key roads to improve inter and intra-region connectivity, provide all-weather access and enable use of high mass limit / high productivity vehicles (HML/HPV) for freight transport., Upgrade and extend the freight rail network., Ensure full and efficient connectivity to the proposed Inland Rail line.

⁴⁰ DRAFT Upper North West REDS 2018-2022 - Full Report Strategy B: Encourage investment, increased productivity and value adding. Key initiatives within this Strategy are: Significantly improve telecommunications infrastructure and services within the Region to enhance connectivity, enable the adoption of new technologies and systems and improve access to information, education, services and markets. Invest in the utility infrastructure needed to enable and support growth, including providing water security for all water users. Retain air services. Leverage opportunities to value-add and to capitalise on major proposed construction projects.

⁴¹ Major Regional Centres: Build Local Government capacity to provide infrastructure and services to smaller communities.

⁴² Communities: implement systems to gather and share data between Local Governments to build the case for investment.

⁴³ Communities: Invest in appropriate infrastructure to improve regional services; telecommunications, water, renewable energy, health and transport.

⁴⁴ Agricultural Production: Develop regional markets and distribution systems to support locally grown products.

⁴⁵ A 20-Year Economic Vision for Regional NSW, Infrastructure 1. Improved travel between regional centres and from cities and international gateways, 2. Freight Networks that will increase the competitiveness of key regional sectors, 3. Affordable, reliable and fast internet to support people and business 4. Reliable accessible water and energy

⁴⁶ Regional Priority: Regional Development and Growth in Employment Key Initiative Planned: Deliver key business enabling and community amenity infrastructure for the region under the Regional Development Framework and associated Regional Growth Funds by providing whole of government support (including data, expertise and intel) to enable organisations to submit sound expressions of interest and prepare robust business cases.

⁴⁷ Regional Priority: Regional Development and Growth in Employment Key Initiative Planned: Develop a suite of resources to guide councils/industry on how to initiate renewable energy projects in their local area including potential financing models, feasibility assessment tools, community education resources, and case studies.

⁴⁸ Delivering Infrastructure: Key metropolitan, regional and local infrastructure projects to be delivered on time and on budget

⁴⁹ New England North West Regional Plan: Direction 5 Grow NENW as the renewable energy hub of NSW - 2017-2019 Action 5.2

⁵⁰ New England North West Regional Plan: Direction Coordinate infrastructure deliver, 2017-2019 Action 16.3

⁵¹ DRAFT Lower North West REDS Strategy 2: Provide a positive, supportive environment to facilitate business growth and investment. Key initiatives in this Strategy include: Build strong partnerships and strategic alliances.

⁵² Major Regional Centres: Build Local Government capacity to provide infrastructure and services to smaller communities.

⁵³ A 20-Year Economic Vision for Regional NSW, Infrastructure 1. Improved travel between regional centres and from cities and international gateways, 2. Freight Networks that will increase the competitiveness of key regional sectors, 3. Affordable, reliable and fast internet to support people and business 4. Reliable accessible water and energy

⁵⁴ New England North West Regional Plan: Direction 15 - Facilitate air and public transport infrastructure, 2017-2019 Action 15.3

⁵⁵ DRAFT Upper North West REDS 2018-2022 - Full Report Strategy A: Improve freight efficiency. Key initiatives within this Strategy are: Ensure full and efficient connectivity to the proposed Inland Rail line.

⁵⁶ Invest in appropriate infrastructure to improve regional services; telecommunications, water, renewable energy, health and transport.

3. Engaged People seeking Skills for the Future

People and their skills are fundamental to the growth of our economies, our communities and lifestyle. Local Government is one of the largest employers in the Namoi region and has an important role to play in the attraction of people to the region, and the development of skills to meet the future demands of the regions workforce. The members of Namoi Unlimited will identify, promote and engage in opportunities to address skill shortages within both Councils and across communities.

Enabling JO Functions

Statements of Priority

			NSW Government A 20-year Economic Vision for Regional NSW	NSW Premiers Priorities or Regional Priorities by the RLE	New England North West Regional Plan 2036	Regional Economic Development Strategies (REDS) compiled from Community Strategic Plans (CSPs)	Western Enabling Adeaptation Report, New England North West	Performance Measures
			Support for the Approach					
Planning and Prioritisation	3.1	Identify and address, operational and service opportunities to build scale and capacity of Councils and Namoi Unlimited.	✓ ⁵⁷	✓ ⁵⁸	-	✓ ⁵⁹ ✓ ⁶⁰	✓ ⁶³	Enhanced service provision for communities from Councils.
	3.2	Collaborate to address skill shortages, support talent and specialist skills sharing across Councils.				✓ ⁶¹ ✓ ⁶²	✓ ⁶⁴ ✓ ⁶⁵	
Inter-governmental Collaboration	3.3	Identify opportunities to grow education, research and business development programs and institutions.	✓ ⁶⁶	✓ ⁶⁷	✓ ⁶⁸	✓ ⁶⁹	✓ ⁷¹	Creation of employment and training opportunities with Local Government.
	3.4	Collaborate to address local and regional skill shortages, support talent and specialist skills sharing in the region.				✓ ⁷⁰		
Positions of Advocacy and Leadership		Local Government is a substantial regional employer, committed to building skills and expertise across the region. Communities, people and skills can be advanced by strong, high speed and accessible telecommunications to support business and lifestyle. Communities in the region support the provision of police, emergency services, doctors, health specialists and other health professionals to address the needs of communities.	✓ ⁷²	✓ ⁷³	-	✓ ⁷⁴ ✓ ⁷⁵ ✓ ⁷⁶	✓ ⁷⁷	Local Government recognised as an Employer of Choice.

⁵⁷ A 20-Year Economic Vision for Regional NSW Skills 5. A skilled labour force for current and future needs of the region

⁵⁸ NSW Premiers' Priorities: Boosting apprenticeships - Increase the proportion of people completing apprenticeships and traineeships to 65% by 2019

⁵⁹ Lower North West REDS Strategy 2: Provide a positive, supportive environment to facilitate business growth and investment. Key initiatives in this Strategy include: Grow and develop the Region's workforce to address labour and skill shortages.

⁶⁰ Southern New England High Country – Regional Economic Development Strategy — 2018-2022 Strategy 2: Secure the inputs for growth. Key initiatives are: Build the size and capacity of the local workforce, through training and skills development and the attraction of skilled workers

⁶¹ Southern New England High Country – Regional Economic Development Strategy — 2018-2022 Strategy 5: Effective marketing and promotion. It includes: Marketing to attract new residents, businesses and investment

⁶² Upper North West REDS 2018–2022 — Full Report Strategy, Strategy C: Invest in people, skills, community and lifestyle. Key initiatives within this Strategy are: Focus on building the size and capacity of the regional workforce., Enhance the appeal and liveability of the Region through ongoing improvements to the presentation of the towns and villages and improving and expand the Region's sporting, recreational and cultural facilities., Position and promote the Region as an attractive location to live, work and visit.

⁶³ Communities: implement systems to gather and share data between Local Governments to build the case for investment.

⁶⁴ Human Services: Link employment programs to training qualifications to increase employment opportunities.

⁶⁵ Youth: Develop integrated learning programs through partnerships and synergy among educational institutions.

⁶⁶ A 20-Year Economic Vision for Regional NSW Skills 5. A skilled labour force for current and future needs of the region

⁶⁷ Regional Priority: Harnessing the region's leadership capacity Key Initiative Planned: Expand the HNEH Talent Management program across RLE partner organisations, starting with a trial with FACS and Namoi JO.

⁶⁸ New England North West Regional Plan: Direction Building strong economic centres, 2017-2019 Action 7.6

⁶⁹ Lower North West REDS Strategy 2: Provide a positive, supportive environment to facilitate business growth and investment. Key initiatives in this Strategy include: Build strong partnerships and strategic alliances.

⁷⁰ Upper North West REDS 2018–2022 — Full Report Strategy, Strategy C: Invest in people, skills, community and lifestyle. Key initiatives within this Strategy are: Focus on building the size and capacity of the regional workforce. Position and promote the Region as an attractive location to live, work and visit.

⁷¹ Human Services: Link employment programs to training qualifications to increase employment opportunities.

⁷² A 20-Year Economic Vision for Regional NSW Skills 5. A skilled labour force for current and future needs of the region

⁷³ NSW Premiers' Priorities: Creating jobs 150,000 new jobs by 2019

⁷⁴ Upper North West REDS 2018–2022 — Full Report Strategy B: Encourage investment, increased productivity and value adding. Key initiatives within this Strategy are: Significantly improve telecommunications infrastructure and services within the Region to enhance connectivity, enable the adoption of new technologies and systems and improve access to information, education, services and markets.

⁷⁵ Southern New England High Country – Regional Economic Development Strategy — 2018-2022 Strategy 2: Secure the inputs for growth. Key initiatives are: Build the size and capacity of the local workforce, through training and skills development and the attraction of skilled workers

⁷⁶ Upper North West REDS 2018–2022 — Full Report Strategy, Strategy C: Invest in people, skills, community and lifestyle. Key initiatives within this Strategy are: Focus on building the size and capacity of the regional workforce., Enhance the appeal and liveability of the Region through ongoing improvements to the presentation of the towns and villages and improving and expand the Region's sporting, recreational and cultural facilities., Position and promote the Region as an attractive location to live, work and visit.

⁷⁷ Develop a Strong Regional Voice: supported by innovative governance to identify regional priorities, opportunities and investment.

Appendix

A 20-Year Economic Vision for Regional NSW

<https://static.nsw.gov.au/nsw-gov-au/nsw-gov-au/Regional-vision/1532654855/20-Year-Vision-for-RNSW-accessible.pdf>

NSW Premiers' Priorities

<https://www.nsw.gov.au/improving-nsw/premiers-priorities/>

NSW Department of Premier and Cabinet – Regional Coordination

New England and North West Statement of Intent

New England North West Regional Plan 2036 (NSW Government)

<http://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/New-England-North-West/Plan>

Future Transport 2056

NSW Draft Freight and Ports Plan

<https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Draft-NSW-Freight-and-Ports-Plan.pdf>

Regional NSW Services and Infrastructure

https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Regional_NSW_Services_and_Infrastructure_Plan_1.pdf

NSW Roads Safety Plan

<http://www.towardszero.nsw.gov.au/sites/default/files/2018-02/road-safety-plan.pdf>

Regional Economic Development Strategies (NSW Government and Local Government)

The NSW Government with the Centre for Economic and Regional Development worked with Local Councils across Regional NSW to develop *Regional Economic Development Strategies (REDS)*. These DRAFT REDS documents were collated from Council Community Strategic Plans.

- **Lower North West Regional Economic Development Strategy – 2018 to 2021** (Tamworth Regional Council, Gunnedah Shire Council and Liverpool Plains Shire Council)
- **Southern New England High Country Regional Economic Development Strategy – 2018 to 2021** (Walcha Council)
- **Upper North West Regional Economic Development Strategy 2018–2022** (Gwydir Shire Council)

New England North West Enabling Regional Adaptation

<http://climatechange.environment.nsw.gov.au/Adapting-to-climate-change/Regional-vulnerability-and-assessment/New-England-North-West>

Community Strategic Plans (Local Government)

A Community Strategic Plan represents the highest level of strategic planning undertaken by a local council in NSW. The Community Strategic Plan should identify the main priorities and aspirations of the community, providing a clear set of strategies to achieve this vision of the future.



NAMOI UNLIMITED

Premier agricultural region in Australia

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