

SUPPORT FOR START-UPS IN REGIONAL NEW SOUTH WALES

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31 July 2017

The Hon Katrina Hodgkinson MP
Chair
Inquiry into Support for Start-Ups in Regional NSW
Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear The Hon Katrina Hodgkinson MP

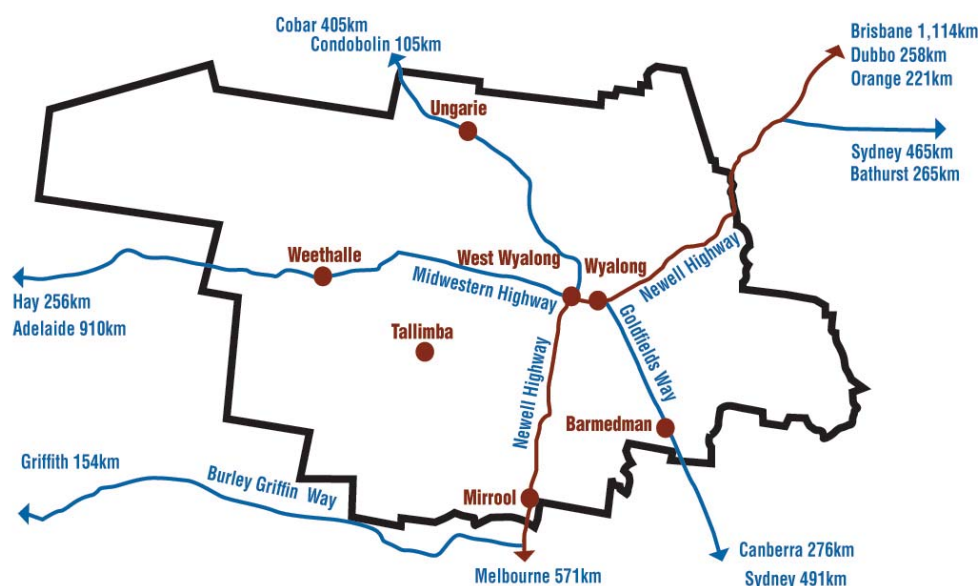
Thank you for the opportunity for Bland Shire Council to provide a submission to the Legislative Assembly Committees Inquiry into Support for Start-Ups in Regional NSW, and we extend an invitation for the Committee to hold one of its public hearings in West Wyalong.

Background

The Bland Shire was proclaimed on 6 March 1906. The Bland Shire, West Wyalong is centrally located in regional New South Wales at the junction of the Newell and Mid Western Highway and Goldfields Way.



The Bland Shire and West Wyalong central location



The Bland Shire

The Bland Shire has a population of 5,995 and covers an area of 8,558 square kilometres. The Bland Shire Council has one of the largest New South Wales Local Government road networks of 3,248 kilometres which is made up of 879 kilometres of sealed roads, 2,369 kilometres of unsealed roads. Towns and villages in the Bland Shire include West Wyalong, Wyalong, Barmedman, Mirrool, Naradhan, Tallimba, Kikiora, Ungarie and Weethalle.

The Bland Shire is surrounded by the Shires of Lachlan, Forbes, Weddin, Young, Temora, Coolamon, Narrandera and Carrathool.

The Bland Shire's history is deeply engrained in agriculture and gold production and exploration which continues through to today. The Barrick Cowal Gold Mine commenced construction in 2004 with gold production in 2006. In 2015 the Barrick Gold Corporation sold the Barrick Cowal Gold mine to Evolution Mining and the Evolution Cowal gold operation is forecast to produce between 215,000oz and 240,000oz in FY16. Mining and exploration companies that are currently undertaking activities in the Bland Shire include:

- Evolution Mining - <http://evolutionmining.com.au/>
- Argent Minerals - <http://www.argentminerals.com.au/>
- Thomson Resources - <https://www.thomsonresources.com.au/>
- Sandfire Resources - <http://www.sandfire.com.au/>
- St Barbara Limited - <http://www.stbarbara.com.au/>

Agriculture is the major economic driver in the Murray-Murrumbidgee and Central West and Orana regions. The following table provides the 2011 Gross Value of Agricultural Production (GVAP) from the Murray-Murrumbidgee (MM) <http://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Riverina-Murray/Resources>, and Central West and Orana (CW&O) regions <http://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Central-West-and-Orana/Resources>, with the Bland Shire being the most productive with a GVAP of \$328 million:

LGA	Area sq KM	2011 Census	GVAP Millions	Region
Bland	8,560	5,865	328	Murray-Murrumbidgee
Griffith	1,640	24,364	281	Murray-Murrumbidgee
Carrathool	18,933	2,587	276	Murray-Murrumbidgee
Lachlan	14,965	6,476	260	Central West & Orana
Narromine	5,260	6,585	216	Central West & Orana
Greater Hume	5,749	9,815	194	Murray-Murrumbidgee
Berrigan	2,066	8,066	187	Murray-Murrumbidgee
Cabonne	6,024	12,821	178	Central West & Orana
Parkes	5,955	14,592	173	Central West & Orana
Forbes	4,718	9,170	172	Central West & Orana
Narrandera	4,116	5,902	169	Murray-Murrumbidgee
Wakool	7,521	3,692	164	Murray-Murrumbidgee
Corowa	2,329	11,000	161	Murray-Murrumbidgee
Coonamble	9,916	4,030	152	Central West & Orana
Wagga Wagga	4,826	59,458	150	Murray-Murrumbidgee
Warren	10,754	2,758	149	Central West & Orana
Temora	2,802	5,776	147	Murray-Murrumbidgee
Weddin	3,409	3,665	134	Central West & Orana
Coolamon	2,431	4,099	126	Murray-Murrumbidgee
Lockhart	2,896	2,998	120	Murray-Murrumbidgee
Urana	3,356	1,159	115	Murray-Murrumbidgee
Warrumbungle	12,371	9,588	113	Central West & Orana
Jerilderie	3,373	1,496	112	Murray-Murrumbidgee
Murray	4,344	6,957	104	Murray-Murrumbidgee
Conargo	8,738	1,540	102	Murray-Murrumbidgee
Murrumbidgee	3,507	2,261	99	Murray-Murrumbidgee
Junee	2,030	5,878	95	Murray-Murrumbidgee
Bogan	14,601	2,900	94	Central West & Orana
Leeton	1,167	11,037	91	Murray-Murrumbidgee
Cowra	2,809	12,147	86	Central West & Orana
Gilgandra	4,832	4,368	86	Central West & Orana
Hay	11,326	2,956	84	Murray-Murrumbidgee
Tumut	4,567	10,934	80	Murray-Murrumbidgee
Wellington	4,110	8,493	72	Central West & Orana
Mid Western	8,753	22,318	63	Central West & Orana
Cootamundra	1,524	7,334	61	Murray-Murrumbidgee
Bathurst	3,816	38,519	56	Central West & Orana
Tumbarumba	4,393	3,358	55	Murray-Murrumbidgee
Dubbo	3,426	38,805	54	Central West & Orana
Gundagai	2,457	3,662	42	Murray-Murrumbidgee
Deniliquin	143	7,120	39	Murray-Murrumbidgee
Blayney	1,525	6,985	38	Central West & Orana
Oberon	3,627	5,040	31	Central West & Orana
Lithgow	4,512	20,160	19	Central West & Orana
Orange	284	38,057	16	Central West & Orana
Albury City	306	47,810	5	Murray-Murrumbidgee

Source: Australian Bureau of Statistics (ABS). ABS undertake an Agricultural Census of farm businesses every five years and an Agricultural Survey in the interim years reporting estimates for Statistical Local Areas (SLA's), the smallest spatial unit of the Australian Standard Geographic Classification (ASGC 2006). The 2011 Census data and 2012 and 2013 surveys were collated by Statistical Area Level 2 (SA2). SLA and SA2 boundaries do not line up exactly but for most parts of the region they are close enough to generate meaningful time series data sets.

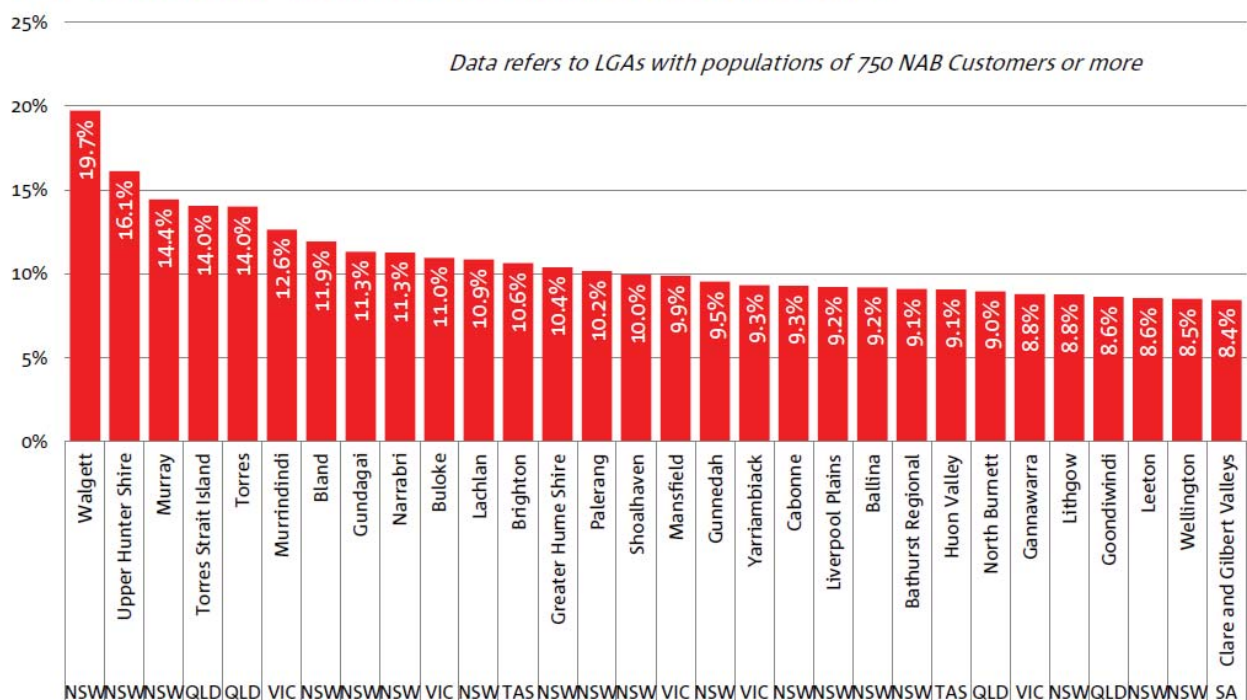
Eucalyptus oil production started in 1907 and the West Wyalong area has become one of the major world exporters of Eucalyptus oil in Australia <http://www.grdavis.com.au/>.

Recent investments in the Bland Shire include:

- Evolution Mining \$694 million;
- GrainCorp \$14 million;
- Royal Freemasons Benevolent Institution (RFBI) Masonic Village \$9 million refurbishment;
- Sandfire Resources \$8.5 million;
- GrainFlow \$4 million; and
- Hanlon Enterprises \$1.1 million.

In the Q4 2016 NAB Customer Spending report (copy attached) <http://business.nab.com.au/nab-customer-spending-behaviours-q4-2016-22578/>, the Bland Shire was the seventh fastest growing Local Government Area (LGA) in regional Australia:

TOP 30 FASTEST GROWING AUSTRALIAN REGIONAL LGA'S



Terms of Reference

That the Committee inquire into and report on support for start-ups in regional NSW, including:

- a. The effectiveness of state government policies and programs aimed at supporting start-ups in regional areas.**

Business Enterprise Centre

Bland Shire Council would like to mention that the Business Enterprise Centre (BEC) has provided local businesses and Councils excellent assistance in supporting business start-ups and expansions in the Bland Shire. The BEC's role and charter is to provide business advice and innovative solutions to start-ups, existing businesses, growing businesses and those looking to exit their business.

The BEC has offered the following services and programs to the businesses of the Bland Shire:

- Business Connect - Business Connect is a dedicated and personalised NSW Government program that provides trusted advice to help you start or grow small businesses;
- Australia Business Advisory Service - business advisory services to small businesses and those intending to start a small business. Services offered include, funding avenues and financial analysis, building your business, making the most of your talent and team, management capabilities, digital engagement implementation; and
- New Enterprise Incentive Scheme - NEIS is a program delivered to provide individualised help for job seekers to become self-employed business owners. NEIS provides job seekers with accredited small business training and business mentoring for up to 52 weeks and personalised mentoring and support in the first year of the new business to help a job seeker put their business idea into practice.

Bland Shire Council would like to mention that the NSW Government Department of Industry <http://www.industry.nsw.gov.au/business-and-industry-in-nsw/assistance-and-support> and the Jobs for NSW Programs <http://www.jobsforNSW.com.au/how-we-help/support-for-the-regions> have not been as effective in supporting businesses starting-up and growing in the Bland Shire. An example of this is the Regional Jobs Now Regional Solutions program where financial support was offered to new and existing Small and Medium Sized Enterprises (SMEs) seeking to accelerate their business growth by adding at least 10 jobs in regional NSW. I have attached a copy of the fact sheet for this program and the figure of adding at least 10 jobs will exclude a vast majority of start-ups and expanding businesses in regional NSW being ineligible to apply for assistance. There needs to be a State Government funding program to support the smaller regional businesses in starting-up and expanding. The following Jobs for NSW programs have not been effective in the Bland Shire and I have attached copies of the fact sheets for:

- Minimum Viable Product;
- Building Partnerships;
- Accelerating Growth Loans; and
- Gazelle Loan Guarantees.

Bland Shire Council would like to comment that the constant changing of the name of the NSW Department of Industry is confusing as per the following name changes over the recent years i.e.:

- NSW Department of State and Regional Development;
- NSW Department of Industry and Investment;
- New South Wales Department of Industry, Skills and Regional Infrastructure Development; and
- NSW Trade and Investment etc.

As mentioned in the introduction of our submission, according to the NAB Customer Q4 2016 Spending report, the Bland Shire is the seventh fastest growing regional LGA in Australia and the Bland Shire is the largest Gross Value Agricultural Production (GVAP) area of the Murray-Murrumbidgee (MM) and Central West and Orana (CW&O) regions with a GVAP of \$328 million and a number of mining exploration and agricultural activities yet the NSW Department of Industry has visited the Bland Shire Council on one official visit in the last five years.

The Bland Shire Council has and is currently involved in a number of NSW Government programs in assisting businesses and this is directly with NSW Government Departments or Agencies or working with the BEC. Bland Shire Council would like see greater flexibility with these programs and better collaboration with Local Governments before rolling these programs out.

The Bland Shire Council is committed to assist the start-up and expansion of businesses in the Bland Shire and the following news articles demonstrate this:

Getting down to business with Council

Bland Shire Council has put its money where its mouth is when it comes to supporting business after two local start-ups received significant cash contributions under the Business Incentive grants.

Hanlon Enterprises recently purchased a grain storage site at Ungarie and is now looking to extend the current facilities. Council will contribute \$10,000 to the project which will see Hanlon's expand their ability to cater to Bland Shire customers.

The money was approved by Council during the closed section of the May general meeting.

Also benefiting from a grant is a new Bypass Road, tyre and auto repair business, Donaldson's Industries.

At the May meeting Council approved an \$18,000 grant to help the new enterprise get underway.

General Manager, Ray Smith presented the cheques to representatives from both businesses last Wednesday.

He said Council was pleased to be supporting local business in the Bland Shire.

Under the business grant guidelines, half the money is presented when proof of a tax invoice is provided to Council.

The other half is handed over after 12 months of operating to ensure Council is investing in a successful business.

Mr Smith said the proposals were discussed in the closed section of Council because businesses applying for the grants had to provide detailed records of costs and their financial records, which if made public could help their competitors.



HANLON Enterprises representatives Peter and Josh Hanlon are pictured being presented with their business grant by Bland Shire Council General Manager, Ray Smith.



PIP Donaldson is presented with a business grant for his new tyre and auto shop, Donaldson Industries by Bland Shire Council General Manager, Ray Smith (see page 1 for details).

Council committed to driving local business



BLAND Shire Council General Manager Ray Smith (centre) was on hand to present five West Wyalong businesses with Business Incentive Grants including (from left) Whispering Pines' Betina Walker, Evergreen Photography's Helen Rees, Salon K & Co's Kenesha Stevens, The Dentists of West Wyalong's Anne-Maree McLean and Georgia Wilson and Beauty Off Main's Braelia Davies.

Bland Shire Council has provided a financial injection of more than \$20,000 directly into local business through the provision of five Business Assistance grants.

Council's May meeting approved business assistance funding for The Dentists of West Wyalong, Whispering Pines, Beauty Off Main, Evergreen Photography and Salon K & Co to support their plans to establish new businesses or expand existing businesses within the Bland Shire.

Bland Shire Council General Manager, Ray Smith, said Council is delighted to be able to continue to support and foster new and existing business to the Bland Shire.

"Council is committed to driving economic development in the Bland Shire," Mr Smith said.

"The grant recipients will bring a range of benefits to the Bland Shire in terms of creating direct and indirect jobs, providing the community with new services and fostering a competitive local business environment as well as filling previously vacant shops in and around the Main Street and in turn increasing the vibrancy of West Wyalong's retail hub."

"The provision of the Business Assistance grants is just one of the many ways Council supports economic development in the Bland

Continued on Page 4



Council committed to driving local business

Continued from Page 1

Shire."

Mr Smith said Council continues to support existing business and business groups such as Business West Wyalong while also working hard to attract suitable major business and industry to the Shire.

"While any talks with potential new business or industries are held in Commercial in Confidence, the community can be assured Council continues to actively engage with investors and promote the Bland Shire as an ideal business destination," he said.

Council established an Economic Development Fund in 2014 to help create new investment, industry and employment opportunities in the Bland Shire.

Almost half of the rates paid for the Cowal gold mine are deposited into the fund as part of Council's long term economic development strategy.

The two major recipients of the latest round of Business Assistance funding, which followed a recent \$40,000 grant to support the redevelopment of the West Wyalong Medical Centre, were the Dentists of West Wyalong (\$6664) and the Yalgogrin based Whispering Pines (\$5189).

Whispering Pines is a family owned organic farm which sells organic flour products throughout New South Wales, the Australian Capital Territory and Victoria and recently announced plans to expand their business.

The Dentists of West Wyalong recently established a practice in West Wyalong to provide dentistry services to residents of the Bland Shire and surrounding regions.

Meanwhile, Business Assistance Funding was also approved for Salon K & Co (\$3667), Evergreen Photography (\$2590) and Beauty off Main (\$2537) which have all recently established shop front businesses in and around the Main Street.

Google West Wyalong

Local business owners will have an opportunity to hear from one of the best in branding and digital business with West Wyalong set to be 'Googled'.

Google, in partnership with the Bland Shire Council, NSW Business Chamber and Murray Riverina NSW Business Chamber, is inviting local business owners to participate in its Digital Garage event.

The multi-national technology giant will host a free session designed to help local businesses grow their digital presence at West Wyalong Services and Citizens Club on Tuesday, June 27 from 8.30am to 11am.

The free training will cover the practical steps business owners can take to help put their business on Google Maps & Search and be found online by new customers.

Attendees will also get insights about how the growth of mobile devices is shaping consumer behavior and what businesses need to do to respond to these changes.

At the same time the event will also see local business owners, who have successfully used the internet to grow their businesses, share their success stories.

Attendance is free and a light breakfast will be provided for the event.

Business owners interested in attending must register.

Local businesses “Google” for answers

West Wyalong business owners got a crash course in the benefits of online business and how to get about it recently with the Google Digital Garage setting up in town.

Around 70 people showed up for the workshop with members of the local business community joined by people from as far a field as Griffith for the unique opportunity to hear from one of the world's most iconic digital brands.

The seminar not only outlined what Google Digital Garage is and how it can help a business flourish, but attendees also got a chance to get tailored advice from some experts in marketing.

The Digital Garage an is online course from Google on everything from how to get the best out of a website to how to navigate the world of online marketing.

To coincide with what the website offers, the seminar is currently touring NSW engaging local business owners in the value digital skills can add to small business by showcasing the potential for engaging with new customers and markets.

West Wyalong is one of just four stops on the tour with the seminar also taking place in Wollongong, Wagga Wagga and Tamworth.

Google's Public Policy and Government Relations Manager, Sanjay Kumar said the turnout for the event was very encouraging as business in small towns like West Wyalong can

benefit greatly from an online presence.

"There is over 300 lessons on line for people to access which can help them get the most out of their business," explained Mr Kumar.

"For people in towns like West Wyalong expanding their business on line is a great way to extend their reach to more customers."

During the workshop Head of Small Business Marketing, Richard Flanagan discussed topics including building a web presences, search optimisation and making sure your brand is noticed, as well as the important part social media can play in your overall marketing strategy.

Federal Member for Riverina and Minister for Small Business, Michael McCormack was also on hand to speak to attendees about the importance of small business creating an online presence.

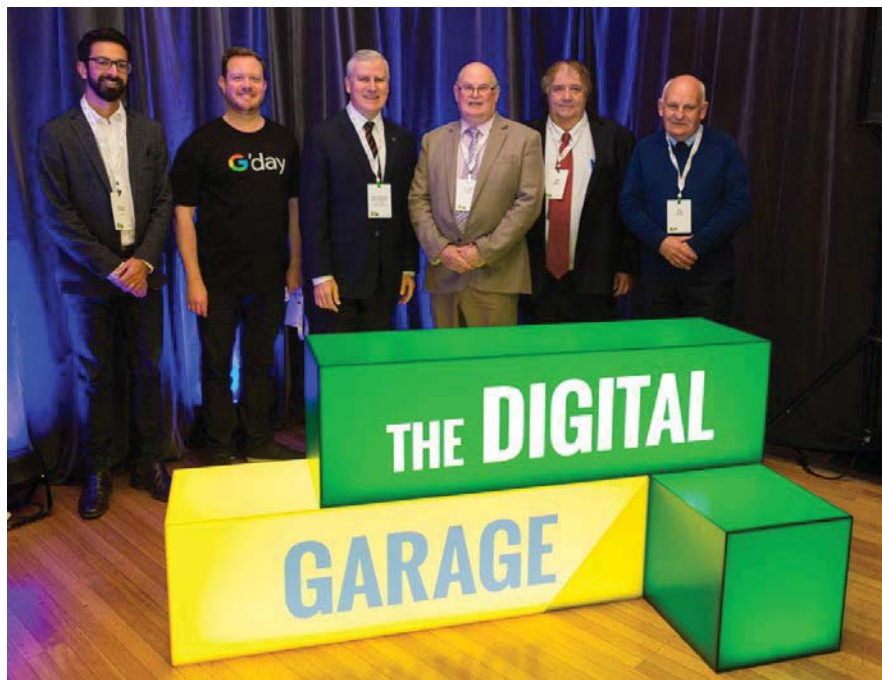
"The internet makes everything possible," said Mr McCormack, "it has made the world such a smaller place.

"I'm so glad that Google has made the world a smaller place by coming to these regional centres, such as West Wyalong.

"Because West Wyalong is every bit as important as Wagga Wagga.

"Even if you've got a little shopfront in Wyalong that's selling broken laser points there's a market for you."

Anyone requiring more information on the Google Digital Garage can visit the website at learn.digital.withgoogle.com/digitalgarage-au/



L to R: Sanjay Kumar Google, Richard Flanagan Google, Minister Michael McCormack, Cr Tony Lord Mayor of Bland Shire Council, Jeff Stien Bland Shire Council, Ray Smith General Manager Bland Shire Council

b. Possible new initiatives and reforms to reduce barriers and capitalise on the advantages associated with regional start-ups.

Bland Shire Council would like to see greater collaboration between all levels of Government including collaboration between NSW Government Departments. There appears to be no collaboration of the preparation of grants between and within the Government Departments and Agencies and that the grants are targeted towards the larger regional businesses and centres. There also appears to be a disconnect and lack of understanding of the requirements of the smaller regional centres and businesses and that most policies are targeted towards the larger cities, regional centres and businesses. There needs to be better coordination between the NSW Government Departments and their business assistance policies and programs.

NSW Government support for businesses should incorporate:

- Infrastructure spending on transport, airports in smaller regional centres, roads, telecommunications, utilities and public and community infrastructure to further enhance the cost effectiveness, lifestyle and business advantages of regional as a NSW investment destination;
- Incentives, support and promotion for businesses to decentralise and/or relocate to a thriving regional location such as the Bland Shire;
- Specific support for key regional industry sectors such as manufacturing, mining and exploration activities, transport and logistics, tourism and the visitor economy etc.

Bland Shire Council acknowledges that there should be support for businesses starting up and expanding and this support should be across all of regional NSW and not just targeted towards the larger businesses and the larger regional centres such as Wagga Wagga, Bathurst, Griffith, Albury, Dubbo, Queanbeyan, Orange, Newcastle, Wollongong, Goulburn, Tamworth, Armidale, Gosford, Coffs Harbour, Tweed Heads, and Port Macquarie etc, or the north, central and south coast.

For some of the NSW Government Grants, the grant requires the preparing of a Cost Benefit Analysis (CBA) to determine the economic benefit of the project to New South Wales. The benefits of establishing a new business and creating jobs in a small regional centre such as West Wyalong will have benefits that will not be picked up in the CBA. Other issues of preparing a CBA are:

- It is often very costly to undertake a CBA which can be a significant burden on smaller rural councils and businesses;
- Assessing the monetary value of external costs and benefits is often very difficult; and
- Changing circumstances can make initial projections appear grossly inaccurate.

c. Policies and programs in other jurisdictions.

Bland Shire Council are lead to believe that the Victorian Government assistance for businesses has resulted in the following:

- Investment assistance by the Victorian Government in Wodonga, have resulted in an intermodal rail operator (SCT) establishing operations in Victoria in direct competition Ettamogah Rail Hub in NSW;
- A timber product manufacturer (50 new jobs and \$25 million investment) locate to Wodonga;
- A Albury based manufacturer currently considering relocating to Victoria due to the lack of NSW funding support for a major expansion which will double their current employment numbers, adding 125 new jobs in a \$30-\$40 million investment;

- The Victorian Government are planning to introduce new regional Payroll Tax reductions;
- NSW losing Ticket Masters Australia (TMA), who wanted to move to Goulburn from Fairfield to Victoria due to the current NSW Governments assistance programs.

d. Any other related matters

The following other related matters have an impact of businesses starting-up and expanding in the Bland Shire:

Mining and Exploration Start-Ups

As mentioned in the background information, the mining and exploration companies that are currently undertaking activities in the Bland Shire include:

- Evolution Mining - <http://evolutionmining.com.au/>
- Argent Minerals - <http://www.argentminerals.com.au/>
- Thomson Resources - <https://www.thomsonresources.com.au/>
- Sandfire Resources - <http://www.sandfire.com.au/>
- St Barbara Limited - <http://www.stbarbara.com.au/>

Should these exploration activities prove to be successful, the projects will generate substantial construction and ongoing employment opportunities for the Bland Shire and NSW. The projects will require a substantial private and government investment in infrastructure including:

- Gas
- Water
- Electricity
- Roads
- Staff
- Housing
- Community & social infrastructure – Cultural & Community Centre
- Industrial Land
- Residential Land
- Telecommunications
- Policing
- Education
- Health
- Emergency Services

Bland Shire Council is working with Plains Water on agricultural projects that have the potential to generate 557 FTEs.

The Agricultural Sector

Bland Shire Council recognises the significant importance of the agricultural sector and the Bland Shire is one of New South Wales largest cereal-growing areas producing wheat, barley, oats, triticale, cereal rye, chickpeas, field peas, lupins, canola and sorghum.

Agriculture is the Bland Shire's largest industry sector and is at the heart of the Australian identity. Australia's history and economy was 'built on the sheep's back'. Today agriculture continues to play a pivotal role in building the wealth of Australia; this is why the sector is one of the five pillars of the Australian economy and why the Government has made agriculture a priority.

Agriculture is a significant contributor to the Australian economy. The value of farm production was \$51 billion in 2013–14 (ABARES 2015a). Agriculture contributed around two per cent of Australia’s gross domestic product (GDP) and 15 per cent of total Australian merchandise exports (ABARES 2014). Agriculture underpins Australia’s largest manufacturing industry—food, beverage and tobacco processing—which added \$25 billion to the economy in 2013–14 (25 per cent of manufacturing GDP) (ABS 2015a). As the mining construction boom moderates it will be important to foster growth in other export sectors, including agriculture.

Agriculture has played an important role in Australia’s history. In the first half of the 20th century it accounted for around a quarter of the nation’s output and between 70–80 per cent of Australia’s exports (Productivity Commission 2005). In recent decades, agriculture’s share of Australia’s national income and exports has declined, consistent with that of many other developed countries. This is in part due to the strength of the services and mining sectors.

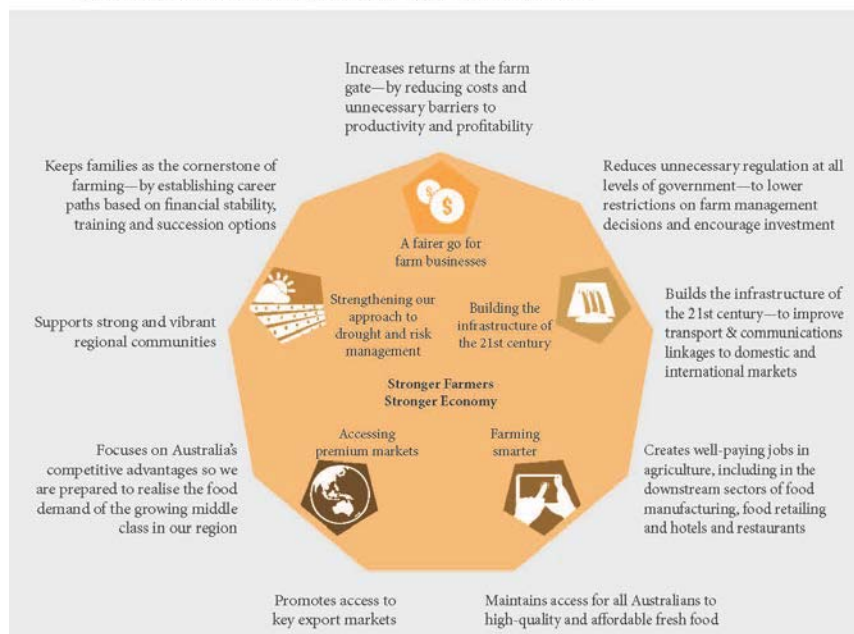
Population growth, increasing prosperity in our region and changing consumer diets and preferences are creating consumer demand for food and fibre. Worldwide, demand for food is projected to rise by around 75 per cent in the first half of this century, with three quarters of this growth in Asia (ABARES 2013a). Australian agricultural production will need to expand significantly to take advantage of these opportunities. This is likely to require opening up new areas of agricultural production, including in northern Australia, with the possibility of doubling production by 2050.

A vibrant, innovative and competitive agriculture sector will create jobs, encourage investment and help build stronger rural and regional communities, and, in turn, a stronger Australia. Australia cannot afford not to have vibrant rural and remote townships and a vibrant, healthy and profitable agricultural sector.

The following schematic has been extracted from the Federal Governments Agricultural White Paper <http://agwhitepaper.agriculture.gov.au/> and mentions that Agriculture is at the heart of the Australian identity. Our history and economy was ‘built on the sheep’s back’.

Today agriculture continues to play a pivotal role in building the wealth of Australia; this is why the sector is one of the five pillars of the Australian economy and why the Federal Government has made agriculture a priority:

Figure 1 Australian Government agriculture policy principles and priorities



The 2016 Australian Infrastructure Plan <http://infrastructureaustralia.gov.au/policy-publications/publications/Australian-Infrastructure-Plan.aspx> mentions that Australia's regions contribute substantially to the nation's growth and prosperity. Regional Australia produces many of our key exports – such as minerals, energy, agriculture and tourism. It is also home to around a quarter of our population.

The booming economies of south-east Asia and China will boost demand for our resources, services, produce and tourism. Efficient and reliable regional infrastructure will help us take advantage of this opportunity for growth.

As can be seen in the following table, the 2011 ABS Census data shows that in the Bland Shire, Agriculture, forestry and fishing industry by occupation is the largest employment sector employing 762 or 28.3% of the Bland Shire's workforce followed by mining at 252 and 9.3%:

ABS 2011 Census Industry By Occupation	Total	%
Agriculture, forestry and fishing	762	28.3
Mining	252	9.3
Retail trade	243	9.0
Education and training	188	7.0
Accommodation and food services	163	6.0
Health care and social assistance	161	6.0
Transport, postal and warehousing	151	5.6
Public administration and safety	147	5.5
Construction	111	4.1
Manufacturing	93	3.4
Other services	93	3.4
Wholesale trade	85	3.2
Professional, scientific and technical services	63	2.3
Administrative and support services	37	1.4
Financial and insurance services	27	1.0
Electricity, gas, water and waste services	19	0.7
Arts and recreation services	14	0.5
Information media and telecommunications	10	0.4
Rental, hiring and real estate services	9	0.3
Inadequately described/Not stated	68	2.5
Total	2,696	

A vibrant and progressive rural community is vital to support the agricultural sector where they can have access to educational facilities, purchase supplies, access services including banking, mechanical, engineering, medical and allied health, agricultural machinery companies, car dealers, tyre and exhaust services etc.

There is a rationale for investing in slower growing regions based on social reasons or to unlock potential opportunities. Our slower growing regions should have access to vital services such as schools, hospitals, transport and other community facilities. Such regions will still be great places to live, and may score more highly than larger cities on measures of well-being and social connection. Over the longer term, as regional hubs expand and technology continues to connect our regions, these areas could become even more attractive places to live and work.

The visitor economy sector is also extremely important to the Bland Shire as it is centrally located in regional New South Wales at the junction of the Newell and Mid Western Highways and Goldfields Way. Bland Shire Council would like to see more international visitors disperse into the regional NSW. Statistics show that approximately 88% of visitors to regional areas drive and approximately 7% fly. More funding needs to be allocated to the NSW regional road network.

Regional Telecommunications

Many rural areas including the Bland Shire do not have access to the mobile phone and internet services that are taken for granted in urban Australia. Reliable mobile phone and internet coverage is critical for the future growth of Australia's agriculture sector. Today's trading environment requires real-time access to, and sharing of, information. Enhancing mobile coverage in regional and remote areas also has clear social, economic and safety benefits.

Access to reliable and affordable mobile phone and internet coverage in remote and regional areas is essential to Australia's future growth, and the growth of the agriculture sector. Improved services have the potential to revolutionise agriculture in Australia. For good reason communication coverage was the issue most often raised by the agriculture sector during the development of this White Paper. This is an area of critical importance to the Government.

The use of information technology has evolved from basic GPS to precision farming. The next frontier is 'big data'—or data-enabled agriculture, which will provide information to assist better decision making through real time delivery of relevant and specific knowledge. The potential for productivity gains through increasing yields, reducing costs and reducing agricultural risks is progressing through initiatives currently underway. These include Sense-T in Tasmania and the GrainGrowers ProductionWise programme. Farm machinery companies have developed applications that not only warn farmers of the need for maintenance, but also use data collected to facilitate real time benchmarking, further driving productivity gains. Today's farmers need access to mobile phone coverage and broadband internet to run their businesses efficiently. Those farmers that have access to these services are able to run their businesses from the stockyard, from their tractor or while they are harvesting. But communication services are often not available, or are unreliable or expensive.

While mobile carriers claim to provide coverage to 99 per cent of Australia's population, around 70 per cent of Australia's landmass does not have terrestrial mobile coverage (Commonwealth of Australia 2015j).

Traditionally, analogue phone services to regional Australia were funded via the Universal Service Obligation levy, however, these traditional policy responses need to be updated so that internet connectivity can be funded as an essential service.

Expanding mobile coverage to areas where it is currently inadequate or non-existent has clear economic, social and safety benefits. A study commissioned by the Australian Communications and Media Authority found that in the seven years to 2013, mobile broadband contributed 2.1 per cent of productivity gains in the agriculture sector (CIE 2014). Due to comparatively higher costs and lower levels of revenue, mobile network operators are reluctant to invest in extending coverage into regional areas on a commercial basis. To help address this, the Australian Government established the \$100 million Mobile Black Spot Programme.

Inadequate mobile phone coverage is a significant issue especially in regional and remote communities. This includes portions of major highways and transport routes, popular seasonal tourist locations, locations at high risk of natural disasters, and key mining and agricultural areas.

Mobile phone blackspots, extensive grey and shadow spots and mobile phone coverage failures adversely affect community resilience and increase the vulnerability of communities when the need for mobile communications is heightened.

Inadequate mobile phone coverage disadvantages individual communities and the wider national economy. Lives can quite literally depend on access to mobile phone coverage.

It is accepted that the Australian population is increasingly reliant on mobile services as a convenient utility for safety and emergency purposes. However, mobile phone blackspots, extensive grey and shadow spots and mobile phone coverage failures exist in regional and remote areas of Australia meaning mobile telephones services cannot be relied upon or do not exist in some areas.

The majority of the land mass and roads in the Bland Shire have numerous black spots, extensive grey and shadow spots and mobile phone coverage failures. This not only proves difficult and frustrating for the businesses, residents, motorists and visitors, but also represents a specific risk during disaster and emergency conditions. In the case of farmers, often working alone on their properties, this is also an unacceptable health and safety risk.

The mobile phone coverage along the major transport routes, in small communities and in locations prone to experiencing motor vehicle accidents or natural disasters must be improved in the Bland Shire. The Newell and Mid Western Highways and Goldfields Way that traverse the Bland Shire all have black spots, extensive grey and shadow spots and mobile phone coverage failures. One suggestion would be to leverage off the rollout of the wireless National Broadband Network (NBN) to improve mobile coverage.

Provide open access infrastructure to improve coverage along major transport routes. Increased competition will sharpen incentives for carriers to provide better quality services and lower prices in regional areas, as it does in the cities.

Federal and State Government funding must be given to mobile phone network providers who are prepared to expand the coverage and quality of their mobile networks into regional and remote areas that lack sufficient coverage. There are some locations where the economic viability of expanding the existing network may be marginal, but modest government financial support may tip the balance.

The regional and remote communities and the Bland Shire businesses, farmers, residents, ratepayers, motorists and visitors must have access to wider and more reliable mobile phone and internet coverage, and should have the same or if not better levels of telecommunications services as our urban counterparts. There are concerns that regional and remote communities and the Bland Shire businesses, farmers, residents, ratepayers, motorists and visitors will have a competitive disadvantage in the future if the Bland Shire and regional and remote communities can't offer a basic level of service or if not better levels of telecommunications services as our urban counterparts.

The Bland Shire also receives a large flow-through of population along our vast road network and highways as we are based centrally from most capital cities and are a large distance from other towns. More and more visitors and travellers are also accessing information from their smartphones and or mobile devices and when they stop they often make use of the opportunity to phone friends

and family, make accommodation and tour bookings and use their tablets and computers that consequently puts added pressure on the telecommunication infrastructure. The lack of consistent reliable mobile phone coverage reception has obvious safety consequences for not only the visitors to the Bland Shire but also the farmers and residents.

The Bland Shire is one of the largest winter cereal cropping districts in NSW and subsequently has a large number of contractors visiting the area to grow and harvest these crops who need consistent reliable mobile phone coverage.

As a result of the above the Bland Shire experiences substantial peaks in visitation which significantly impacts the capacity of the mobile networks, resulting in backhaul issues.

Rate Pegging

The imposition of a 1.5% rate peg announced by the Independent Pricing and Regulatory Tribunal (IPART) for 2017/18 will push NSW Councils further behind the financial eight-ball, and effectively preventing councils from becoming financially sustainable and addressing Councils infrastructure renewal and backlog.

IPART came to the 1.5% figure despite an increase of 2.3% in employee benefits and on-costs, and an increase of 2.7% in non-residential building construction costs. IPART said that these price rises were partly offset by decreases in gas and fuel prices. This is not the case as energy prices have increased and are projected to increase further.

IPART has failed to recognise the ongoing squeeze on councils that comes from the combination of rate-pegging, cost-shifting, deteriorating infrastructure and the Federal Government's decision to pause the indexation of the Financial Assistance Grants (FAGs) for the next three years.

The latest figures show cost shifting by the NSW Government and the Australian Government in the financial year 2013/14 totalled around \$670 million - almost 7% of local government's total income before capital amounts.

The reality is that rates have not kept pace with the cost of services and infrastructure that Local Government is expected to deliver and the rate peg has forced many Councils to seek special rate variations to provide infrastructure and services.

Grants

The amount of information required to apply for and acquit State and Federal Government Grants is extremely demanding, time consuming and costly if you are required to prepare a cost benefit analysis. The grants are usually way over subscribed and appear to be targeted towards the larger regional centres. The lead time given to apply for some grants is also very short.

There also appears to be little consultation between the Government Departments and Councils in relation to what grants are needed in regional NSW and the resources available to apply for and acquit the grants. Two examples that come to mind is the Back to Business Week and the Future Towns grants.

Bland Shire Council would like to see grants to include the refurbishment and improvement of existing assets and facilities including picnic or playground areas, local parks, barbeques, meeting facilities and regional and town entry features instead of building new assets and facilities.

Resources for the Regions

The Resources for Regions program is sourced from Restart NSW, the NSW Government's fund for infrastructure to support economic growth and productivity and aims to support regional and rural NSW communities affected by mining by addressing infrastructure constraints.

Since 2012, \$208 million has been allocated to 32 infrastructure projects in mining affected communities. These projects make a significant contribution to local communities. They include infrastructure across the health, water, road, education, tourism sectors and investment in CBD renewals to increase attractiveness as a place to live and do business. Some of the projects funded were State Government responsibilities and should have not been funded from the Resources for the Regions program.

The Bland Shire has a long history with gold and tin mining that commenced in 1893 and continues today with the Evolution Mining Lake Cowal Gold Mine and other exploration activities as mentioned previously, yet the Bland Shire has been unsuccessful with the Resources for the Regions Grant application process

Bland Shire Council would like to see a percentage of the royalties derived from the local government areas to be put back into the communities from where they came.

RMS – Block Grants and Roads Maintenance Council Contract

Bland Shire Council would like to see a simpler road funding model similar to the Road Funding Block Grants.

Bland Shire Council Road Network

As mentioned in the introduction, the Bland Shire Council has one of the largest New South Wales Local Government road networks of 3,248 kilometres which is made up of 879 kilometres of sealed roads, 2,369 kilometres of unsealed roads.

Also mentioned in the introduction, the Bland Shire is one of New South Wales largest cereal growing areas in NSW. The large quantities of grain produced from the farms in the Bland Shire is transported to the grain receival facilities or direct to port or between the grain receival facilities by road. The tonnages of grain and the number of trucks involved in this operation places a huge toll on the sealed and unsealed Bland Shire road network.

The LGA's that surround the Bland Shire also produce large quantities of grain and due to the large and efficient grain receival facilities in the Bland Shire, the preference by these grain producing operations is to deliver the grain to the facilities in the Bland Shire which adds to the tonnages and truck movements into and out of the Bland Shire and on the Bland Shire sealed and unsealed road network.

In 2012 and 2016 NSW and the Bland Shire were subjected to extreme wet weather events that created multi-million dollar repair bills and a long wait for works to be done that caused extensive damage to the Bland Shire and NSW road network. The extreme wet weather events disrupted the National Freight Task by the flooding of the Newell Highway for six weeks and the towns and villages of the Bland Shire.

There has got to be a way we can streamline and improve the recovery and assistance to Councils following extreme weather events to reduce the amount of disruption for the towns and villages of the Bland Shire. There has to be a better and timelier process as with roads, to get NSW

Government funding, the bureaucratic red tape means that we can't start on the road works or get the funding until the RMS has inspected the damaged roads.

To improve the efficiency and productivity of these grain receival and storage facilities, investment will be required in the local (Bland Shire), regional and state road network to accommodate Higher Mass Limits (HML) and High Productivity Vehicles (HPV). The following Bland Shire local roads have been identified as the best routes for HML's and HPV's but are currently substandard and require investigation and investment to accommodate the HML's and HPV's:

- Ungarie to Naradhan
- Rankins Springs to Lake Cargelligo
- Dundas
- Crown Camp Road
- Kolkilbertoo
- West Wyalong to Lake Cargelligo
- West Wyalong to Condobolin
- Blow Clear
- Clear Ridge
- Wamboyne
- Quandialla
- Mary Gilmore Way
- Tallimba
- Boreamble
- Girral

Alignment of NSW Government Departments and Boundaries

The Bland Shire is located on the northern border of the Riverina and the Southern Border of the Central West region and our preferred location is the Riverina. In the past the Bland Shire was in the Central West Area for some Government Departments and the Riverina for others, but it is good to see that there has been some improvement on the alignment of NSW Government Departments and Boundaries. A recent example of this was that until January 2017 the Bland Shire was in the Central West Business Enterprise Centre region instead of the Riverina.

County Councils Water and Distribution

Bland Shire Council would also like to comment on the cost of infrastructure head works charges that are being imposed by the County Councils to new residential and industrial developments. The exorbitant charges are restricting residential and industrial investment.

Destination NSW (DNSW) Funding Programs

To be able to apply for Destination NSW funding programs, the activity or project must be included in a Destination Management Plan (DMP) and this requirement may exclude new and existing businesses and organisations from applying for these grants if their activity, project or business is not included in the DMP.

Bland Shire Council would like to see the Destination NSW's Regional Tourism Product Development Program (RTPDP) be changed to include the refurbishment and improvement of existing assets and facilities including picnic or playground areas, local parks, barbeques, meeting facilities and regional and town entry features.

The RTPDP Guidelines state that the upgrade or develop meeting and/or local community facilities—including picnic or playground areas, local parks, barbeques, meeting facilities and regional and town entry features are not eligible. The upgrade or refurbishment of existing attractions is a long term recurring business cost that should be factored into the ongoing operation of the attraction. The intention of this funding program is to support new tourism product development opportunities. The development of new assets places financial pressures on LGAs and increases the operational and depreciation costs.

Bland Shire Council would also like to mentioned that the Destination NSW's Regional Cooperative Tourism Marketing Program (RCTMP) excludes smaller businesses and organisations from applying with the RCTMP as the businesses or organisation must have between \$100,000 and \$500,000 to invest in cash (not contra and value in kind) in the program.

Bland Shire Council would like to see that for established businesses and organisations like the Bland Shire Council it should be easier to apply for and acquit DNSW grants. From the information contained in the attached RTPDP and RCTMP guidelines the red tape has not been reduced.

DNSW Sector Development

Destination NSW's sector development or main activities are concentrated around Aboriginal Tourism, Youth, Food & Wine, Cruise and Regional Conferencing. Bland Shire Council believes that this sector development is extremely limited and there is more to regional NSW than these sectors. One sector that is overlooked by Destination NSW is the caravanning and camping sector which is extremely important to regional NSW.

Native Title and Aboriginal Land Claims

Through the *NSW Aboriginal Land Rights Act 1983*, Crown land not lawfully used or occupied, or required for an essential public purpose, or for residential land, is returned to Aboriginal people.

Aboriginal land rights aim to redress past injustices when Aboriginal people were dispossessed of their land by colonisation. This dispossession led to many social, economic and physical problems for Aboriginal people. The Department of Industry - Lands investigates and assesses Aboriginal Land Claims across the State.

Native title is the name Australian law gives to the traditional ownership of land and waters that have always belonged to Aboriginal people according to their traditions, laws and customs. These rights are different to and separate from the statutory right of Aboriginal Land Councils to make claims for land under the *NSW Aboriginal Land Rights Act 1983*.

The changes to the Native Title Act and Land Claims are stifling development in regional communities with delays, costs and red tape.

Population

The following table contains ABS Census population figures for the Local Government Areas (LGAs) in the Riverina, and surrounding LGAs:

LGA	Area sq KM	2001 Census	2006 Census	2011 Census	2001- 2011 Change	2001-2011 Avg Yearly Population Change	2001-2011 Avg % Yearly Population
Wakool	7,521	4,806	4,362	3,692	-1,114	-111	-3.0
Carrathool	18,933	3,320	2,820	2,587	-733	-73	-2.8
Balranald	21,700	2,770	2,440	2,283	-487	-49	-2.1
Hay	11,326	3,574	3,383	2,956	-618	-62	-2.1
Jerilderie	3,373	1,790	1,640	1,496	-294	-29	-2.0
Urana	3,356	1,332	1,260	1,159	-173	-17	-1.5
Lockhart	2,896	3,397	3,179	2,998	-399	-40	-1.3
Murrumbidgee	3,507	2,519	2,501	2,261	-258	-26	-1.1
Lachlan	14,965	7,188	6,670	6,476	-712	-71	-1.1
Narrandera	4,116	6,486	6,013	5,902	-584	-58	-1.0
Bland	8,560	6,439	6,102	5,865	-574	-57	-1.0
Deniliquin	143	7,786	7,429	7,120	-666	-67	-0.9
Forbes	4,718	9,707	9,360	9,170	-537	-54	-0.6
Tumbarumba	4,393	3,551	3,533	3,358	-193	-19	-0.6
Wentworth	26,257	6,984	6,780	6,609	-375	-38	-0.6
Leeton	1,167	11,469	11,112	11,037	-432	-43	-0.4
Temora	2,802	5,972	5,857	5,776	-196	-20	-0.3
Tumut	4,567	11,228	10,801	10,934	-294	-29	-0.3
Cowra	2,809	12,462	12,474	12,147	-315	-32	-0.3
Gundagai	2,457	3,726	3,692	3,662	-64	-6	-0.2
Weddin	3,409	3,656	3,641	3,665	9	1	0.0
Harden	1,869	3,574	3,581	3,584	10	1	0.0
Parkes	5,955	14,455	14,280	14,592	137	14	0.1
Greater Hume	5,749	N/A	9,731	9,815	84	17	0.2
Griffith	1,640	23,805	23,800	24,364	559	56	0.2
Boorowa	2,578	2,333	2,296	2,399	66	7	0.3
Cootamundra	1,524	7,132	7,313	7,334	202	20	0.3
Berrigan	2,066	7,709	7,994	8,066	357	36	0.4
Coolamon	2,431	3,911	4,026	4,099	188	19	0.5
Junee	2,030	5,585	5,779	5,878	293	29	0.5
Wagga Wagga	4,826	55,056	57,015	59,458	4,402	440	0.7
Young	2,693	11,300	11,985	12,236	936	94	0.8
Conargo	8,738	1,417	1,673	1,540	123	12	0.8
Albury City	306	42,458	46,281	47,810	5,352	535	1.1
Murray	4,344	5,907	6,417	6,957	1,050	105	1.5
Corowa	2,329	8,257	10,975	11,000	2,743	274	2.5
Yass Valley	3,998	9,708	13,135	15,020	5,312	531	3.5

Yellow – Bland Shire surrounding LGA's

Source: Australian Bureau of Statistics

The Bland Shire has seen a -1.0% average decrease in population from the 2001 to 2011 census periods with the population decreasing by 574 residents from 6,439 in 2001 to 5,865 in 2011.

This decrease in population has had a major impact on the Bland Shire and with a reducing residential and rural rate base, it is more difficult for Councils to provide and maintain the facilities and services for the agricultural sector in the rural and remote townships. Some of the flow on effects are:

- Reduced services, less competition and increased costs;
- Reduced labour pool;
- Ageing population;
- Ageing infrastructure;
- Maintenance of roads;
- Increased costs;
- Leakage to larger centres etc.

This reduction in the Bland Shire population has seen the withdrawal of our aerial regular passenger transport (RPT) services to West Wyalong, and it is without doubt that by West Wyalong not having a regular RPT service has a major negative economic impact on the Bland Shire, and the value of having a regular and reliable RPT service cannot be overstated. The Bland Shire is 491km or 5hr 41min from Sydney by road and is not on a direct passenger train service. West Wyalong is serviced by a nine hour XPT train from Sydney to Cootamundra, then a Country Link bus from Cootamundra to West Wyalong. The XPT departs Sydney at 7:32am and arrives in Cootamundra at 12:46pm, with the Country Link bus arriving in West Wyalong at 4:40pm.

Government, businesses and residents of the Bland Shire have to travel to the following centres to access RPT services:

Griffith:	154km, 1hr 52min
Wagga Wagga:	155km, 1 hr 58min
Parkes:	138km, 1hr 43min
Leeton / Narrandera:	143km, 1hr 42min

The additional time and costs to existing businesses in connecting to these RPT services is quite substantial and adds to the bottom line of conducting a business in the Bland Shire. Research has also shown that whilst accessing these RPT services, there is a lot of revenue leakage from the Bland Shire as a result of these businesses taking the advantage of accessing services and supplies at these locations.

Past studies have shown that a location with a regular and reliable RPT service will grow faster than a location that does not have a regular and reliable RPT service. Past studies have also showed that the likelihood of sustaining or attracting new enterprises, services or business without a regular and reliable RPT service is dramatically reduced.

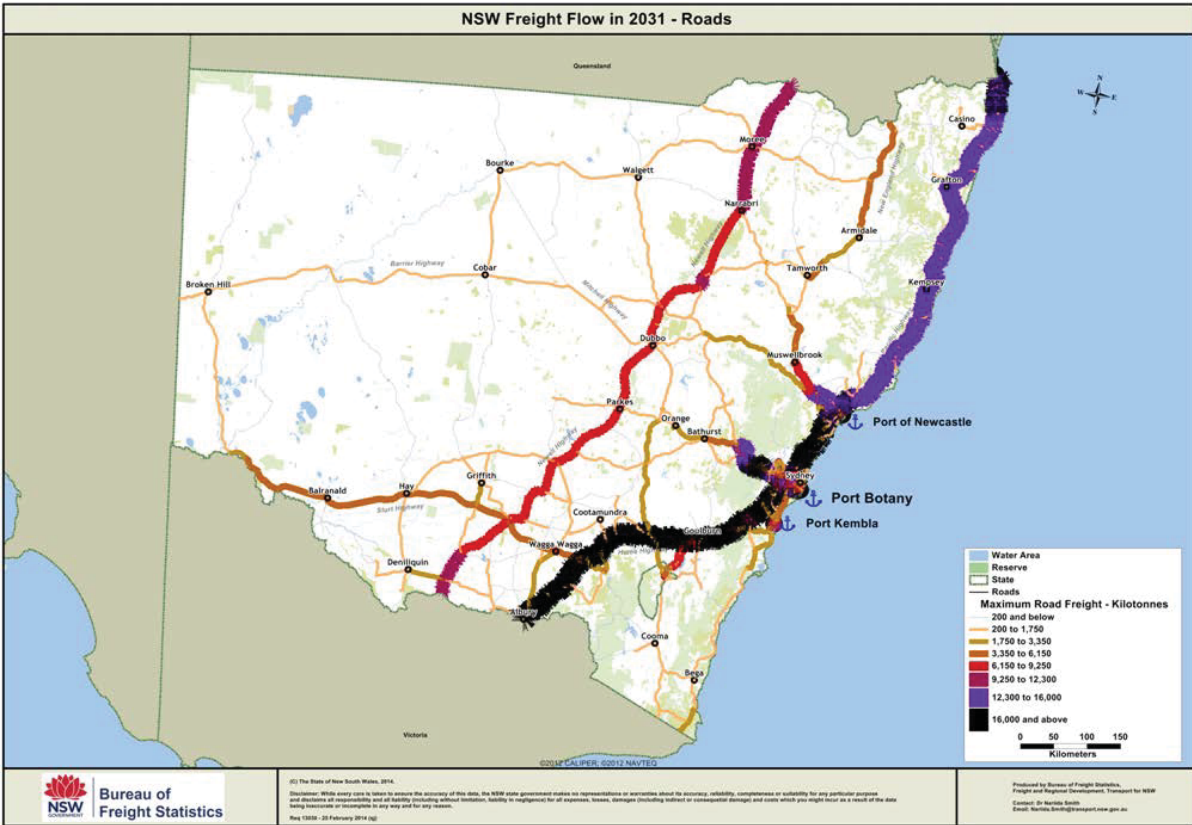
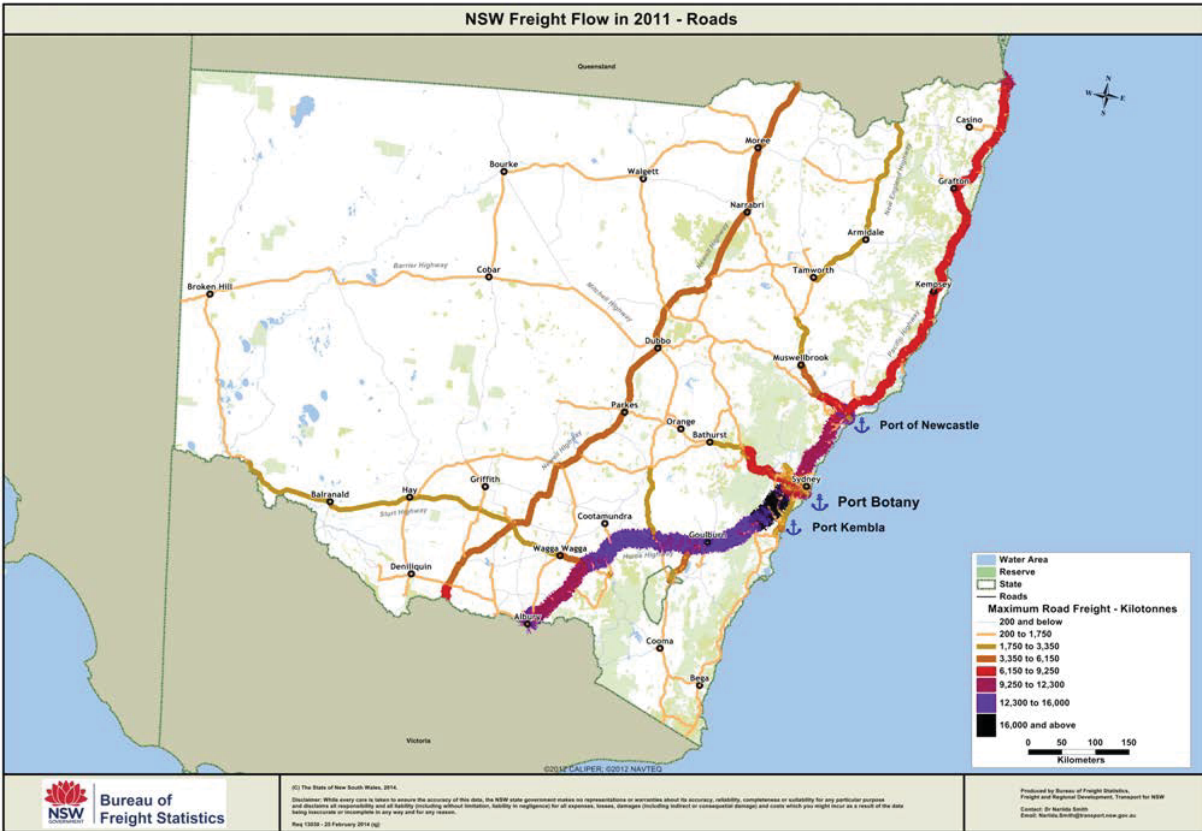
It is also noted that there is a significant disparity between airfares inter-capital and airfares into the regional NSW. This generates disincentives for air travel to regional NSW. Besides the economic impacts, airports and RPT services also play an important social role in connecting individuals, families and communities with the rest of the state, country and indeed the world.

TAFE NSW

With the amount of the current and future agriculture and mining investment that has taken place or is planned for the Bland Shire, it would be beneficial for the West Wyalong TAFE NSW Campus to be equipped and staffed to offer training for the expected minimum 557 agricultural FTEs and at this stage unknown number of mining staff.

Newell Highway

The Newell Highway is the premier inland touring route in NSW and the third largest freight corridor in New South Wales as is evidenced by the following New South Wales Government Bureau of Freight Statistics 2011 and 2031 schematics:



Bland Shire Council would like to see additional funding allocated for the Newell Highway for:

- Improve the road pavement
- Additional overtaking lanes
- Additional rest stops
- Installation of the wide centre line treatment
- More appropriate and modern signage
- Flood proofing the Newell Highway
- More and regular cleaning of the Newell Highway Corridor

Relocation of Public Sector Jobs

Relocating government agencies has the dual objectives of bringing government decision-making to local communities and stimulating growth and long-term job generation in regional NSW. The NSW Government already contributes significantly to regional employment.

Bland Shire Council believes there are further opportunities to relocate public sector jobs and government business units to regional NSW and not just to the Western Suburbs of Sydney or to the coastal or larger regional cities and communities i.e. Wagga Wagga, Bathurst, Griffith, Albury, Dubbo, Queanbeyan, Orange, Newcastle, Wollongong, Goulburn, Tamworth, Armidale, Gosford, Coffs Harbour, Tweed Heads, and Port Macquarie etc.

Energy Prices

Electricity and gas prices for manufacturing businesses and households have increased sharply in recent years and indications are that prices will continue to increase. Some businesses have foreshadowed the impact of the rising forward prices for electricity by changing their outlook on investment and staffing levels.

Cost Shifting

Cost shifting describes a situation where the responsibility for, or merely the costs of, providing a certain service, concession, asset or regulatory function are 'shifted' from a higher level of government on to a lower level of government without providing corresponding funding or the conferral of corresponding and adequate revenue raising capacity.

Cost shifting by the NSW Government and the Australian Government on to Local Government in NSW in the financial year 2013/14 is estimated to amount to \$670 million or 6.96% of Local Government's total income before capital amounts – about \$88 million higher than the result for 2011/12 of \$582 million.

The Local Government NSW survey results <https://www.lgnsw.org.au/policy/cost-shifting-survey> confirm that cost shifting continues to place a significant burden on councils' financial situation. Despite the recognition of cost shifting and its adverse impacts on NSW local government, cost shifting remains at a high level (around 6 per cent of councils' total income before capital amounts).

Amalgamations

The number of local councils across Australia has declined steadily over the past century. This decline is principally the result of amalgamations forced or strongly promoted by State – and to some extent – federal governments, usually after some sort of review or inquiry.

Amalgamations have usually been initiated by State governments in the belief that larger local government units will be more efficient and effective, better suited to the needs of a modern economy, and better able to deliver services and provide sound governance.

The number of councils in NSW has reduced by 53% from 324 councils in 1910 to 152 councils in 2014.

In the recent NSW Government Fit for the Future program <http://www.fitforthefuture.nsw.gov.au/>, Bland Shire Council was deemed to be 'not fit' by IPART because Bland Shire Council did not meet the criteria for 'scale and capacity' and it was suggested that Bland Shire Council merge with Temora and/or Coolamon Shire Councils. This 'not fit' determination excludes Bland Shire Council from to access the TCorp borrowing facility.

Once again Bland Shire Council thanks you for the opportunity to provide a submission to the Legislative Assembly Committees Inquiry into the Support for Start-ups in Regional NSW, and we extend an invitation for the Committee to hold one of its public hearings in West Wyalong.

Should you require additional information then please do not hesitate to contact either Ray Smith on [REDACTED] or Jeff Stien [REDACTED]
[REDACTED]

Yours sincerely

[REDACTED]

[REDACTED]

Ray Smith
General Manager

Jeff Stien
Senior Economic Development & Tourism Advisor

NAB CUSTOMER SPENDING BEHAVIOURS

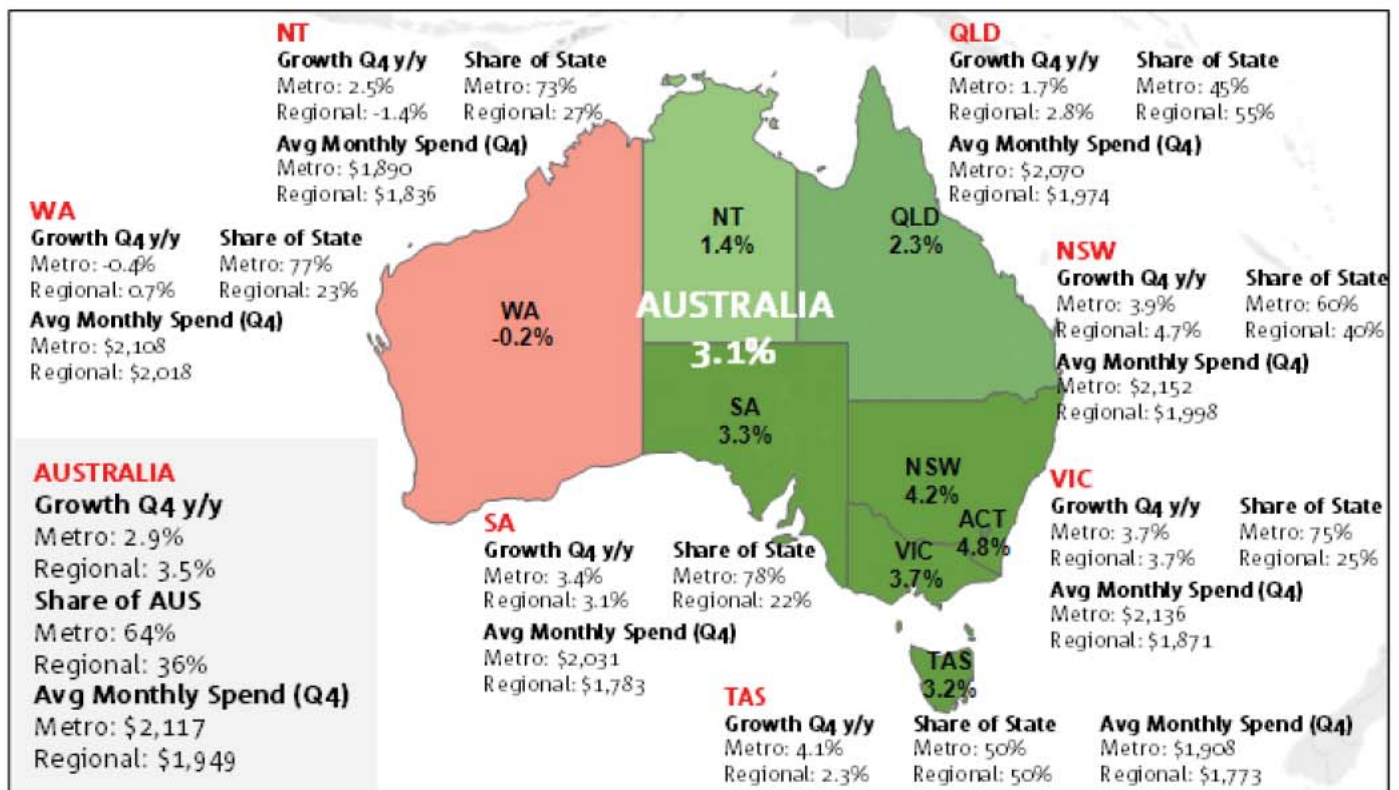
EXPLORING THE SPENDING BEHAVIOURS OF NAB CUSTOMERS - Q4 2016

NAB Behavioural & Industry Economics – February 2017



In this new report NAB explores the spending behaviours of our customers. By examining around 4 million daily transactions, we show where spending is growing fastest and in which industry groups. This will help to better inform consumer behaviour and activity. Given the size of NAB's customer base, this data provides a strong indication of national and regional trends.

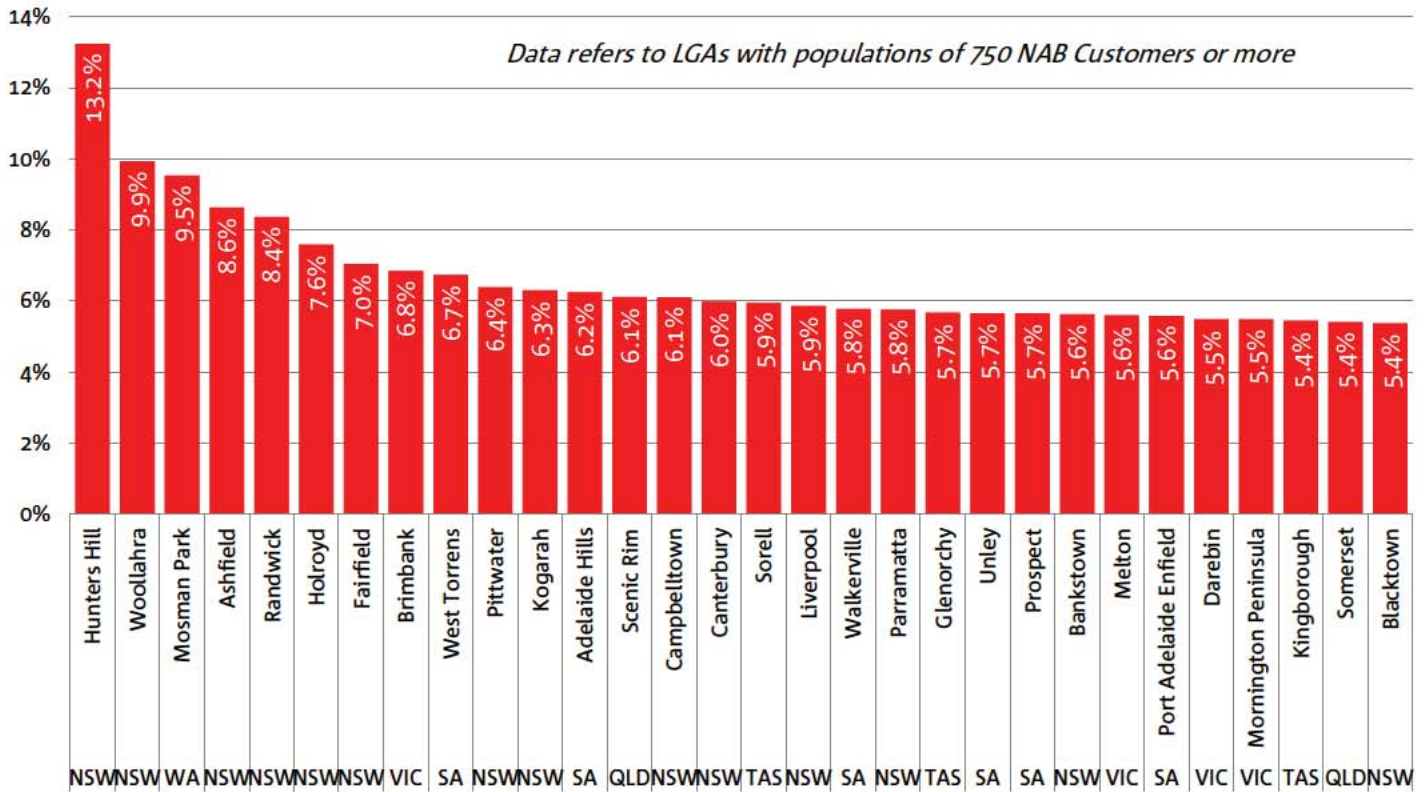
CUSTOMER SPENDING BEHAVIOURS*: Q4 2016



KEY FINDINGS

- Customer spending in Australia - based on NAB's transaction data (including BPAY) - grew 3.1% y/y in Q4 2016, with average monthly spending during the quarter of \$2,117 in metropolitan areas and \$1,949 in regions.
- Spending growth in Regional areas (3.5%) outpaced Greater Metropolitan or "City" areas (2.9%).
- By capital city area (based on ABS definitions), spending growth was fastest in Hobart (4.1%), Sydney (3.9%) and Melbourne (3.7%) and slowest in Perth (-0.4%) and Brisbane (1.7%). In regional areas, it was fastest in NSW (4.7%) and VIC (3.7%) and slowest in NT (-1.4%) and WA (0.7%).
- Spending was dominated by the Eastern states - with NSW, VIC and QLD accounting for around 80% of total spending. Sydney, Melbourne and Brisbane accounted for over half (50.1%) of total NAB customer spending.
- The fastest growing metro areas in Australia were Hunters Hill NSW (13.2%), Woollahra NSW (9.9%) and Mosman Park WA (9.5%). The fastest growing regions were in NSW - Walgett (19.7%), Upper Hunter Shire (16.1%) and Murray (14.4%).
- Cities accounted for 64% of all spending and regions 36%. Cities accounted for the biggest share of spending in all states, particularly Adelaide (78%), Perth (77%), and Melbourne (75%). Spending in Regional areas accounted for a comparatively bigger share of total state spending in TAS (50%), QLD (55%) and NSW (40%).
- By category, spending growth was fastest for Accommodation, Cafes, Pubs & Restaurants (13.5%).

TOP 30 FASTEST GROWING AUSTRALIAN METROPOLITAN LGA'S



TOP 5 FASTEST GROWING METROPOLITAN LGA'S BY STATE

SYDNEY	% Y/Y
Hunters Hill	13.2
Woollahra	9.9
Ashfield	8.6
Randwick	8.4
Holroyd	7.6

MELBOURNE	% Y/Y
Brimbank	6.8
Melton	5.6
Darebin	5.5
Mornington Peninsula	5.5
Greater Dandenong	5.1

BRISBANE	% Y/Y
Scenic Rim	6.1
Somerset	5.4
Ipswich	4.1
Moreton Bay	3.3
Logan	2.1

ADELAIDE	% Y/Y
West Torrens	6.7
Adelaide Hills	6.2
Walkerville	5.8
Unley	5.7
Prospect	5.7

PERTH	% Y/Y
Mosman Park	9.5
Claremont	4.1
Fremantle	3.8
Nedlands	1.9
Cambridge	1.2

HOBART	% Y/Y
Sorell	6.0
Glenorchy	5.7
Kingborough	5.4
Clarence	3.2
Hobart	3.1

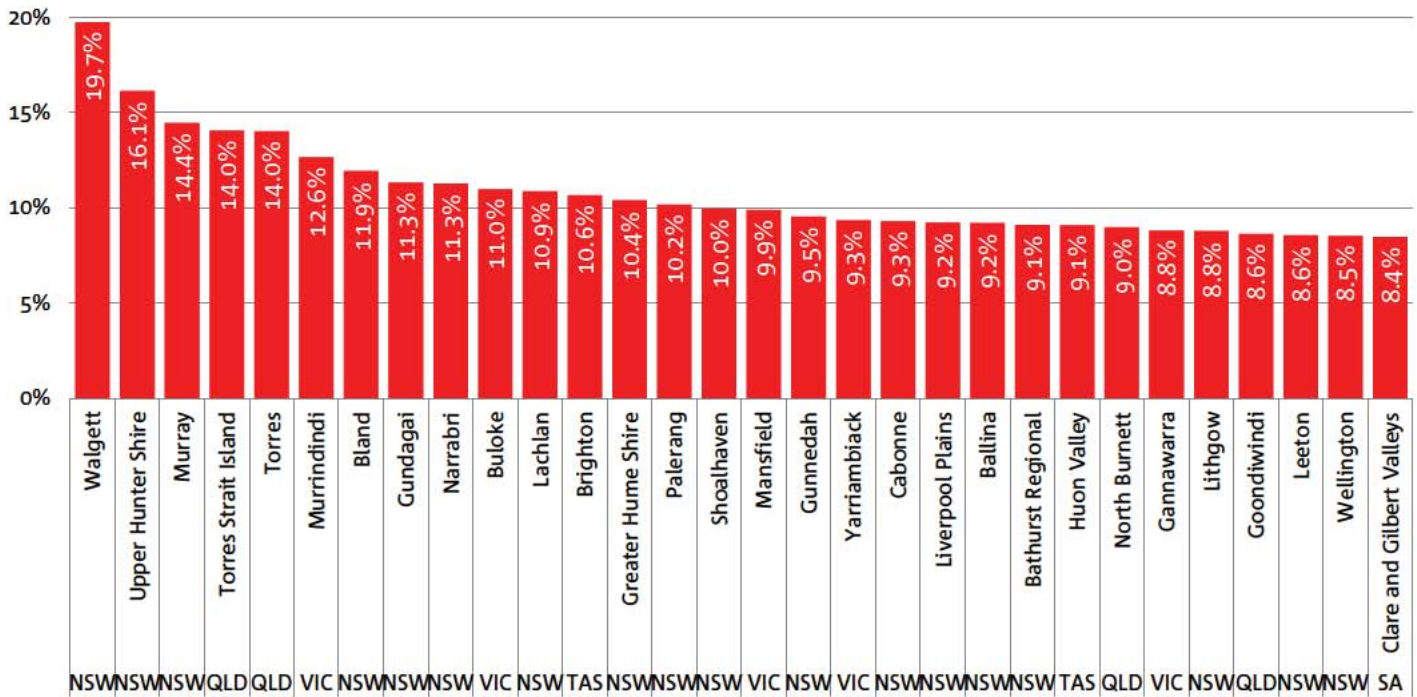
CANBERRA	% Y/Y
Unincorporated ACT*	4.7

DARWIN	% Y/Y
Darwin	4.4
Litchfield	-0.5
Palmerston	-0.6

* The ACT does not have separate LGAs.

TOP 30 FASTEST GROWING AUSTRALIAN REGIONAL LGA'S

25%
Data refers to LGAs with populations of 750 NAB Customers or more



TOP 5 FASTEST GROWING REGIONAL LGA'S BY STATE

NSW	% Y/Y
Walgett	19.7
Upper Hunter Shire	16.1
Murray	14.4
Bland	11.9
Gundagai	11.3

VIC	% Y/Y
Murrindindi	12.6
Buloke	11.0
Mansfield	9.9
Yarriambiack	9.3
Gannawarra	8.8

QLD	% Y/Y
Torres Strait Island	14.0
Torres	14.0
North Burnett	9.0
Goondiwindi	8.6
Hinchinbrook	8.4

SA	% Y/Y
Clare and Gilbert Valleys	8.5
The Coorong	8.1
Roxby Downs	8.1
Victor Harbour	7.2
Port Pirie City & Districts	6.9

WA	% Y/Y
Kalgoorlie/Boulder	7.1
Northam	6.9
Broome	6.8
Northampton	5.5
Irwin	3.9

TAS	% Y/Y
Brighton	10.6
Huon Valley	9.1
Derwent Valley	3.8
Devonport	2.2
Launceston	1.7

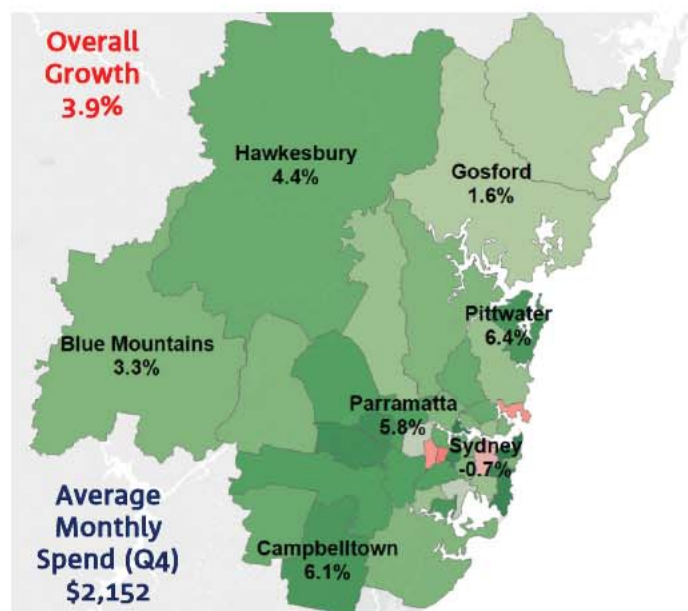
NT	% Y/Y
Alice Springs	3.2

NEW SOUTH WALES (NSW)

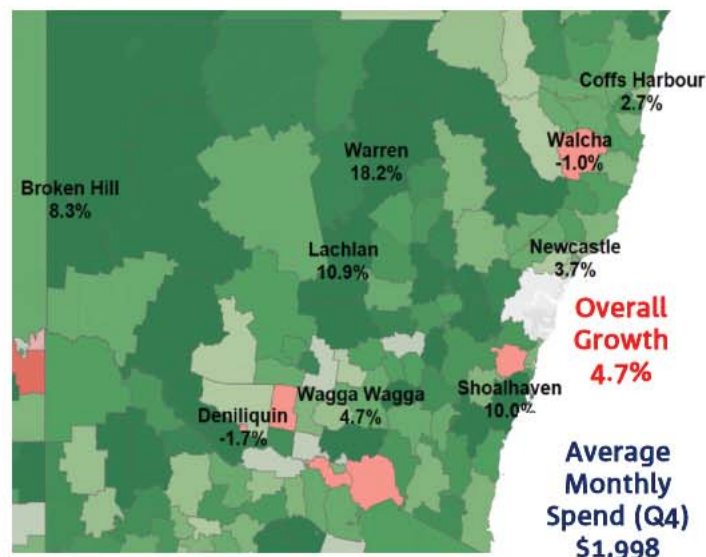
GROWTH IN NAB CUSTOMER SPENDING

(percentage change Q4 2016 on Q4 2015)

SYDNEY GREATER METROPOLITAN AREA

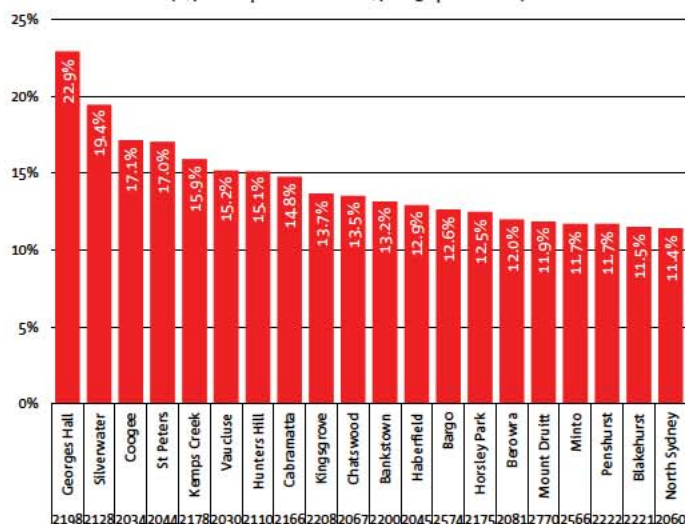


REGIONAL NSW (EX METRO)

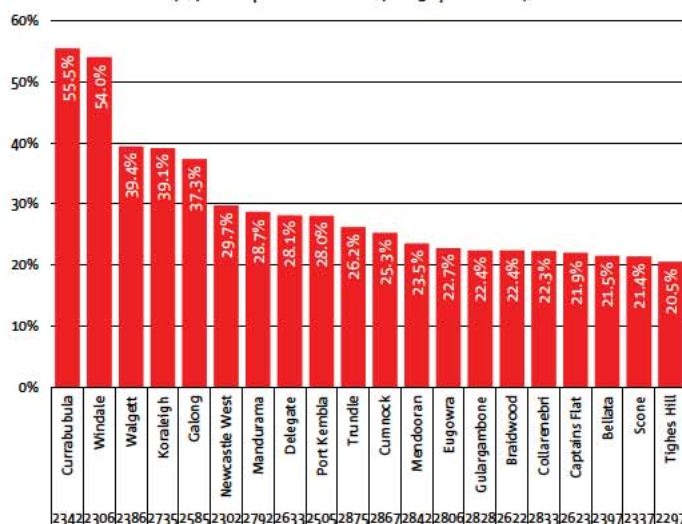


TOP 20 FASTEST GROWING SUBURBS BY SPENDING GROWTH

Top 20 Postcodes by Spending Growth: Sydney Metro
(Q4 2016 spend value on Q4 2015 spend value)



Top 20 Postcodes by Spending Growth: NSW Regional
(Q4 2016 spend value on Q4 2015 spend value)

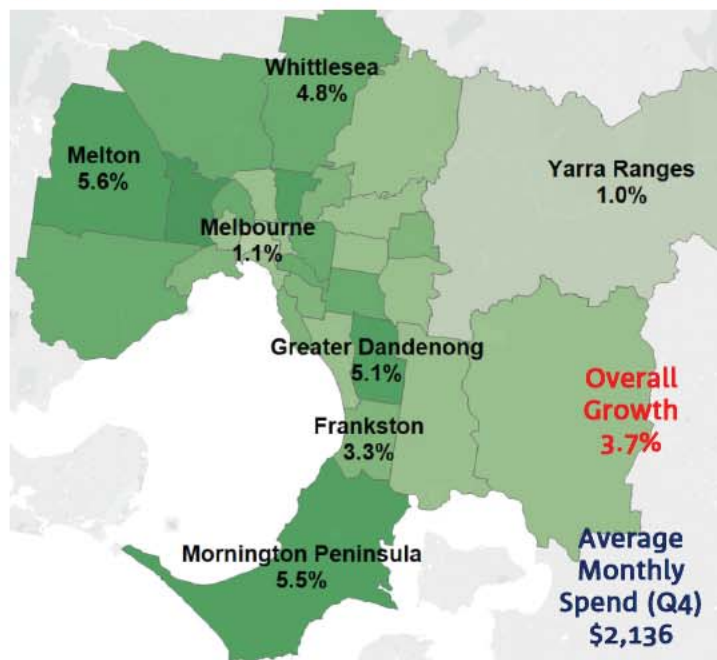


- By individual postcode, spending growth in Metro Sydney over the year was fastest in Georges Hall (2198) at almost 23%, followed by Silverwater 2128 (19.4%), Coogee 2034 (17.1%) and St Peters 2044 (17.0%).
- By individual postcode, spending was fastest in Currabubula 2342 (55.5%) and Windale 2306 (54.0%), followed by Walgett 2386 (39.4%), Koraleigh 2735 (39.1%) and Galong 2585 (37.3%).
- Customer spending on Accommodation, Cafes, Pubs & Restaurants was fastest in both Sydney Metro (13.8%) and NSW Regional areas (17.4%).

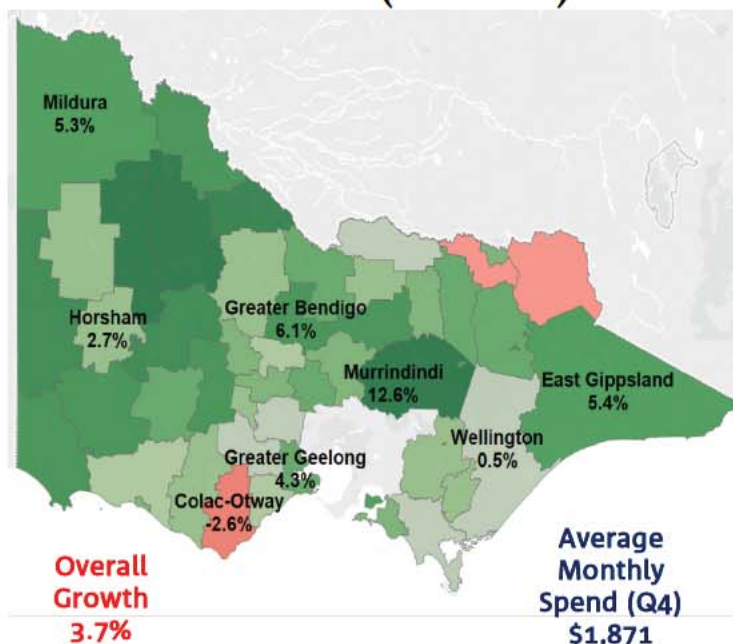
VICTORIA (VIC)

GROWTH IN NAB CUSTOMER SPENDING (percentage change Q4 2016 on Q4 2015)

MELBOURNE GREATER METROPOLITAN AREA

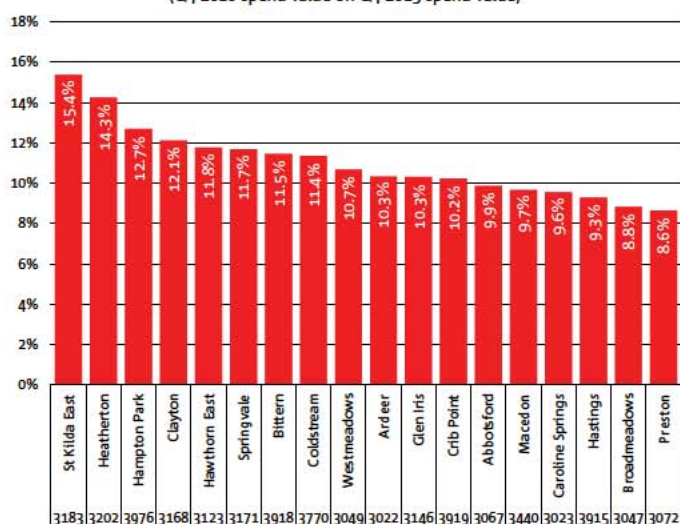


REGIONAL VIC (EX METRO)

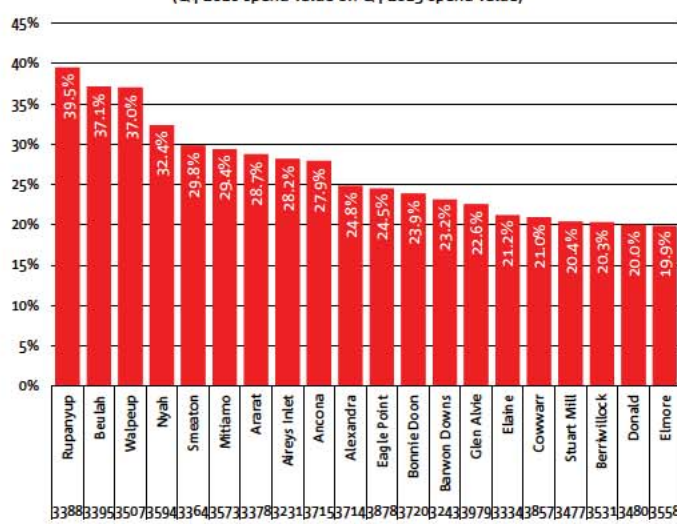


TOP 20 FASTEST GROWING SUBURBS BY SPENDING GROWTH

Top 20 Postcodes by Spend Growth: Melbourne Metro
(Q4 2016 spend value on Q4 2015 spend value)



Top 20 Postcodes by Spending Growth: VIC Regional
(Q4 2016 spend value on Q4 2015 spend value)



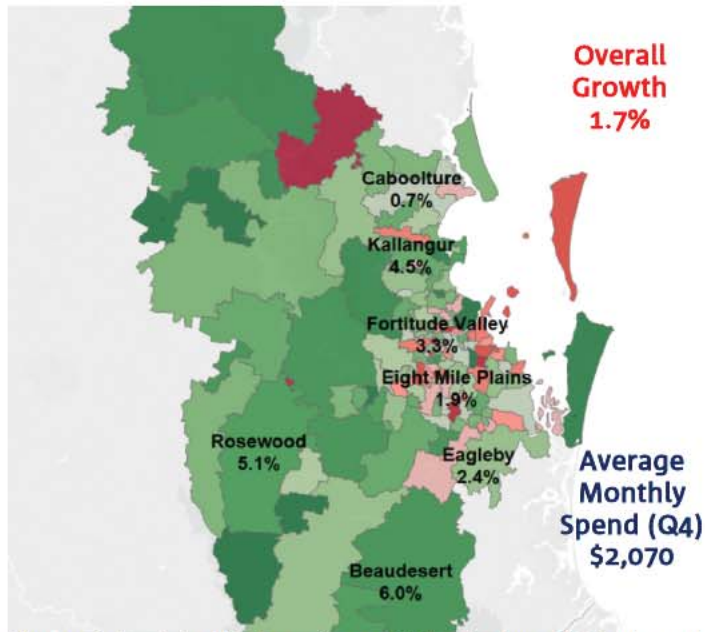
- By individual postcode, spending growth in Melbourne metro was fastest in St Kilda East 3183 (15.4%), followed by Heatherton 3202 (14.3%), Hampton Park 3976 (12.7%) and Clayton 3168 (12.1%).
- In regional VIC, spending growth was fastest in the Mallee region towns of Rupanyup 3388 (39.5%), Beulah 3395 (37.1%) and Walpeup 3507 (37.0%).
- Customer spending in the Melbourne Metro area was fastest for Cultural & Recreational Services (14.9%).
- Customer spending in Regional VIC was fastest for Accommodation, Cafes, Pubs & Restaurants (15.6%).

QUEENSLAND (QLD)

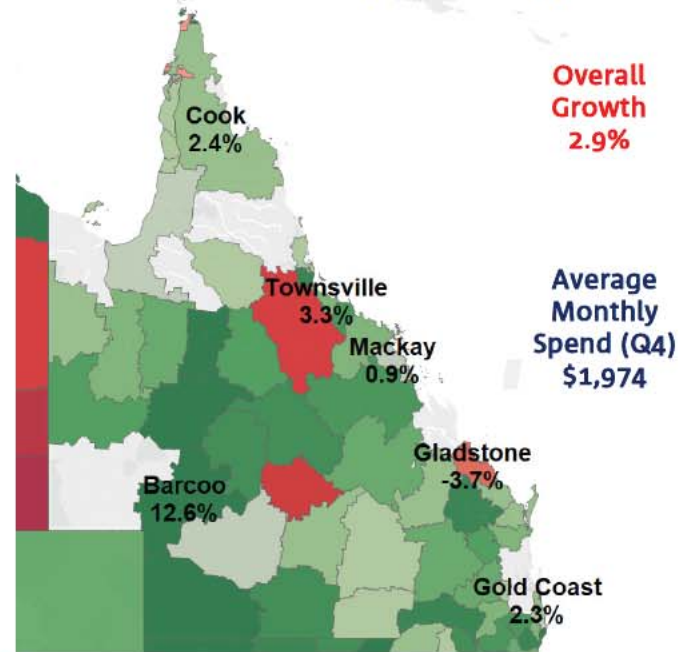
GROWTH IN NAB CUSTOMER SPENDING

(percentage change Q4 2016 on Q4 2015)

BRISBANE GREATER METROPOLITAN AREA



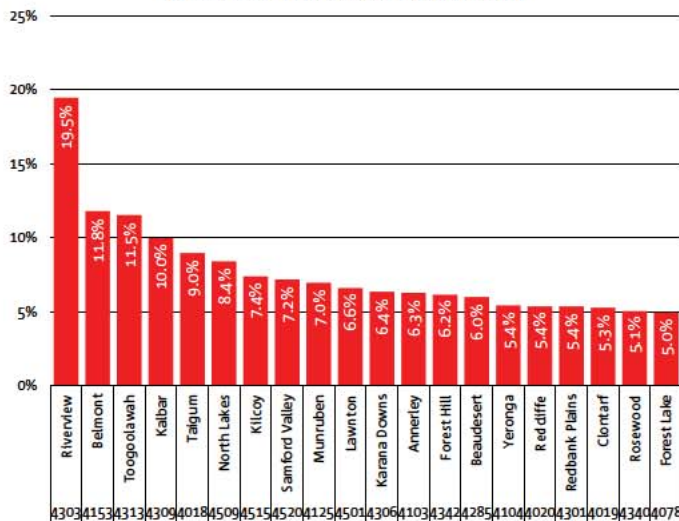
REGIONAL QLD (EX METRO)



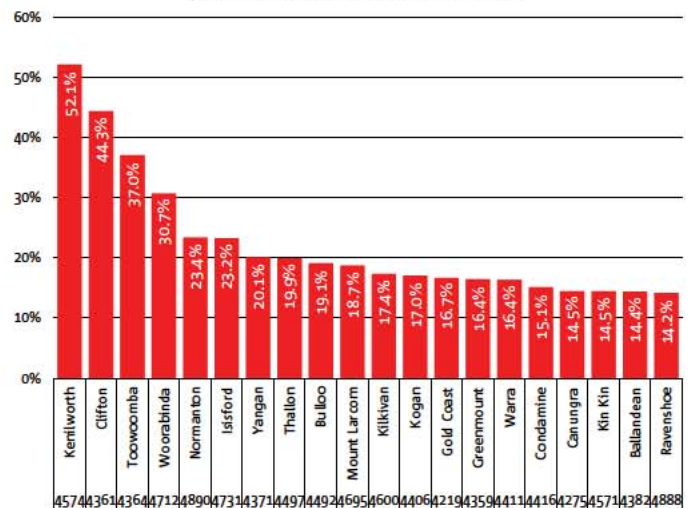
*postcode level details shown due to QLD having larger LGAs than other states.

TOP 20 FASTEST GROWING SUBURBS BY SPENDING GROWTH

Top 20 Postcodes by Spend Growth: Brisbane Metro
(Q4 2016 spend value on Q4 2015 spend value)



Top 20 Postcodes by Spending Growth: QLD Regional
(Q4 2016 spend value on Q4 2015 spend value)



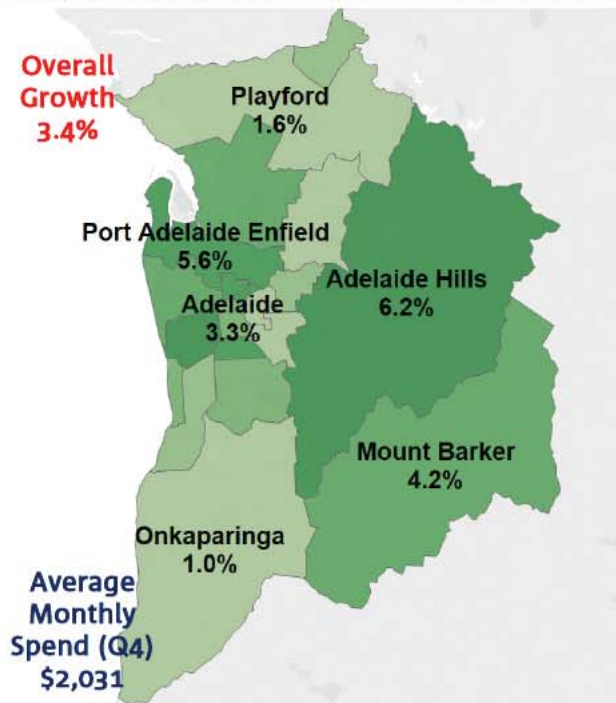
- By postcode, overall spending growth in Brisbane metro was fastest in Riverview 4303 (19.5%), Belmont 4153 (11.8%), Toogoolawah 4313 (11.5%) and Kalbar 4309 (10.0%).
- Spending growth in regional QLD was fastest in Kenilworth 4574 (52.1%) on the Sunshine Coast, Clifton 4361 (44.3%) in the Darling Downs region, Toowoomba 4364 (37.0%) and Woorabinda 4712 (30.7%).
- Customer spending growth in the Brisbane metro area was fastest for Accommodation, Cafes, Pubs & Restaurants (11.7%).
- Customer spending in Regional QLD was fastest for Wholesale Trade (18.1%).

SOUTH AUSTRALIA (SA)

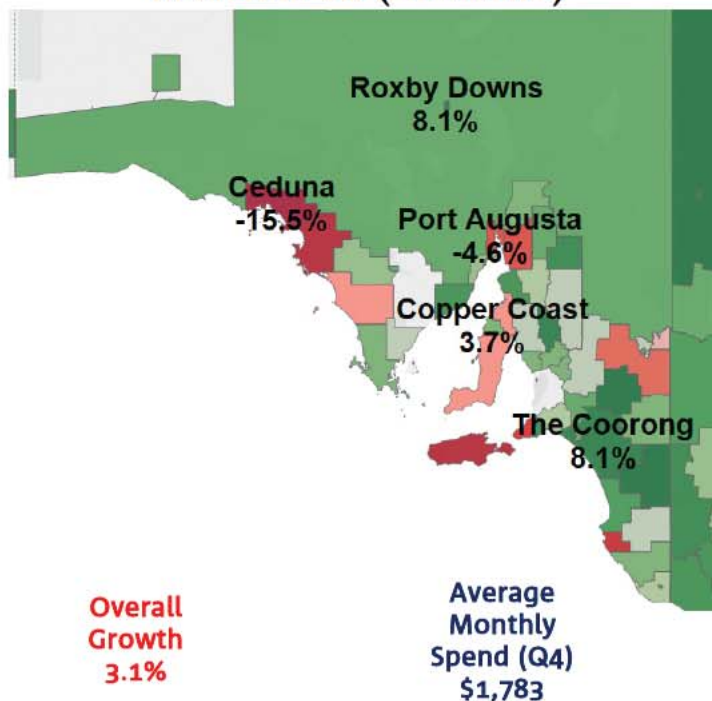
GROWTH IN NAB CUSTOMER SPENDING

(percentage change Q4 2016 on Q4 2015)

ADELAIDE GREATER METROPOLITAN AREA

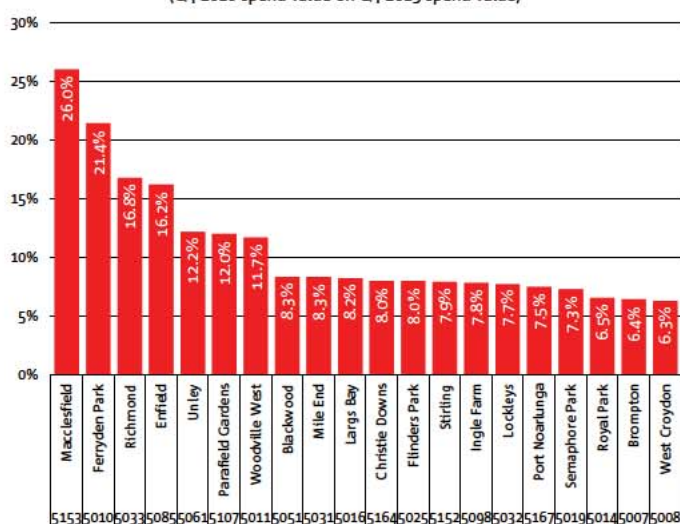


REGIONAL SA (EX METRO)

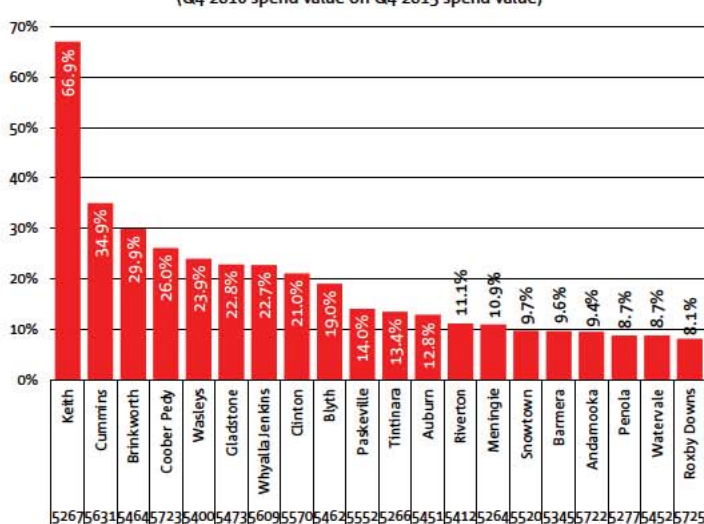


TOP 20 FASTEST GROWING SUBURBS BY SPENDING GROWTH

Top 20 Postcodes by Spend Growth: Adelaide Metro
(Q4 2016 spend value on Q4 2015 spend value)



Top 20 Postcodes by Spending Growth: SA Regional
(Q4 2016 spend value on Q4 2015 spend value)



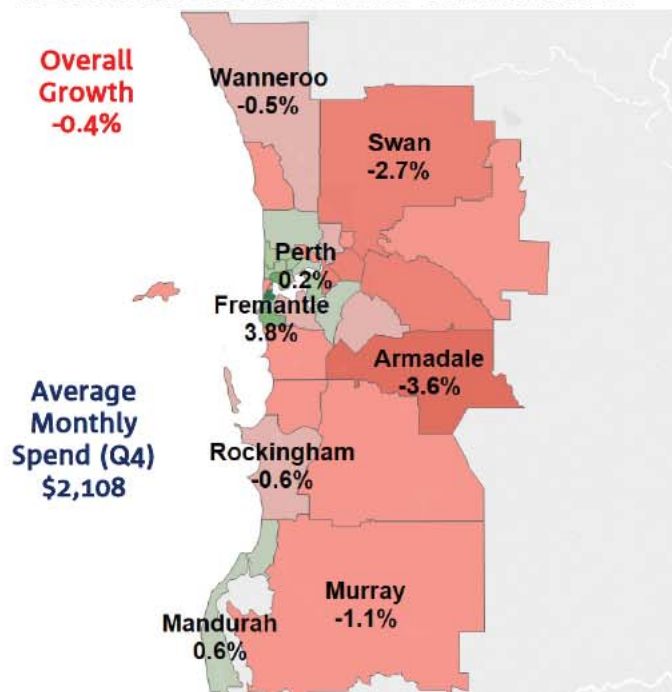
- By postcode, overall spending growth in Adelaide was fastest in Macclesfield 5153 (26.0%), Ferryden Park 5010 (21.4%), Richmond 5033 (16.8%) and Enfield 5085 (16.2%).
- In Regional SA, spending growth was fastest in the small farming town of Keith 5267 (66.9%), followed by Cummins 5631 (34.9%), Brinkworth 5464 (29.9%) and Coober Pedy 5135 (26.0%).
- Customer spending in the Adelaide metro area was fastest for Cultural & Recreational Services (14.6%).
- Customer spending in Regional SA was fastest for Finance & Insurance (16.9%).

WESTERN AUSTRALIA (WA)

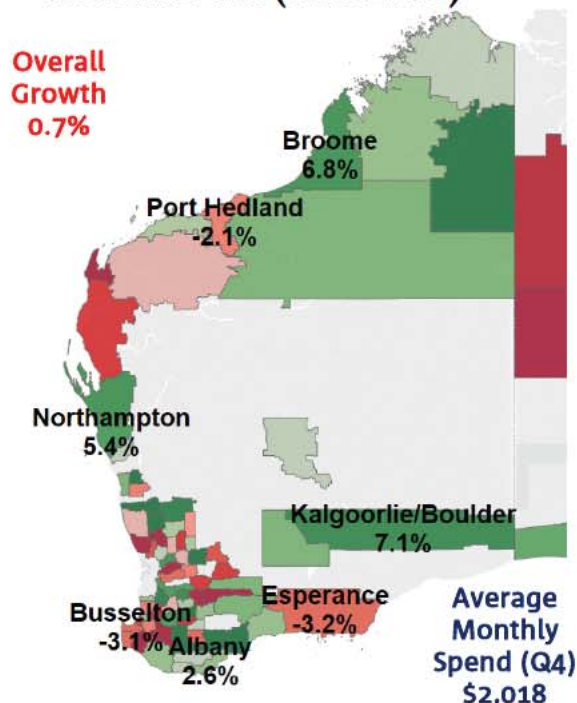
GROWTH IN NAB CUSTOMER SPENDING

(percentage change Q4 2016 on Q4 2015)

PERTH GREATER METROPOLITAN AREA

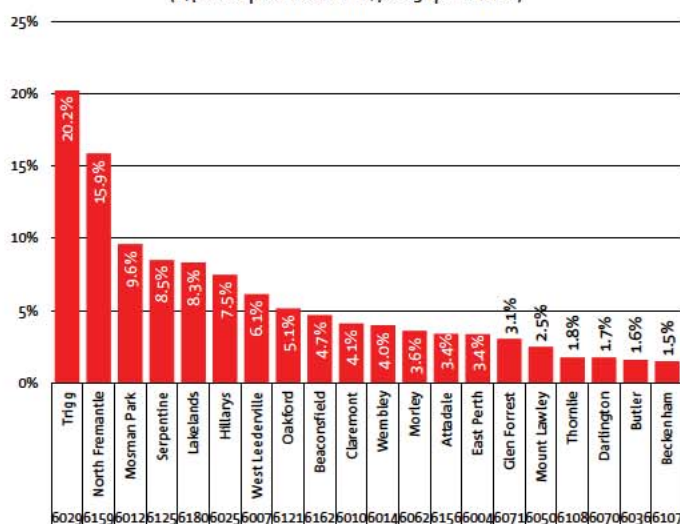


REGIONAL WA (EX METRO)

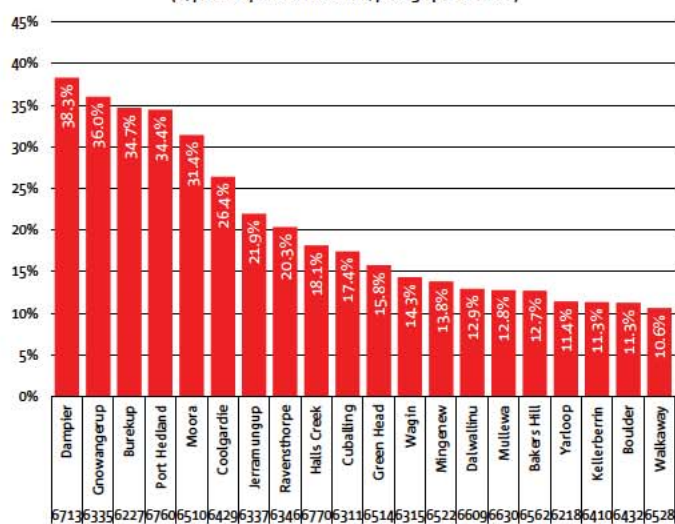


TOP 20 FASTEST GROWING SUBURBS BY SPENDING GROWTH

Top 20 Postcodes by Spend Growth: Perth Metro
(Q4 2016 spend value on Q4 2015 spend value)



Top 20 Postcodes by Spending Growth: WA Regional
(Q4 2016 spend value on Q4 2015 spend value)

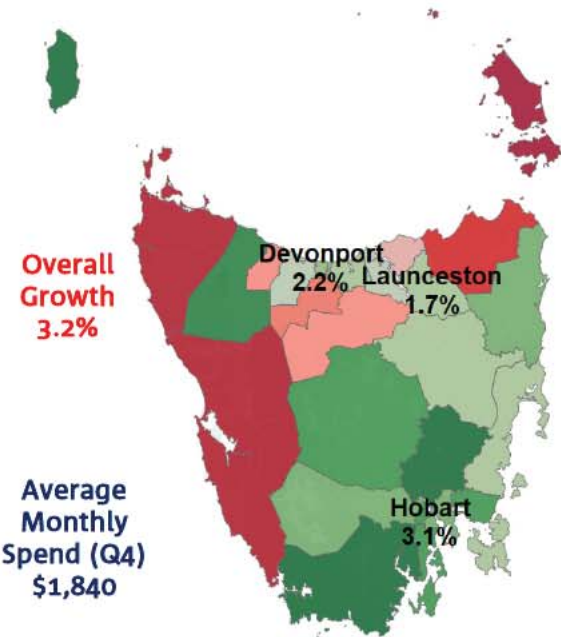


- By postcode, customer spending growth in the Perth metro region was fastest in Trigg 6029 (20.2%), North Fremantle 6159 (15.9%) and Mosman Park 6012 (9.6%).
- In Regional WA, spending was fastest in Dampier 6713 (38.3%), Gnowangerup 6335 (36.0%), Burekup 6227 (34.7%), Port Hedland 6706 (34.4%) and Moora 6510 (31.4%).
- Spending was fastest for Accommodation, Cafes, Pubs & Restaurants in both the Perth metro area (8.9%) and in Regional WA (11.8%).

TASMANIA (TAS)

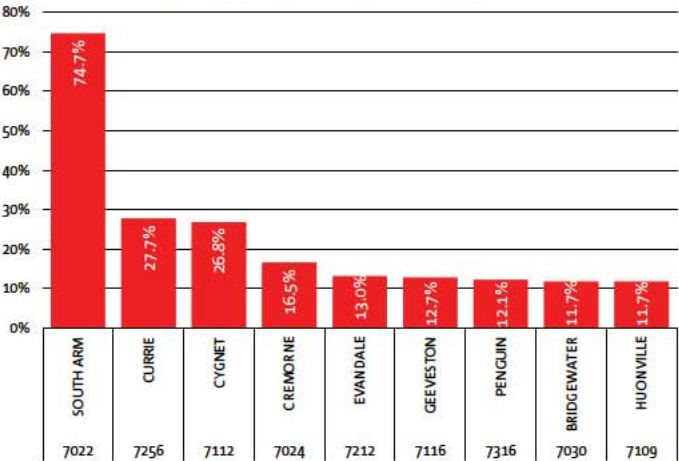
GROWTH IN NAB CUSTOMER SPENDING (percentage change Q4 2016 on Q4 2015)

TASMANIA - STATE



- By postcode, spending growth in TAS was fastest by some margin in South Arm 7022 (74.7%), followed by the King Island town of Currie 7256 (27.7%) and the Huon Valley town of Cygnet 7112 (26.8%).
- Customer spending growth in TAS in Q4 was fastest for Accommodation, Cafes, Pubs & Restaurants (14.6%).

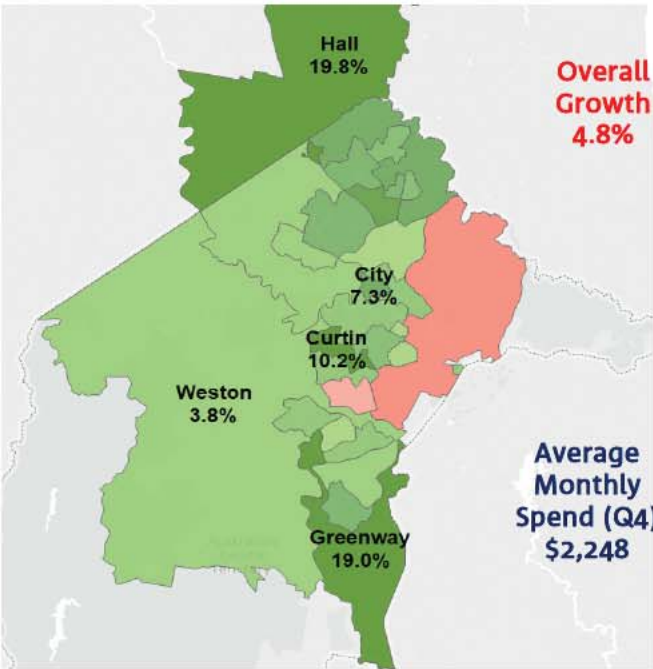
Top 10 Postcodes by Spend Growth: TAS
(Q4 2016 spend value on Q4 2015 spend value)



AUSTRALIAN CAPITAL TERRITORY (ACT)

GROWTH IN NAB CUSTOMER SPENDING (percentage change Q4 2016 on Q4 2015)

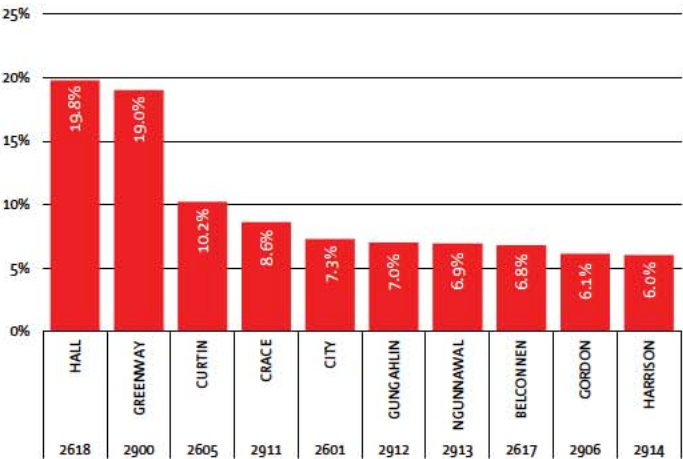
ACT



**Postcode level details shown instead of LGAs as ACT does not have separate LGAs. Hall, located within the ACT shares the 2618 postcode with nearby Wallaroo NSW, thus is partially represented outside ACT boundary in the map.*

- By postcode, spending growth in the ACT was fastest in Hall 2618 (19.8%) and Greenway (19.0%).
- Customer spending growth in the ACT was fastest for Accommodation, Cafes, Pubs & Restaurants (14.5%).

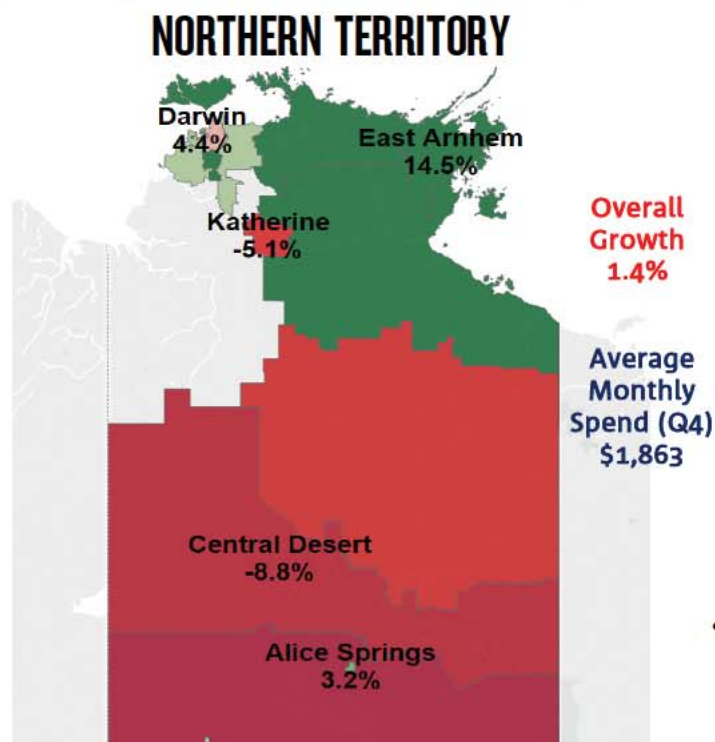
Top 10 Postcodes by Spend Growth: ACT
(Q4 2016 spend value on Q4 2015 spend value)



NORTHERN TERRITORY (NT)

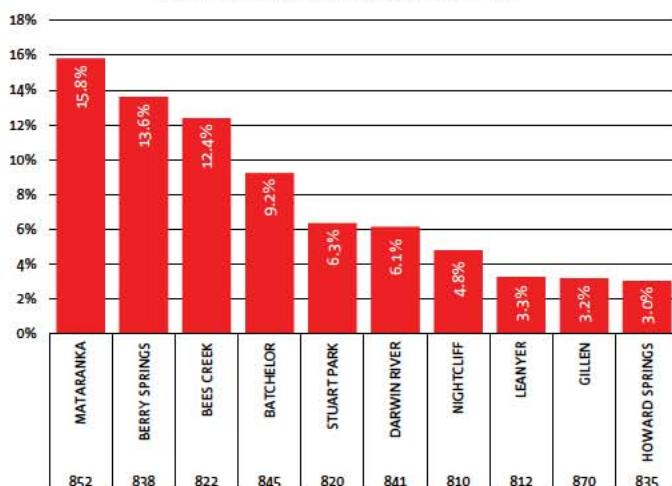
GROWTH IN NAB CUSTOMER SPENDING

(percentage change Q4 2016 on Q4 2015)



- By postcode, spending growth in the NT was fastest in Mataranka 852 (15.8%), Berry Springs 838 (13.6%) and Bees Creek 822 (12.4%).
- Customer spending in the NT was fastest for Accommodation, Cafes, Pubs & Restaurants (14.8%).

Top 10 Postcodes by Spend Growth: NT
(Q4 2016 spend value on Q4 2015 spend value)



**postcodes with lower than a statistically significant number of customers were omitted.*

APPENDIX 1

NOTES ON NAB'S CUSTOMER SPENDING ESTIMATES

- Customer spending represents consumption-based spending.
- Customer spending does not include spending on government services, tax payments, direct to public manufacturers, mortgage and other credit facility repayments.
- Customer spending is based on where the customer lives - which may or may not be where the actual spending activity occurs.
- Customers without an Australian residential address are excluded.
- Spending includes both online and offline transactions.
- Transaction data may include EFTPOS, Credit Card, BPAY, Bank Transfers, Direct Debits and Paypal services where available.
- Spending on Health & Community Services excludes insurance covered benefits at HICAPS terminals.
- Geographic areas have been defined using the ABS Local Government Area (LGA) and Statistical areas in the form of both Greater Capital City Statistical Area (GCCSA) and Statistical Area 4 (SA4) definitions.
- Some LGAs' geographical boundaries may crossover GCCSA boundaries, in this instance, we have mapped these LGAs into either metro or regional areas based on which ever had the highest proportional distribution.
- Some LGAs may appear blank on the maps due to ABS's latest publicly available postcode to LGA correspondence data being from 2011. If a LGA was created or has changed boundaries post 2011, it may cause mis-matches to the mapping software's programed geographical boundaries. Please note, the spend data for these affected LGAs are not omitted, their spend volumes are grouped into their 2011 LGA designations.
- Some postcodes may correspond to several different locality names. Where this is the case, only one locality name will be shown, selected using alphabetical order.
- Year-on-year spending change represents non-seasonally adjusted change compared to the same quarter in the previous year.
- Cut-offs have been applied to remove small area data which may be statistically volatile and may bias estimates of spending. Even with this treatment, regional areas may have greater spending volatility than metro areas. This cut-off does not apply to maps due to aesthetic reasons.
- Spending may be biased due increased take-up in payment methods such as the use of near field communication terminals/online applications that are growing in preference to cash, particularly in hospitality related sectors.

More details about this measure of customer spend is available upon request.

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Important Notice

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Regional Jobs Now

Jobs in regional NSW play a critical role in the NSW economy.

To drive regional job creation, a minimum of 30% of the Jobs for NSW Fund of \$190 million will be invested in businesses that are creating jobs in regional NSW, outside the metropolitan areas of Sydney, Newcastle and Wollongong.

This investment will grow jobs, strengthen our export capability, create new industry clusters, and transform regional communities.

What is the Regional Jobs Now portfolio?

The Regional Jobs Now portfolio is a suite of financial products designed to assist Australian companies create new jobs in regional NSW to grow their businesses.

The portfolio is designed to meet the diverse needs of businesses at different stages of expansion. Four of the five products in the portfolio are available to business activities across NSW, regardless of location. The Regional Solutions product is a performance based grant and is only available to businesses that will create strong jobs growth in areas outside metropolitan Sydney, Newcastle and Wollongong.

Regional Jobs Now portfolio

Product	Eligible Business type	Support available
Minimum Viable Product	Promising start-ups in mentored co-working spaces, incubators or accelerators or established businesses.	Financial support to enable businesses to obtain customer feedback on its minimum viable product.
Building Partnerships	Growing start-ups or established businesses with a business model that have identified business partners.	Financial support to expand their customer base through building partnerships.
Accelerating Growth Loans ¹	Fast growth small to medium enterprises (SMEs) with at least a 20 per cent growth year on year in jobs and/or revenue over three years (known as 'Gazelles') with minimum annual revenue of \$500,000.	Loans to support investment in growing the business.
Gazelle Loan Guarantees	Gazelles with minimum annual revenue of \$3 million which are unable to access sufficient finance on commercially viable terms to accelerate their expansion.	Support to enable Gazelles to access the funds from financial institutions to finance their expansion plan.
Regional Solutions	New or existing SMEs seeking to accelerate their business growth by adding at least 10 jobs in regional NSW, independent of growth history and current revenue, providing the business has operated for at least one year.	Financial support to create the minimum of 10 new Full Time Equivalent (FTE) jobs in regional NSW in an Australian organisation over two years from project commencement.

¹ The Accelerating Growth Loans is a competitive pilot that closed on 2 November 2016. Jobs for NSW will review the pilot and plans to relaunch the program in 2017, building on the lessons from the pilot.

Regional Solutions

Regional Solutions is a performance-based grant developed to support job creation in regional NSW, and forms part of the Regional Jobs Now portfolio.

This is a pilot program which will run as a competitive process where applicants initially complete an Expression of Interest (EOI) form for all programs in the Regional Jobs Now portfolio. Jobs for NSW will endeavour to inform applicants within five days of the outcome of their EOI. EOI applicants that are eligible and best suited for Regional Solutions will then have set timeframes in which to complete the full application for the grant.

Because creating jobs in regional areas is so important to the NSW economy, Jobs for NSW's products refer to regional NSW as areas outside the metropolitan areas of Sydney, Newcastle and Wollongong.

More information on the portfolio is available in [Regional Jobs Now - Frequently Asked Questions](#).

Who is eligible?

Regional Solutions will only be available where:

- You are able to demonstrate that your project will accelerate the growth of your business by directly **adding the equivalent of at least 10 full-time jobs in regional NSW to your business within two years of project commencement.**

You must also:

- Have an ABN number
- Have a registered office/principal place of business in Australia
- Be operating for profit
- Demonstrate a minimum 1 year of operations (such as through financial statements)
- Not have already committed to funding the stage of the project which is the subject of the application
- Be solvent and not under criminal investigation or have a history of bankruptcy or adverse findings (including company directors)
- Have all ATO requirements, payroll tax and superannuation contributions up-to-date
- Be able to provide financial statements from the 2015/16 financial year. Financial statements from 2014/15 will also be requested, if available.

What types of projects could be funded?

Suitable projects include business expansion and the opening of new offices in regional NSW. Additional priority will be given to those projects in Jobs for NSW focus segments (these are listed in Question 4, below) and projects which align with the [Regional Development Framework](#).

Funding is not available for projects where existing jobs in NSW are relocated to regional areas, or are made redundant to create new positions in regional NSW.

How much funding can I apply for?

There is no limit to the funding amount you can request, however this is a competitive funding round and applications will be assessed and ranked on merit. In some cases, amounts requested may be reduced based on the available funding. Funding is capped at 50% of the total project costs.

How will projects be assessed and selected?

Expression of Interest Stage

In the first instance, interested applicants will need to submit an Expression of Interest (EOI) for the Regional Jobs Now package.

If your business is eligible for the Regional Solutions performance-based grant, you will be notified and advised of the timeframe and procedure for submitting a Regional Solutions Full Application form.

Jobs for NSW will provide eligible businesses with the full application form for completion shortly after the EOI has closed.

If your project is eligible for assistance through a Jobs for NSW product other than Regional Solutions, Jobs for NSW will contact you to advise you of that product's application process.

Full Application Stage

The Full Application stage is a competitive process Full applications will be assessed as follows:
Prioritisation: Jobs for NSW will prioritise projects on the following basis:

- a. **Focus Segment:** That is, 'does the project fall within one of Jobs for NSW's focus segments listed below?'

- | | |
|--|-----------------------------------|
| • Tourism | • Infrastructure and smart cities |
| • Food and other quality goods to Asia | • Advanced Manufacturing |
| • International Education | • Environmental technologies |
| • Digital innovation | • Life sciences |
| • Creative industries | • Regional HQs of multinationals |
| • Financial and professional services | |

Jobs for NSW's [Jobs for the Future](#) report provides further information on these focus segments.

- b. **Regional impact:** That is, 'does the project align with the Department of Industry's Regional Development Framework?'

Jobs for NSW may choose to progress only those projects that meet one or both of the priority ratings.

Strategic Assessment

- a. **Marginal impact of assistance:** That is, 'would the project outcome be achieved in the absence of NSW Government assistance?'
- b. **Job creation:** That is, 'does the project create additional jobs in NSW?'

Only projects that meet Jobs for NSW Project Assessment Framework requirements in the Strategic Assessment may proceed further. Additionally, where Jobs for NSW deems a project not to offer sufficient value taking into consideration the amount of assistance sought and the number of jobs to be created, those projects may be set aside from further consideration and not progress to the Cost Benefit Analysis.

Cost Benefit Analysis

All projects shortlisted from earlier assessment stages will undergo a cost benefit analysis to determine the economic benefit of the project to New South Wales.

Evaluation Committee

An Evaluation Committee will recommend projects to the Jobs for NSW Board for consideration based on relative assessments of projects. The Evaluation Committee will consider the information obtained at the Expression of Interest and Full Application stage, as well as the outcomes of the earlier assessment stages (prioritisation, strategic assessment, and cost benefit analysis.) The Evaluation Committee will score each proposal on a case by case basis against a weighted assessment.

The Evaluation Committee may also take into account: the financial position of the applicant and the outcome of a due diligence check; project benefits (e.g. is the project innovative, does it have a positive social impact); the budget, funding sources and level of contribution from the applicant; and, management capacity and experience.

The Evaluation Committee may also consider additional factors such as the mix of projects being funded (although these are not scored). It will use its judgement in recommending to the Board the group of projects which best meets the program's objectives, best overall value for the program funding available, and criteria.

The Jobs for NSW Board will recommend projects to the Minister for approval.

What are the important dates for the Regional Solutions Pilot?

Rounds	Timing
Call for EOIs	7 November 2016
EOIs close	9 December 2016, 5pm
Inform applicants of EOI outcome	Jobs for NSW will endeavour to inform applicants of outcome within five working days after receipt of the EOI form
Regional Solutions full application forms	16 December 2016

Rounds	Timing
forwarded to eligible applicants	
Regional Solutions full applications close	10 February 2017
Announcement of successful applications	Late April 2017

How can I get help with my application?

NSW Department of Industry, Skills and Regional Development (Department of Industry) have Regional Business Development Managers (BDMs) across NSW who will be available to provide ongoing advice and support for your application.

In particular, BDMs can answer queries and provide guidance on how to complete your application. However, BDMs will not be able to assist in the writing of EOIs or applications. The information provided by BDMs will be of a general nature and does not constitute financial advice.

Please contact the Department's Office of Regional Development by emailing regionalbiz.enquiries@industry.nsw.gov.au for the contact details of the BDM in your area.

The Evaluation Committee will provide recommendations to the Jobs for NSW Board on the level of funding to be awarded for each project, taking into account all relevant information put before it, and available funding. Please note that if you are successful in receiving an offer of funding, the offer may not be equivalent to the amount of funding you have requested.

How will successful projects be funded?

If your application is successful, you will be required to enter into a funding agreement with Jobs for NSW that will include performance-based funding milestones. Payments will not be made if milestones are not achieved.

All claims for milestone payments must be submitted to Jobs for NSW within one month of achieving the milestone or as required by the timeframe outlined in the funding agreement, and must be accompanied by appropriate evidence to support the milestone payment.

Jobs for NSW may request repayments if payments have been made in breach of the agreement.

When must the project commence and be completed?

Projects must commence within six months of the execution of the funding agreement and must be completed within two years of the execution of the agreement. Any alternative arrangements would be subject to a strong business case and Jobs for NSW's approval.

What if the information I provide is considered confidential?

Jobs for NSW will make arrangements for the protection of confidential commercial information related to your project or business. You should notify Jobs for NSW of any information contained in the application which is considered confidential.

Jobs for NSW may publish summary information about a project application that is successful under the application process. In the case of unsuccessful applications, Jobs for NSW may publish the number of unsuccessful applications, but will not disclose your details or details of the project.

Any publications and reporting would be conducted in accordance with the reporting requirements of Jobs for NSW in the *Jobs for NSW Act 2015* and the recommendations of the NSW Auditor-General's Report, *Performance Audit – Government Assistance to Industry*.

Any information held by Jobs for NSW (including government information and personal information) is subject to any and all applicable legal obligations under the *Government Information (Public Access) Act 2009* (GIPA Act) and *Government Information (Public Access) Regulations 2009* (GIPA Regulations).

Startup Products

NSW is Australia's startup capital, with nearly half of Australia's startup companies calling Sydney home.

Jobs for NSW is committed to providing a strong foundation for startups, so they can more easily scale into the high-growth, job-creating companies of tomorrow.

Two funding programs have been developed to specifically target the needs of NSW startups.

For promising startups, **Minimum Viable Product** grants provide funding of up to 50% of approved project costs to a maximum of \$25,000 per project to enable these startups to obtain customer feedback and test their business model.

For revenue startups seeking to build their customer base and pilot their business models, **Building Partnerships** grants provide funding of up to 35% of approved project costs to maximum of \$100,000 per project.

Both products are based on experience gained from the former Innovate NSW program which assisted more than 250 NSW startups, and invested more than \$1.5m in 2015-2016 alone.

This experience has allowed Jobs for NSW to improve both products in response to client feedback.

Minimum Viable Product (MVP) grants have been increased from \$15,000 to \$25,000, with 35% of the funding provided at the start of the project, allowing startups to rapidly get their project underway (Previously, under Innovate NSW funding was only released upon completion of a project).

Building Partnerships (BP) grants are based on the earlier Collaborative Solutions grants, but offer an increased contribution of government grant funding to one-third of total project costs (Previously under Innovate NSW, the grant was capped at one quarter of total project costs).

Building Partnerships grants enable startups to pilot new marketing partnerships here in Australia or overseas, or to complete pilot projects with key customers to provide evidence to accelerate market adoption of their products or services.

The name change for this program highlights its increased focus on driving market adoption.

Both programs have been specifically designed to complement other assistance programs for startups, including those offered by the Commonwealth Government, to provide a bridge to accelerate the growth and export capabilities of "born global" startups.

To fast-track the roll-out of these programs, Jobs for NSW has established an initial allocation of \$3 million across Minimum Viable Product and Building Partnerships programs in 2016-2017, doubling the funding that was available in 2015-2016.

Startups applying for these programs are required to demonstrate that they have a relationship with a co-working space, incubator or accelerator which offers mentoring, networking opportunities and/or connections to, or direct support from, investors.

Recognising that accelerators and incubators play a key role in providing advice, guidance and support to NSW startups, Jobs for NSW is also seeking to develop partnerships with local accelerators and incubators to strengthen the NSW startup ecosystem.

This will include incubators and accelerators being able to recommend to Jobs for NSW startups to be considered for MVP or BP grants.

Who is eligible?

Startups with ABNs registered in NSW are eligible to apply to Minimum Viable Product grants or Building Partnerships grants.

Unlike Innovate NSW, recognising the potential for startups across a number of industry sectors to contribute to future jobs growth in NSW, startups may have business models that reach across any industry sector providing:

- Their main business activity is the development of technology.
- They hold the rights to commercialise the technology, or own the intellectual property for the solution.
- They have a relationship with a potential business customer which can give feedback on the technology, or with a potential distributor which is willing to on-sell the technology once the project is completed.
- They are resident of a co-working space, incubator or accelerator.

An established business may also apply to Jobs for NSW for the MVP or BP funding programs if it is seeking to grow its business, for example by enabling an export market or expanding its product portfolio to address new customer segments.

- An established business need not be in a co-working space, incubator or accelerator but must be able to provide its most recent financial statements to Jobs for NSW.

How do I apply?

- To apply, complete a Preliminary Assessment Form available at www.jobsfornsw.com.au
- Within 10 business days of Jobs for NSW receiving your Preliminary Assessment Form, you will be contacted and advised whether you will be invited to apply, and, if so, which program would be more suitable for the proposed 'project'.
- If you are invited to apply, you then complete a full application for the relevant program.
- Full applications for projects funded under the MVP and BP programs are assessed by Jobs for NSW on a competitive basis.

- Jobs for NSW will invest MVP and BP grants in these projects to establish a portfolio of startups which have the promise of becoming the high-growth, job-creating companies of tomorrow.

Accelerators and Incubators

- Accelerators and Incubators wishing to develop a partnership with Jobs for NSW should register their interest to do so by contacting Jobs for NSW.
- Those entities wishing to establish such partnerships with Jobs for NSW should be:
 - Co-working spaces
 - Incubators
 - Accelerators
- Shared by several individuals and provide one or more of the following services:
 - Mentoring
 - Networking opportunities
 - Connections to, or direct support from, investors

The Tech Vouchers element of the former *Innovate NSW* program remains open for applications and is being offered by the NSW Department of Industry - more details are available at www.industry.nsw.gov.au/business-and-industry-in-nsw/innovation-and-research/techvouchers

Accelerating Growth Loans – Pilot

What is the Accelerating Growth Loans Pilot?

The Accelerating Growth Loans (AGL) pilot aims to drive jobs and business growth in NSW by providing emerging scalable fast-growth businesses with capital to address barriers in accessing affordable finance from commercial sources.

It also aims to test the market and effectiveness of these loans in accelerating the expansion of fast-growth businesses in NSW and creating jobs, which is the ultimate goal.

Under the pilot, loans of between \$100,000 and \$300,000 are available for between six and 36 months. Funds provided under the AGL pilot must:

- be used to expand and commercialise a new or innovative product(s), process(es) or service(s).
- be allocated at a minimum of 50% towards staff expenditure (wages and training) in NSW, with the remainder used for capital or operational expenditure to facilitate business growth. The non-staff proportion of the loan may be spent within NSW or elsewhere.
- not be used to refinance existing debt.
- not be used for project components already awarded by other Commonwealth, State or Local government grants, loans, subsidies or funding.

Who can apply for an Accelerating Growth Loan under the pilot?

You may be able to apply for an Accelerating Growth Loan if you:

- are a company incorporated under the *Corporations Act 2001* (Cth) and registered for GST (other than a tax-exempt company)
- are an individual, partnership or unincorporated trustee who agrees to form a company incorporated under the *Corporations Act 2001* (Cth) (other than a tax-exempt company)
- employ a minimum of 5 people (including full time, part time and casual)
- have an annual turnover of between \$500,000 and \$3,000,000 in the most recent financial year
- have experienced turnover growth or employee growth at an average minimum of 20% each year for past three years, including the most recent financial year
- have been unable to secure affordable finance from a commercial lender.

How to apply for an Accelerating Growth Loan

To apply for an Accelerating Growth Loan, you must first complete and submit an online application form.

Full details of the pilot program, eligibility requirements, guidelines and instructions on how to complete the application form are available at: <http://www.jobsforNSW.com.au/how-we-help/small-to-medium-enterprises/accelerating-growth-loans>

Gazelle Loan Guarantees

How Jobs for NSW will assist fast growing companies

Fast-growth businesses, collectively known as 'Gazelles', have been identified as the new job growth creators in NSW over the last three years. In addition to providing job growth, many Gazelles are known to be innovative, have strong leadership, and potential for growth in international markets, which are all vital contributions to a strong NSW economy.

Jobs for NSW is committed to capturing the growth potential of these expanding small to medium enterprises (SMEs) and creating an ecosystem of entrepreneurship where Gazelles can thrive and continue to create jobs for the industries of the future.

Sufficient early-stage funding is a key accelerator of SME growth, however these businesses often face challenges in accessing necessary funds from traditional financial institutions, particularly in cases where standard lending criteria do not capture or address knowledge around innovation, new technology or emerging industries.

To support this SME expansion, Jobs for NSW has allocated \$50 million to the Gazelle Loan Guarantee program. Jobs for NSW will guarantee up to 50% of a loan amount from an approved financial institution, up to a maximum guarantee of \$5 million, where the loan is used to scale the business and to create new jobs in NSW.

Who is eligible for a Gazelle Loan Guarantee?

To be eligible for a Gazelle Loan Guarantee, SMEs should have the following characteristics:

- Revenue between \$3 million and \$150 million
- Growth of 20% year on year of jobs and/or revenue for previous three years
- 10+ employees
- A Business Plan outlining the growth strategy for job creation in NSW
- Inability to access the required funds for growth directly via a financial institution

What are the terms of the loan guarantees?

Gazelle Loan Guarantees are funded in partnership with financial institutions. Jobs for NSW will act as Guarantor for up to 50% of the loan (with a maximum guarantee of \$5 million of the total loan).

The interest rate will be determined based on the specifics of the request and the term of the guarantee. Maturity will generally be between 2 – 4 years, depending on the use of the funds.

Funds, under the loan guarantee, can be used to undertake the scaling of commercialised research and development, working capital management, production expansion, exports, and national and international expansion, as long as a significant number of jobs are created in NSW.

How to apply?

Jobs for NSW will work with professional service firms and financial institutions (our Channel Partners) to identify qualified applicants for loan guarantees.

The initial proposal should provide the following information:

- Outline the scope, timing and cost of the activity
- Describe the job creation prospects and any other benefits to NSW
- Outline the assistance sought from Jobs for NSW and how this will impact the activity
- Outline the financial and market position of the company

Jobs for NSW will then conduct an internal assessment, requesting further information as needed.

If you think your business expansion is a good fit for the program, you should consult with your financial institution and/or financial advisors and contact Jobs for NSW.

What further assistance can be provided to Gazelles?

In addition to loan guarantees, Jobs for NSW also provides advocacy and tailored support for fast-growing SMEs, including:

- Creating stronger entrepreneurial ecosystems and encouraging the growth of networks, mentorship, skills and business opportunities
- Acting as a single point of contact to help convene relevant people from all parts of government
- Identifying barriers for growth in target industry sectors and advocating for policy flexibility or reform
- Promoting investment into target segments, with introductions between government, investors and businesses
- Increasing exposure of Gazelles within government and industry.

More information: <http://www.jobsfornsw.com.au/how-we-help/small-to-medium-enterprises/gazelle-loan-guarantees/> or 1300 JOB NSW (1300 562 679)

Regional Tourism Product Development Program

Guidelines 2016 – 2017 Financial Year



Background

The NSW Government has announced \$13 million in regional tourism funding, available between 2016 and 2019, to support the regional tourism industry in NSW.

Up to \$4 million is available in 2016 – 2017. Any funds unallocated during 2016 – 2017 will be rolled into the following year's program.

The funding will be available through two streams:

- Regional Cooperative Tourism Marketing Program
- Regional Tourism Product Development Program

The information supplied in these program guidelines relates to the Regional Tourism Product Development Program.

Regional Tourism Product Development Program Guidelines

Regional Tourism Product Development is available for:

- New accommodation projects that increase capacity for the region where there is a demonstrated need i.e. the project aligns with at least one of the following:
 - The proposed project aligns with the DMP
 - The proposed project addresses a shortfall of a specific type of accommodation in the destination, such as a lack of family cabins or double rooms.
 - The proposed project will facilitate additional accommodation capacity during events and peak periods (where it can be demonstrated that the location is already at capacity during these times).
- Infrastructure projects that can clearly demonstrate that they will drive increased overnight visitation to the region and align with needs identified in the relevant DMP.
- Visitor signposting (only when led by a council / tourism sector organisation to improve overall visitor experience and highlighting tourist activities and sector related experiences). *Note: This does not include road signs.*
- Itinerary / Tour Development
- New attractions and experiences

Local Government, tourism sector organisations¹, including Destination Networks, and tourism operators (GST registered), located in or representing industry within the six new Destination Networks - Destination Riverina Murray, Destination Southern NSW, Destination North Coast, Destination Country & Outback NSW, Destination Sydney Surrounds North and Destination Sydney Surrounds South.

¹ Tourism sector organisations include, but are not limited to, local or regional tourism associations, industry associations such as Wine Industry Association, Backpacker Operators Association, Caravan and Camping Industry Association etc.

Regional Tourism Product Development Proposals

Regional Tourism Product Development proposals and all supporting information for the proposal are to be submitted online dns.w.com.au/rtf-productdevelopment. A checklist is provided to assist in determining if the product development is suitable and ready to apply prior to completing and submitting the form. Proposals should be submitted at least 3 months prior to the anticipated start date of the activity. You need to discuss your proposal with your Destination NSW Zone Manager as early as possible to receive assistance and guidance in relation to your proposal.

Funding Available

Between \$15,000 and up to \$150,000 is available for a Regional Tourism Product Development project. Funding must be at least matched dollar-for-dollar, in cash (not contra or value in kind) by the successful applicant.

The amount of funding offered to a successful project will be determined by Destination NSW. The ROI to the NSW Government and the assessment score will be considered in determining the final amount i.e. an applicant may seek \$150,000 however, may be offered less if a lower investment is required to deliver an ROI to the NSW Government.

Assessment Considerations

Destination NSW will consider the following factors to evaluate and make a determination regarding funding being provided for a Regional Tourism Product Development Proposal:

1. Economic impacts
2. Strategic and marketing impacts
3. Community impact
4. Capacity to deliver the project

More detail regarding each of the criteria is provided below:

Economic Impacts:

This is the ability of the Regional Tourism Product Development to drive new visitor expenditure in NSW as a direct result of the activity. The economic impact will be calculated based on the impact to the region or destination including:

- Contribution to doubling overnight visitor expenditure to the region/destination.
- The anticipated number of incremental intrastate but out of the region, interstate and international visitors who will travel as a result of the activity
- Their average length of stay
- Their estimated daily expenditure.

Strategic and Marketing Impacts:

This refers to the Product Development's effectiveness in driving outcomes for NSW. Factors considered include:

- How strongly the proposal aligns with the State-wide DMP
- How strongly the proposal aligns with the relevant regional Destination Management Plan;
- Relevance to Destination NSW's key sectors (Youth, Cruise, Aboriginal or Food and Wine);
- Relevance to key sectors for the region
- Appeal to key domestic markets
- Appeal to international markets
- Transport accessibility of the destination
- Likelihood of development being an iconic/hero destination or experience
- Impact on addressing identified seasonal challenges.

Community Impact

This refers to an activity's capacity to positively engage and benefit large and diverse sections of the community and generate community pride and benefits. This may include:

- The opportunity for the activity to result in new jobs
- The opportunity for upskilling of local industry
- The level of community involvement / engagement with the activity
- The level of community stakeholder support (financial investment and in-kind)

Capacity to deliver the project

This refers to the applicant's demonstrated ability to deliver and manage the proposed activity:

- A successful business record. The applicant organisation's business track record should be noted, e.g. evidence of growth, results of past product development (grant and / or self-funded).
- Adequate dedicated human resources to manage the project. Detailing the experience and skills of the project manager and team, as they relate to the nature of this project, is important.
- Adequate systems and processes to manage and monitor. Detailing the systems/processes to be used is also important, e.g. a call to action, contracted online booking company, result measurement tools, project management software.
- Corporate Governance. Clear and transparent procurement and decision-making processes.
- A detailed, reasonable, compliant budget. The provided 'Budget' template will be considered under this criterion. The proponent must show that any expenses ineligible under the RVEF will be covered by alternative funds. Attaching a more detailed budget with explanations of budget line items may strengthen the response.
- Secured project funding. The applicant will need to detail the funds already secured for the project from their own sources, partners, or other. Any in-kind contributions can also be noted. To show project sustainability, an indication of how ongoing costs will be funded post any grant should be included.
- Investment in project planning and preparation. The applicant should highlight any preliminary work already undertaken showing a commitment to the project, e.g. preparing a business plan, secured DA approvals, scoping the work, engaging expert advice, preparing design layouts and concepts.
- Any reporting for projects funded through any previous DNSW funding program up to date and/or complete.
- Applicants, who have received funding from any State Government body, will need to demonstrate they are up to date with their reporting and have met the funding program's requirements.

Funding Parameters

- a) Proposals for **Product Development** activities can be submitted for funding between \$15,000 and \$150,000.
- b) No funds are available until after a funding agreement is signed by Destination NSW and the successful applicant and all requirements of the first milestone payment are met.
- c) The earliest project start date is the date a funding agreement is signed by Destination NSW and the applicant. No activities can commence or matching dollars be expended prior to the funding agreement being signed.
- d) An applicant must be able to match the funding on a dollar-for-dollar basis. This may be the applicant's own money, partner investment and/or non-NSW State Government funding. Where any Federal Government funding is being used as part of the 'matched funds', the applicant will need to provide details of the funding agreement to ensure there is no double up, i.e. utilising one amount of non-Government funding promised against multiple, separate Government funding agreements for delivering the same outcome.

- e) 'In-kind' support is not eligible for 'matched funding'. The matched dollar-for-dollar funds must be cash only.
- f) A payment schedule will be developed, in consultation with the applicant, and linked to the agreed milestones.
- g) Partners cannot enter into 'third party' agreements using the program funding.

Funding Agreement

Successful applicants will be required to enter into a legally binding funding agreement with Destination NSW. This agreement will set out:

- The rights and obligations of Destination NSW and the applicant
- The agreed work plan, timetable for completion, and the project budget
- Where relevant, may include a precondition to any works commencing that the applicant has obtained independent certification of their risk mitigation and conducted community consultations where a proposal may affect the local community
- Staged payments that will be made following the successful completion of agreed milestones
- Key Performance Indicators and Return On Investment
- How funds are to be acquitted
- Reporting and accountability obligations
- Requirements for recognising NSW State Government / Destination NSW support.

Ineligible Activities

The following activities are not eligible to receive funding through the Regional Tourism Product Development Program:

- Construct, maintain or upgrade public transport infrastructure such as roads, airports, railways and ferry terminals.
- Undertake activities that would reasonably be seen as regular repairs and maintenance.
- Upgrade or develop meeting and/or local community facilities—including picnic or playground areas, local parks, barbecues, meeting facilities and regional and town entry features.
- Buy non-fixed capital equipment such as furniture or fittings, vehicles, boats, computers, machinery or other removable, transportable or transferable equipment.
- Purchase of a prize to be used in a competition.
- Buy or lease real estate of any type.
- Engage or pay permanent employees.
- Engage or pay any employees or contracted staff.
- Pay for work undertaken on the project before the funding agreement with the NSW Government is executed.
- Provide allowances for project 'contingencies' in the budget.
- Raise capital funds, provide fund investment, or fund/undertake venture capital activities.
- Duplicate or overlap any other NSW Government grant program funding.
- Attend intra-state, inter-state or overseas based trade events, trade shows, wholesale programs, sales calls, conferences, seminars, travel agent training, forums or fees related to any of these items.
- Cover any other activities that are not directly related to the project.
- The marketing, sponsorship, performer/artist fees, infrastructure costs or general administration costs relating to an event².
- Start up a business or undertake activities specifically associated with starting up a business—such as business registration, business licences or incorporation costs.

² Destination NSW provides other funding to support events. The major regional events and the Regional Flagship Events Program attract separate funding. Further information is available at: www.destinationnsw.com.au/events

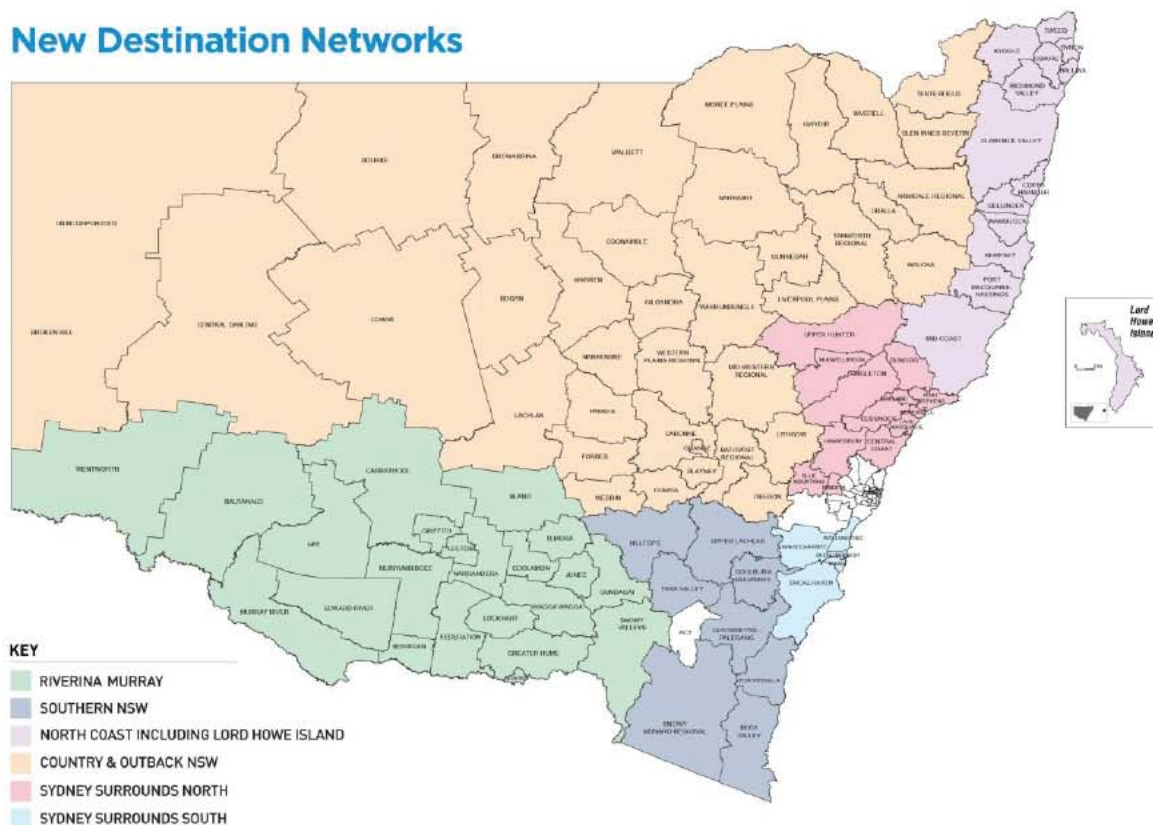
- Upgrade or develop non-official centres or facilities that are primarily concerned with providing visitor information services.
- Cover administrative or running costs that are normally the applicant's responsibility—for example, insurance, rent, standard office equipment, telephone costs, travel, accommodation, meals, secretarial support, non-fulfilment postage and other consumables.
- Retainer or contract fees for marketing, PR and advertising services (e.g. advertising agency, workshop delivery, web hosting services, etc.).
- Maintenance costs for primary consumer and corporate websites and other digital assets.

Additional Information

Further information including a Fact Sheet and Frequently Asked Questions is provided at dnsw.com.au/rtf-productdevelopment.

For assistance in developing your proposal please contact your Destination NSW Zone Manager. The Destination NSW Zone Managers are available to provide guidance throughout the process of developing a Product Development Proposal. The contact details for the Destination NSW Zone Managers and information regarding the Destination Network they support is provided below:

New Destination Networks



The contact details of the relevant Zone Managers, for each of the Destination Network regions, are provided on the following page.

Riverina Murray:Candace Torres
[REDACTED]**Sydney Surrounds South:**Candace Torres
[REDACTED]**Country & Outback:**Candace Torres
[REDACTED]**North Coast including Lord Howe:**Tom Urban
[REDACTED]**Sydney Surrounds North:**Candace Torres
[REDACTED]**Southern NSW:**Carlina Ericson
[REDACTED]

Alternatively contact: regional.tourism@dnsw.com.au

Additional information on the following topics is available:Destination Networks: <http://www.destinationnsw.com.au/our-industry/destination-networks>Regional Flagship Events Program and Major Events: www.destinationnsw.com.au/eventsDestination Management Planning: www.destinationnsw.com.au/DestinationManagementResearch Statistics: www.destinationnsw.com.au/tourism/facts-and-figuresThe Visitor Economy Industry Action Plan: www.business.nsw.gov.au/vetTop level and general research data are available at: www.destinationnsw.com.au/tourism/facts-and-figures**Disclaimer:**

Information provided by Destination NSW is provided as a guide only. Feedback is supplied based on the information provided to Destination NSW. Destination NSW does not make any representation or warranty about the accuracy, suitability, reliability, currency or completeness of any feedback provided. Destination NSW provides no guarantee of any particular outcome for your business if you choose to rely on the feedback and no guarantee that your proposal will be accepted following feedback from Destination NSW.

Nobody knows your business better than you. It is yours and your management's responsibility to decide, based on your full knowledge and understanding of your business situation, how relevant the information is to your business. Destination NSW recommends you consider seeking independent sources of professional advice, legal, financial or otherwise before making any decision. The State of New South Wales through Destination NSW is not liable for any loss resulting from any action taken or reliance made by you on any feedback and information provided.

Please note funding is not guaranteed unless you sign a Funding Agreement with Destination NSW and the Agreement is fully executed. Destination NSW is not responsible for any costs.

Regional Cooperative Tourism Marketing Program

Guidelines 2017 – 2018 Financial Year



Background

The NSW Government has announced \$13 million in regional tourism funding, between 2016 and 2019, to support the regional tourism industry in NSW.

Up to \$4 million was available in 2016 – 2017. Unallocated funds during 2016 – 2017 have been rolled into this year's program.

The funding will be available through two streams:

- Regional Cooperative Tourism Marketing Program
- Regional Tourism Product Development Program

The information supplied in these program guidelines relates to the Regional Cooperative Tourism Marketing Program.

Regional Cooperative Tourism Marketing Program

Regional Cooperative Tourism Marketing Program is available to undertake a Cooperative Tourism Marketing Program which will be led by Destination NSW. Local Government and tourism sector organisations¹ (GST registered), including Destination Networks, located in or representing industry within the six new Destination Networks - Destination Riverina Murray, Destination Southern NSW, Destination North Coast, Destination Country & Outback NSW, Destination Sydney Surrounds North and Destination Sydney Surrounds South. Individual private enterprise are not eligible.

Expressions of Interest (EOI)

EOIs to undertake Regional Cooperative Tourism Marketing to be led by Destination NSW are to be submitted online dntsw.com.au/rtf-coopmarketing. An EOI checklist is provided to assist you and your partners determine if a Regional Cooperative Tourism Marketing program will be suitable for you and your partners prior to completing and submitting the EOI form. EOIs should be submitted at least six months prior to the proposed start date of any activity.

Funding Available

EOIs will be considered for a Regional Tourism Marketing Program where you and your partners have between \$100,000 and \$500,000 to invest in cash (not contra and value in kind) i.e. the program budget. With matched cash from Destination NSW, total marketing program budgets will be between \$200,000 and \$1 million.

Timeframe

The program of activity implemented through the Regional Cooperative Tourism Marketing Program will occur over a 12 to 18 month period.

¹ Tourism sector organisations include, but are not limited to, local or regional tourism associations, industry associations such as Wine Industry Association, Backpacker Operators Association, Caravan and Camping Industry Association, etc.

Assessment

When an EOI is received, discussions will commence determining if a Regional Cooperative Tourism Marketing Program can be developed that meets the needs of all parties. Destination NSW will assess the EOI and strategic need against the following criteria:

1. Partners capacity to support the project
2. Economic Need and Opportunity
3. Strategic and Marketing impacts

More detail regarding each of the criteria is provided below:

Capacity

This refers to the partner organisation's ability to work with Destination NSW, as the lead agency, and to coordinate the regional stakeholders, including:

- The capacity of the organisation to work with Destination NSW, in the coordination and communication of the program with the contributing partners, throughout the program process i.e. a single point of contact available to work with Destination NSW and to liaise with local partners regarding the program
- Agreement by all parties that Destination NSW will be the lead agency and responsible for creative and media planning, in consultation with the organisation you represent
- \$100,000 (excl GST) minimum confirmed investment into the program by the partner.

Economic Need and Opportunity

This is the ability of a marketing program to drive new spend and/or future investment in NSW. The economic assessment will be calculated based on the region's or destination's need and opportunity including:

- Review of the region's or destinations visitor economy KPIs and trends – overnight visitors average length of stay and average daily expenditure
- Contribution to doubling overnight visitor expenditure to the region/destination.

Strategic and Marketing Impact

This refers to the program's suitability and effectiveness in driving strategic and marketing outcomes for NSW including, but not limited to:

- How the proposed Regional Cooperative Tourism Marketing program aligns with the NSW State-wide Destination Management Plan and relevant Regional Destination Management Plan
- How the activity supports positive promotion of NSW and the region
- The nature and size of the current visitation to the region
- Appropriate product for target market
- How the activity supports/underpins the relevant marketing strategies and Sector plans already in place for NSW and the region
- How the activity may raise or create awareness of NSW and the region
- The anticipated media impact achieved via domestic and/or international media coverage.

Regional Cooperative Tourism Marketing Program Implementation

If the EOI and strategic need meets the assessment criteria, Destination NSW will then develop a 'Letter of Intent' confirming your agreement for Destination NSW to develop a strategic approach for the cooperative marketing program to meet the agreed needs. Both the partner and Destination NSW will each fund equally the development of the strategic approach approx. \$10,000 (ex GST) in total.

Destination NSW, you and your partners will need to formally agree to the strategic approach, including the KPIs for the program. You and your partners will have the opportunity to negotiate and input into the strategic approach. Destination NSW reserves the right to not support requested changes or to not proceed with the Regional Cooperative Tourism Marketing Program if:

- the requested changes will compromise the Program's ability to achieve the agreed objectives
- they reduce the assessment score of the Program below an acceptable level to receive funding.

On formal approval of the strategic approach, a Cooperative Marketing Agreement will be established between Destination NSW and you (on behalf of your partners). The Agreement will specify roles and responsibilities, investment amounts, reporting arrangements, Intellectual Property, confidentiality, partner management, media and publicity, etc. The strategic approach will be a Schedule of the Agreement. Upon signing of the Agreement, the first payment (20 percent of the total investment) is to be paid to Destination NSW, which will be matched dollar for dollar by Destination NSW.

On formal approval of the program's media plan and/or other relevant plans, a final payment (80 percent of the total investment) will be made to Destination NSW, which will be matched dollar for dollar by Destination NSW. Destination NSW will then implement the agreed program of activities.

At the completion of the program, 50 per cent of any unexpended investment will be refunded to you and your partners.

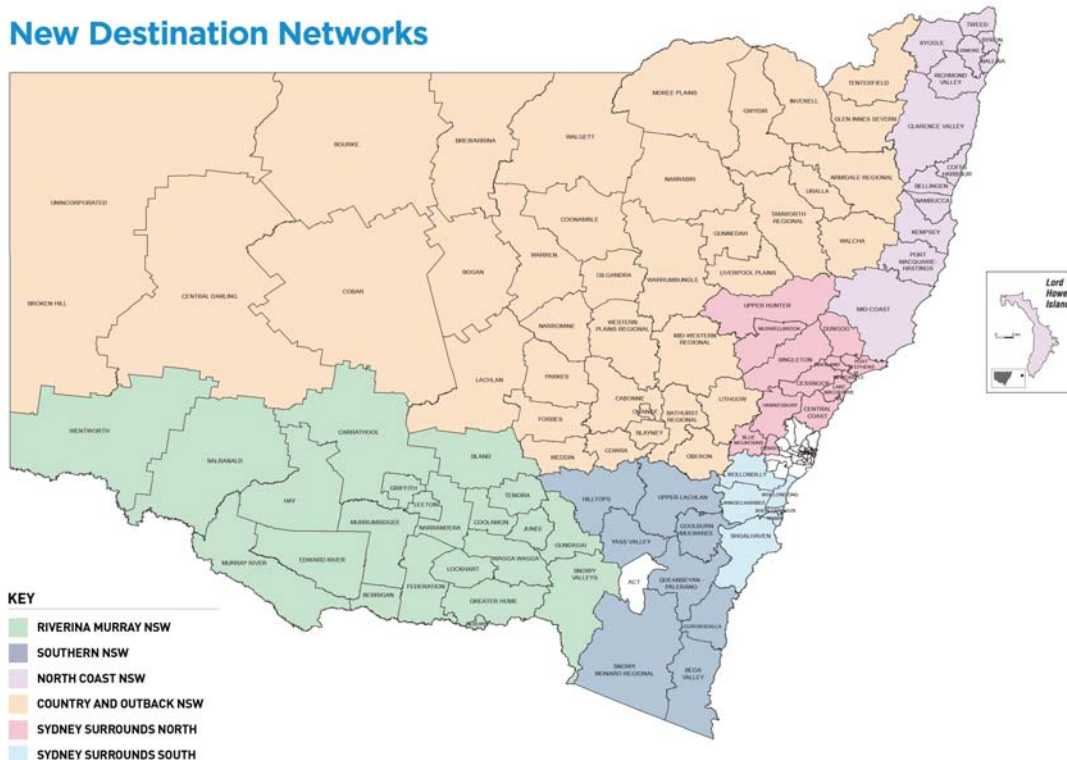
Additional Information

Further information including a Fact Sheet and Frequently Asked Questions is provided at dnsw.com.au/rtf-coopmarketing.

For assistance in developing your EOI please contact zone.info@dnsw.com.au or phone 02 9931 1593.

Alternatively contact regional.tourism@dnsw.com.au

New Destination Networks



Additional information on the following topics is available:

Destination Networks: <http://www.destinationnsw.com.au/our-industry/destination-networks>

Regional Flagship Events Program and Major Events: www.destinationnsw.com.au/events

Destination Management Planning: www.destinationnsw.com.au/DestinationManagement

Research Statistics: www.destinationnsw.com.au/tourism/facts-and-figures

The Visitor Economy Industry Action Plan: www.business.nsw.gov.au/vet

Top level and general research data are available at: www.destinationnsw.com.au/tourism/facts-and-figures

Disclaimer:

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Nobody knows your business better than you. It is yours and your management's responsibility to decide, based on your full knowledge and understanding of your business situation, how relevant the information is to your business. Destination NSW recommends you consider seeking independent sources of professional advice, legal, financial or otherwise before making any decision. The State of New South Wales through Destination NSW is not liable for any loss resulting from any action taken or reliance made by you on any feedback and information provided.

Please note funding is not guaranteed unless you receive a Letter of Intent, your strategic plan is approved and contract with Destination NSW is fully executed. Destination NSW is not responsible for any costs.