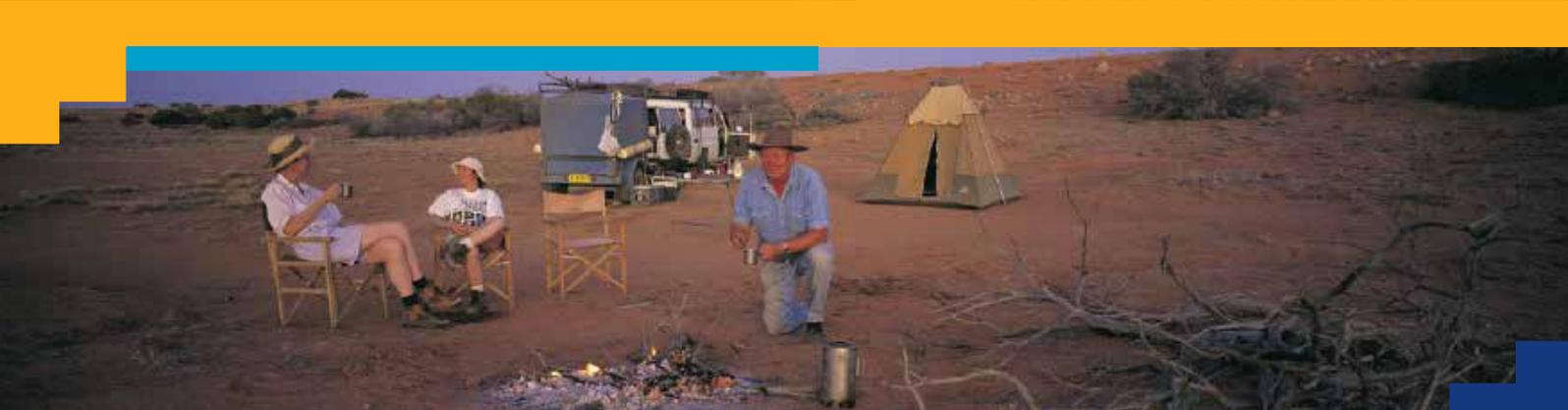NSW GOVERNMENT

Premier & Cabinet
Cross-Border Commissioner

BUSINESS PLAN

2015–2018 NSW Cross-Border Commissioner

Foreword

The Office of the NSW Cross-Border Commissioner was established by the NSW Government in 2012 to identify and help resolve issues that NSW residents, businesses and other organisations face as a result of being located near a NSW state border.

The NSW Cross-Border Commissioner's Business Plan 2015-18 articulates the strategic direction of the Commissioner for the next four years, and is guided by the NSW State and Premier's Priorities (Making it Happen), Making it Happen in the Regions: Regional Development Framework, and the Department of Premier and Cabinet Statement of Strategic Intent 2016-2019.

The Plan aims to maximise the opportunities for business and communities in NSW cross-border areas by enabling more effective delivery of NSW Government functions and services, and by ensuring that legislative, regulatory or policy impediments to business, economic and social development are appropriately addressed. It focuses on setting a strategic framework to support the identification, analysis, consideration and resolution of issues which impact on those who live, work and operate across our state borders. It highlights the critical role played by government agencies, communities and businesses in this process, and the requirement for open communication.

The centrepiece of the Plan is the Outcomes and Strategies. These will be led by the NSW Cross-Border Commissioner working with government agencies and other key stakeholders.

Vision:
Resilient cross-border communities and businesses contributing to a stronger NSW economy.

Purpose:
To address cross-border issues facing communities, businesses and organisations that live, work and operate in NSW.

Values:
The core values for the Government Sector and the principles that guide their implementation are:

Integrity

- **Consider people equally without prejudice or favour**
- **Act professionally with honesty, consistency and impartiality**
- **Take responsibility for situations, showing leadership and courage**
- **Place the public interest over personal interest**

Trust

- **Appreciate difference and welcome learning from others**
- **Build relationships based on mutual respect**
- **Uphold the law, institutions of government and democratic principles**
- **Communicate intentions clearly and invite teamwork and collaboration**
- **Provide apolitical and non-partisan advice**

Service

- **Provide services fairly with a focus on customer needs**
- **Be flexible, innovative and reliable in service delivery**
- **Engage with the not-for-profit and business sectors to develop and implement service solutions**
- **Focus on quality while maximising service delivery**

Accountability

- **Recruit and promote staff on merit**
- **Take responsibility for decisions and actions**
- **Provide transparency to enable public scrutiny**
- **Observe standards for safety**
- **Be fiscally responsible and focus on efficient, effective and prudent use of resources**

Result 1

Enhanced collaboration between government, community and business to address cross-border issues

Outcome	Strategies
Cross-border issues are considered part of business as usual	■ Advocate for the inclusion of cross-border issues in government agency strategic and business plans ■ Enhance awareness of cross-border issues within NSW Government agencies through regular and targeted communication ■ Represent the NSW Government at cross-border forums ■ Provide advice on complex and / or sensitive issues ■ Provide a conduit for addressing cross-border issues in NSW ■ Develop and implement systems to better identify, analyse and resolve cross-border issues
Enhanced inter-governmental collaboration	■ Assist in the development and implementation of cross-border MoUs between NSW and neighbouring states and territories ■ Assist in the development of agreed work lists and priority action items with stakeholders, including the cross-border implications of the White Paper on the Reform of the Federation
Enhanced information flow between government agencies and stakeholders	■ Utilise Joint Organisations and Regional Organisations of Councils to identify, analyse, consider and resolve appropriate local and regional issues, and assist local government collaboration ■ Enhance NSW Government regional leadership, senior management and local government networks to consider and resolve appropriate cross-border issues ■ Develop and coordinate (with other agencies) mechanisms for information flow between jurisdictions to business and communities
Government agencies optimise service delivery in cross-border areas	■ Provide recommendations to government about prioritised cross-border issues ■ Advocate for innovation in service delivery to more efficiently and effectively support cross-border areas
Changes to the cross-border environment are identified and opportunities realised	■ Monitor and provide input where appropriate into Commonwealth and State Government reviews and inquiries

Result 2   Increased investment and jobs in cross-border areas of NSW

Outcome   Strategies

New and existing businesses grow and maintain jobs

- Develop and implement a programme of regular face-to-face and electronic consultation with local, regional and state business representatives

- Identify key barriers and enablers for economic development in cross-border areas and work with local, state and commonwealth agencies and the business community, to ensure economic development and business needs are considered in the development of legislation, regulation and policy

- Leverage the resources of the NSW Department of Premier and Cabinet and the broader NSW Government to promote opportunities for investment in border areas of NSW

- Harness the resources of the NSW Department of Premier and Cabinet and the broader NSW Government to promote opportunities for business in border areas of NSW

Jobs are supported and created in cross-border communities

- Advocate for the attraction, development and retention of a skilled workforce in cross-border communities

- Advocate for a simplified regulatory environment for business

Result 3   More resilient cross-border communities

Outcome   Strategies

Outcome	Strategies
Inclusive border communities	■ Provide enhanced opportunities for cross-border communities to participate in decision making by ensuring community involvement in the development of relevant proposals and reforms ■ Advocate for 'whole of region' involvement in the analysis of cross-border issues
Integrated input on cross-border issues from NSW Government, business and communities	■ Engage and consult with cross-border businesses and communities, and government agencies, to identify priority cross-border anomalies that most disadvantage and restrict cross-border community and business prosperity
Effective identification, consideration and resolution of cross-border issues	■ Leverage local and regional networks for the identification, analysis and consideration of cross-border issues, including working with the NSW Business Chamber to establish Cross-Border Business Advisory Committees ■ Lead the resolution of priority cross-border issues in consultation with government officials and local stakeholders ■ Secure the agreement of senior government officials to lead the resolution of cross-border issues in their portfolios and report on progress
Communities informed about the status of prioritised issues	■ Develop and implement programmes and tools to facilitate effective communication with stakeholders and the wider community

Result 4   Reduced regulatory burden on business and communities

Outcome

Strategies

Increased community and business confidence in government service delivery in cross-border areas

- Advocate for a reduction in regulatory duplication in cross-border areas

- Advocate for seamless service delivery for communities in cross-border areas

- Monitor changes and provide input where appropriate into legislation, regulation and policy to ensure consideration of cross-border factors

- Advocate for a common approach to regulation in cross-border areas, including measures to improve cross-border labour mobility such as automatic mutual recognition of licences and qualifications

- Measure and track community and business confidence in government service delivery in cross-border areas

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