

Priority Focus Area Plans



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A Regional Approach to Health Outcomes

Vision

A regional approach to health outcomes is driven by a vision of universal access to optimal healthcare and health promotion through the integration of primary and specialist services, supported by healthy community initiatives.

Context

A sustainable borderless approach to service delivery is essential to meet the current and future needs of the ACT and Southern NSW communities. Health care users across the Canberra Region seek accessible and culturally appropriate health services regardless of geography or jurisdiction. In 2016-17 an estimated 19,573 NSW residents were admitted to ACT hospitals and approximately 3,555 ACT residents were admitted to a NSW hospital over the same period.

A significant proportion ACT Hospital activity is occurring from NSW residents, including outpatient and complex services through Canberra Health Services. This is consistent with the ACT's role of tertiary health provider for the Region. With consideration to the access, equity and delivery of health care across borders, it is necessary for Government's to work together to identify efficiencies that ensure desirable health outcomes for health care consumers across the Region.

As population growth in the Canberra Region increases, so too does the demand on the provision of health services in Southern NSW and the ACT; consequently, there is strong interest in optimising the Region's health infrastructure (both physical and digital) as a single service network. The integration of health care services planning between ACT Health Directorate (ACTHD), Canberra Health Services and the Southern NSW Local Health District (SNSWLHD) presents opportunities for the ACT and NSW to anticipate and plan for the future needs of the wider community.

In recognition of the need to develop opportunities for integrated health care services, the ACT and Southern NSW Joint Operations Committee (formerly ACT and Regional Patient Flow Steering Committee) was established. This Committee has progressed ACT-NSW health service coordination in the areas of clinical governance, patient flow (discharge, admission, escalation pathways) and surgery management. It is also working towards prioritisation and coordination of key areas that will require ongoing cross border collaboration such as maternity services, Critical Care (Intensive Care and Neonatal Intensive Care Networks), stroke management, and the development of a research-education-policy-services framework to deliver evidence-informed innovations to our health systems. The Committee continues to identify and plan for future service improvements and solutions.

Priority Work Areas

There is an ongoing commitment to collaborative cross border engagement to ensure all patients accessing ACT Health services receive timely and high-quality care. ACT and NSW Governments will actively seek engagement with the primary care sector and key clinical stakeholders (including Calvary Health Care) to support optimising patient care and health outcomes across the continuum of care and region.

Identify and explore options to better integrate the Canberra Region health network

In the short term, the ACT and NSW will establish a Senior Health Officials Working Group, consisting of representatives from ACT Health Directorate and NSW Ministry of Health to identify cross border initiatives which will focus on improving patient outcomes and flows. The Working Group will leverage existing governance structures, including the ACT and Southern NSW Joint Operations Committee (ACT & SNSW JOC).

Over the medium term, the ACT and NSW will collaborate to identify and explore options to better integrate the health network of Canberra and the surrounding regions. The ACT and NSW will also work together to identify options to strengthen both the sharing and use of resources.

The partnership to achieve better regional health outcomes will be guided by the following principles:

- Cross-border health management issues will be managed in a spirit of cooperation and mutual support and include genuine community engagement.
- A collaborative and evidence-informed approach will be adopted for clinical services planning and delivery.
- Patients should be treated and receive care as close to home as possible, when safe and appropriate.
- Cross-border governance structures will be robust and fit-for-purpose.
- Cross-border funding flows will reflect cross-border activity levels.
- The translation and implementation of accepted research evidence into improving health and wellbeing outcomes for patients, clients, and other end users will be given a high priority.
- Existing health infrastructure and resources will be monitored and deployed efficiently and effectively to meet the needs of the region.
- Alignment of policies and procedures where possible to support the cross accreditation of health practitioners to increase the retention of specialists into the Canberra Region.
- Cross-border data sharing should be agile, accessible, and serve to drive evidence-informed research, policy development, and service improvements.
- Future investments in services and physical and digital infrastructure will consider the needs of the region.
- The strategic development of health service workforce capability will adopt a regional approach.

Agreed Actions

A Regional Approach to Health Outcomes				
Initiative		Current Actions	Future Actions	Responsible Agencies
		2020-21	2021-2	
1	Develop and agree a new cross-border partnership agreement	ACT and NSW governments will negotiate, agree and commence a revised cross-border partnership agreement in early 2021.	12-month review each July	<u>ACT</u> CMTEDD ACTHD <u>NSW</u> MOH
2	Identify and explore options to better integrate the ACT Government and NSW Government across multiple domains that impact health, with a focus on improved patient outcomes and flows.	Actions to be determined as per the schedules to the cross-border partnership agreement.	To be determined through the annual review process.	<u>ACT</u> CMTEDD ACTHD CHS <u>NSW</u> MOH SNSWLHD
3	Strengthen the governance arrangements between ACT Health and NSW Health	ACT and NSW to build on the ACT/SNSW Joint Operation Committee (JOC) as the primary forum for joint clinical services discussions at the operational level in the region. Key actions include: <ul style="list-style-type: none"> • Revise Terms of Reference to outline the roles and interrelationship between the SOWG and the JOC; • Review data sharing mechanisms; and • Commence the development of cross jurisdictional health services plan to support current and future demand projections. 	TBA	<u>ACT</u> ACTHD CHS <u>NSW</u> MOH SNSWLHD

4	Strengthen the operational delivery of cross border arrangements between ACT Health and NSW Health	ACT and NSW governments agree to progress key priorities identified in the new cross border partnership agreement.	To be determined through the annual review process.	<u>ACT</u> CHS <u>NSW</u> MOH SNSWLHD
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ACT and NSW officials agree that the above actions are subject to change as new opportunities to enhance cross border collaboration between the ACT and NSW Governments are identified and progressed. The addendum will be treated as a live document between the ACT Health Directorate and the NSW Ministry of Health over the duration of the MoU. Progress on cross border collaboration will not be limited to the actions specified in this addendum. The ACT and NSW Governments agree to progress a separate program of work, which will include emerging and discrete cross-border proposals that fall outside of the agreed MoU actions. The actions identified above will be subject to review as required.

A Regional Approach to Infrastructure and Transport

Context

With the Canberra Region population expected to exceed 1 million by 2056, South East NSW is one of the key growth regions outside of Sydney. As connectivity across the Canberra Region is a key enabler for growth, the competitiveness of many sectors is dependent on the ability to leverage the opportunities from the region's knowledge-based industries and expertise. This means there is a requirement for the ACT and NSW to ensure that the provision of public infrastructure keeps up with the substantial population growth to realise the productive potential of the Region's infrastructure and transport capabilities.

Through existing mechanisms, the ACT and NSW work closely to align infrastructure and transport planning. Infrastructure planning for the wider Canberra Region is supported by the [NSW South-East and Tablelands Regional Plan](#), the [ACT Planning Strategy](#) and the [ACT Transport Strategy 2020](#). The importance of the Canberra Region is also reflected in the [ACT's Freight Strategy](#), in addition to the NSW [Future Transport Strategy 2056](#), [Freight and Ports Plan](#), which identify the ACT as an international gateway and regional hub for the Southern NSW catchment area.

While these strategic documents provide a strong foundation to align infrastructure and transport planning across the Canberra Region, there remains significant opportunity for the ACT and NSW to jointly identify infrastructure investment priorities across both jurisdictions to realise the region's economic development potential and support the wellbeing of the region's communities.

Priority Work Areas

This priority work area will drive collaboration between the ACT and NSW and draw upon the experience and expertise of Local Government Areas to jointly identify strategic objectives, needs and infrastructure investment priorities for the Canberra Region and explore joint initiatives to support cross-border public transport.

Regional Infrastructure Priority Plan

Economic development and social outcomes for the Canberra Region are significantly enhanced by a collaborative approach to infrastructure investment. While the ACT, NSW and Local Government Areas work together to jointly advocate for key infrastructure funding, including improved rail connections such as the Canberra – Sydney rail corridor, the pace of expected growth in the Canberra Region and the significant infrastructure investments needed to support this growth requires a robust prioritisation approach to inform State/Territory and Federal infrastructure funding in the Canberra Region.

The ACT and NSW agree to establish a Cross-Border Regional Infrastructure Steering Committee to jointly develop an integrated regional infrastructure plan which specifically reflects the joint strategic needs and priorities for the Canberra Region.

As a first priority, the Steering Committee will agree on its terms of reference, scope of infrastructure to be included in the plan, the framework for jointly identifying infrastructure priorities and a subsequent list of initiatives, and the funding principles under which the plan is prepared.

The introduction of funding principles will seek to guide co-investment decisions to create a consistent approach with respect to infrastructure funding and delivery in a cross-border setting.

Cross-border public Transport

The ACT and NSW recognise the importance of an efficient and integrated public transport network in managing future congestion across the Canberra Region and supporting Canberra's role as an employment, educational and services hub for South-East NSW. Improved accessibility and connectivity of public transport for residents living in the Canberra Region, and in particular within NSW councils contiguous to the ACT-NSW border, remains a key priority under respective transport strategies.

The ACT Transport Strategy 2020 and Queanbeyan-Palerang Regional Council's (QPRC) Integrated Transport Strategy¹ recognise the importance of an integrated approach to address cross-border public transport. However, while borderless public transport remains the preferred outcome, the ACT and NSW acknowledge there are several issues to overcome, including differing regulatory environments, in order to achieve interoperability. The ACT and NSW agree to develop a Cross-Border Public Transport Working Group, as a sub-committee to the Cross-Border Regional Infrastructure Steering Committee. The Working Group will include relevant LGAs and will identify options including the role of digital solutions, such as integrated ticketing systems, to improve cross-border public transport.

¹ Currently in draft.

Agreed Actions

A Regional Approach to Infrastructure and Transport					
Initiative		Current Actions	Future Actions		Responsible Agencies
		2020-21	2021-22	2022-23	
1	Regional Infrastructure Plan	Establish a Cross-Border Regional Infrastructure Steering Committee to identify projects for inclusion in a Regional Infrastructure Plan. As a priority, the Steering Committee will develop funding principles and a framework for cross-border infrastructure investment to inform the selection of infrastructure projects.	Determine the regional 'initiatives' for inclusion on the Regional Infrastructure Priority List.	Progress development of a Regional Infrastructure Plan	<u>ACT</u> TCCS EPSDD CMTEDD MPC <u>NSW</u> DPIE INSW
2	Cross-border transport	Establish a Cross-Border Public Transport Working Group to identify options (short, medium and long term) to be implemented to support progress towards an integrated public transport system for the Canberra Region.	<i>Future actions to be agreed</i>	<i>Future actions to be agreed</i>	<u>ACT</u> EPSDD TCCS JACSD CMTEDD <u>NSW</u> TfNSW QPRC
3	Sydney-Canberra Faster Rail Business Case	NSW and the ACT agree to continue to work together to identify opportunities to improve rail connections between Sydney and Canberra.	<i>Future actions to be agreed</i>	<i>Future actions to be agreed</i>	<u>ACT</u> TCCS EPSDD CMTEDD <u>NSW</u> TfNSW DPC

A Regional Approach to Strategic Water and Land Use Planning

Context

Strong population growth across the Canberra Region and the interdependent economic relationship between Canberra and southern NSW requires a coordinated approach across jurisdictions to address strategic land use planning issues.

The NSW [South East and Tablelands Regional Plan 2036](#) and [ACT Planning Strategy](#) provide the principal policy frameworks for land use planning to inform regional growth in the Canberra Region. These closely aligned strategic planning documents for the Canberra Region reflect a long-term collaborative approach between jurisdictions to inform respective planning strategies. This includes joint ACT-NSW support for land use policy settings that:

- make best use of existing infrastructure and services to support population growth and to minimise the impact on surrounding rural and environmental areas;
- minimise the pressure on existing ACT physical and social infrastructure and ensure the sustainable provision of urban infrastructure such as roads, water and utilities;
- protect national parks and river corridors including the Namadgi National Park and the Murrumbidgee River Corridor and their surrounding environs from the direct and indirect impacts of development (including subdivision);
- preserve the National significance of key approach routes to the National Capital; and
- ensure biodiversity connectivity at a landscape scale, which is both within the Canberra Region and across the border with the ACT, by ensuring land is not fragmented through subdivision or other development types.

The respective land use planning strategies also recognise the intrinsic role of key infrastructure as an enabler for regional growth. Transport impacts and water supply issues are considered by the ACT and NSW through the policy directions identified in respective transport and water strategies, including the [ACT Transport Strategy 2020](#), [Future Transport Strategy 2056](#), [ACT Water Strategy 2014-44](#) and the [ACT and Region Catchment Strategy 2016-46](#).

Priority Work Areas

This priority work area will drive collaboration between the ACT, NSW and councils of the Canberra Region to implement joint initiatives to understand and support growth in the Canberra Region.

Cross-border land and housing monitor and framework

Demand for a variety of new housing options in the Canberra Region is projected to grow in the decades ahead, with the regional areas within a commuting distance of Canberra likely to be a focus of this regional demand. New development requires careful planning to ensure alignment with existing planning strategies in order to ensure sustainable growth of the region. A cross-border land and housing monitor and framework recognises the intrinsic relationship between the Canberra Region housing market and the availability and access to infrastructure and key services including transport, education, employment, health, commercial and retail services.

In recognising the value of a digitally-aligned and data-driven approach, the ACT and NSW Governments agree to jointly develop a cross-border land and housing monitor and framework to better track and forecast housing land releases in the Canberra Region. Once introduced, the

monitor and framework are expected to provide all levels of government with a better understanding of the infrastructure and service implications arising from growth, particularly in locations close to the ACT.

Regional Water Issues

Water supply in the immediate Canberra Region is complex and potentially a constraint on growth and development in the region. The NSW South East and Tablelands Regional Plan acknowledges that future growth and development of the region, coupled with the uncertainties of drought and climate change, mean that long-term planning for water supply must be integrated into strategic planning.

The ACT and NSW recognise the need for collaboration on a number of areas of work in relation to water management, including through the ACT and Region Catchment Management Coordination Group, which has a broad focus on the complex Upper Murrumbidgee Catchment.

The *South East and Tablelands Regional Plan 2036* includes an action to develop a regional water strategy for the Yass Valley and Queanbeyan-Palerang local government areas that clarifies the requirements, available volumes and quality of all water supplies and defines the optimal level of water use ([South East and Tablelands Regional Plan 2036](#), action 26.3).

The *ACT Planning Strategy* (p 48) recognises the joint NSW/ACT initiatives of the *South East and Tablelands Regional Plan* to “enhance cross-jurisdictional collaboration to develop a coordinated strategic approach to water supply and investigate water supply options for growth areas” (action 26.4). This acknowledges that the availability of water will continue to drive or limit the amount and location of urban development.

In 2018 the NSW Government commissioned the ‘Sub-Regional Water Strategy for Yass Valley and Queanbeyan-Palerang: Baseline Report’, which highlights the challenges associated with water accessibility in the region and recommends that NSW work in close collaboration with both councils and the ACT to plan for future growth in the Canberra Region. The NSW Government will, in parallel, progress the development of a Murrumbidgee Catchment Water Strategy.

Recognising the need for focussed and strategic multilateral coordination on cross-border water issues, including regulatory compliance, water trading, SDL adjustments commercial requirements for relevant entities, and a strategy to specifically address issues in Yass Valley and Queanbeyan-Palerang, the ACT and NSW agree to establish a Cross-Border Water Issue Steering Committee.

Subject to a review of existing governance structures that support progress on regional water supply, the Steering Committee will provide a governance process to align activity and the identification of measures required to support sustainable water supply in the region.

The ACT and NSW will continue to work together to establish water trading between jurisdictions. The development of the trading framework through the NSW-ACT Trade Framework Work Plan will seek to avoid impacts on existing water users (including the environment), recognising the full development of water resources to sustainable diversion limits as the baseline condition.

Review of the South East and Tablelands Regional Plan 2036

This NSW Plan is subject to a five-year review to update and revise the strategies provided through the goals, directions and actions. NSW will lead this process and agrees to collaborate with the ACT to undertake this review in order to revisit regional performance, challenges and opportunities and

incorporate the most up-to-date information to ensure the Regional Plan remains aligned with population growth and ACT and NSW policy settings.

Agreed Actions

A Regional Approach to Strategic Water and Land Use Planning					
Initiative	Current Actions		Future Actions		Responsible Agencies
	2020-21	2021-22	2022-23		
1 Cross-Border Land and Housing Monitor and Framework	EPSDD and DPI to establish a working group – including NSW LGAs – and agree the key data required to inform the development of a land and housing monitor and framework, together with other parameters such as custodianship, ongoing management/ updating and dissemination. The ACT and NSW agree to commence the monitor and framework with Yass and Queanbeyan-Palerang.	<i>Future actions to be agreed</i>	<i>Future actions to be agreed</i>		<u>ACT</u> EPSDD CMTEDD <u>NSW</u> DPIE
2 Regional Water Issues	1) Cross-border water issues. Establish a Cross-Border Water Issue Steering Committee to support strategic multi-lateral discussion of issues relating to regional water.	<i>Future actions to be agreed</i>	<i>Future actions to be agreed</i>		<u>ACT</u> EPSDD CMTEDD <u>NSW</u> DPIE WaterNSW
	2) Murrumbidgee Water Catchment Strategy. In consultation with the ACT, NSW will commence development of this Strategy.	Murrumbidgee Water Strategy development – ongoing.	<i>Future actions to be agreed</i>		<u>ACT</u> EPSDD CMTEDD <u>NSW</u> WaterNSW

		3) NSW-ACT Water Trading Framework. In line with the NSW-ACT Trade Framework Work Plan, establish interstate trading arrangements to allow interstate trades in line with national and Murray-Darling Basin water reform commitments.	Trading frameworks in place to support downstream and upstream trading of entitlements.	<i>Future actions to be agreed</i>	<u>ACT</u> EPSDD <u>NSW</u> DoI Water WaterNSW
3	Review of the South East and Tablelands Regional Plan 2036		DPI to commence a review, in consultation with EPSDD on the Regional Plan to update and revise the strategies provided to ensure it remains aligned to population growth and policy settings.	DPI and EPSDD to conclude a review of the Regional Plan.	<u>ACT</u> EPSDD CMTEDD <u>NSW</u> DPIE

A Regional Approach to the Environment

Context

The Canberra Region has one of the most diverse natural environments, encompassing a wide range of landscapes for tourism offerings and primary production systems, including in agriculture, fisheries and forestry. The environmental, social and economic values of these landscapes underpin the region's character and liveability as well as its economic development potential.

However, the impacts of climate change present significant risks to the Canberra Region's natural climate variability, making it more difficult to manage the landscapes, ecosystems and human activities that depend on them. The Canberra Region is already experiencing the effects of climate change and is predicted to experience more heatwaves, more intense storms and an increasing severity of droughts.²

The ACT and NSW recognise the impact of climate change on the environment through respective but complementary approaches to climate change and emissions reductions strategies. The [NSW Climate Change Policy Framework](#), [ACT Climate Change Strategy 2019-2025](#) and [Canberra's Living Infrastructure Plan: Cooling the City](#) present NSW and the ACT with pathways to support carbon emissions reductions and climate change resilience.

These strategies demonstrate the importance of cross-border collaboration to advance policies and technologies that inform the regional understanding of the impacts of climate change and greenhouse gas emissions. The joint approach to the NSW and ACT Regional Climate Model (NARClIM) demonstrates the value of cross-border collaboration in developing modelling to assess the climate impacts on the Canberra Region. However, there are further opportunities for the ACT and NSW Governments to work together to allow the region to leverage the transition to a low emissions economy and adapt to the impacts of climate change.

Priority Work Areas

This priority work area will drive collaboration between the ACT and NSW to implement joint initiatives to reduce greenhouse gas emissions, enhance cooperation on national parks and conservation and improve waste management and resource recovery in the Canberra Region.

Electric Vehicle Network

The ACT and NSW have set ambitious targets to reduce greenhouse gas emissions, with net-zero emissions targets by 2045 and 2050, respectively. Greenhouse gas emissions created by transport are one of the biggest challenges in achieving these targets. Zero-emissions vehicles present potentially transformative benefits for the economy, communities and the environment.

With zero-emissions vehicles offering the benefit of reductions in greenhouse gas emissions, as well as reduced air and noise pollution, there is strong interest in supporting the rapid uptake of zero emissions vehicles within the Canberra Region to support ACT and NSW emissions targets.

As zero-emissions vehicles become price-competitive with internal combustion vehicles, the ACT and NSW must work collaboratively on supply side initiatives, such as investment in electric vehicle charging infrastructure to support the capacity and uptake of zero-emissions vehicles in the Canberra Region. The ACT and NSW agree to work together, in conjunction with Local Government

² ACT Climate Change Strategy 2019-2025

Areas, to facilitate the installation of charging stations on major routes to and from Canberra including routes to Sydney and coastal areas to support sustainable population growth.

Natural Resource Management

The national parks within Canberra and the surrounding South East NSW region contain important ecosystems with unique plants, animals, significant landscapes and Aboriginal and historic sites. These national parks are also highly valued recreational and tourism resources for many Australians requiring ongoing conservation to ensure appropriate management and preservation. While NSW and the ACT undertake respective conservation programs to ensure the ongoing protection and management of these rich ecosystems, there is often limited consideration within these programs for the broader conservation drivers outside of respective jurisdictional boundaries.

Conservation-drivers such as wildlife corridors, biodiversity, pest management and the management of public lands present unique policy challenges for the ACT and NSW. While the ACT and NSW may diverge on policy approaches, further consideration of respective policies would lead to a better outcome in the protection of important natural and cultural landscapes.

The introduction of a robust co-ordinating mechanism would allow both jurisdictions to co-operate in determining and implementing best-practice management and conservation for the benefit of the national parks within Canberra and the South East NSW region. The ACT and NSW agree to establish a Cross-Border Steering Committee to develop a Natural Resource Management Action Plan based on similar models for landscape scale cooperative management, including the Australian Alps Co-operative Management Program.

Canberra Region waste and recycling

The ACT and NSW Governments recognise the importance of waste reduction and resource recovery measures for the ACT and South East NSW that reduce the use of raw materials, limits greenhouse gas emissions and creates a cleaner region, in order to improve community wellbeing. Through respective but complementary strategies, including the [ACT Waste Management Strategy 2011-2025](#) and the [NSW Waste Avoidance and Resource Recovery Strategy 2014-21](#), the ACT and NSW have outlined pathways to manage waste resources and achieve targets in the diversion of waste from landfill.

These strategies recognise the importance of strengthening connections with the Canberra Region, in recognition of the opportunity to maximise the economic and environmental benefits. The ACT's work with surrounding Local Government Areas (LGAs) on the #RecycleRight communications campaign to reduce contamination and improve the quality of recycling materials collected from households highlights the importance of a coordinated approach to address waste reduction for the region.

A cross border agreement was established in 2015-16 between the ACT Government and Queanbeyan-Palerang Regional Council to deliver the Actsmart Business Recycling program to businesses across the border. The program continues to provide support to businesses on effective recycling and waste management.

The value of working across jurisdictions to address waste management, recycling and resource recovery activities is also a key feature of the National Waste Policy, which establishes 14 key strategies, agreed to by all state and territory governments. While the National Waste Policy focuses on the benefits of a circular economy in achieving much better social, environmental and economic

outcomes than linear economies, transitioning to a circular economy will require thorough consideration and alignment of state and territory-level strategies.

The national policy consideration of a circular economy and the development of NSW's circular economy strategy, currently in draft, presents opportunities for the ACT and NSW Governments to consider the regional opportunities, barriers and gaps in developing a circular economy, by drawing on regional capabilities to enhance waste management and resource recovery actions in the Canberra Region. This includes considering the role of digital technologies in maximising recycling and recovery practices and leading to a smarter use of resources.

The ACT and NSW agree to establish a governance mechanism to explore the regulatory and policy changes required to influence behaviour, as well as the investments in infrastructure and technology needed to shift focus from waste to resource management. The governance framework will work with relevant LGAs, through the Canberra Region Joint Organisation, to support these objectives.

Agreed Actions

A Regional Approach to the Environment					
Initiative		Current Actions	Future Actions		Responsible Agencies
		2020-21	2021-22	2022-23	
1	Electric Vehicle Network	Collaborate to facilitate the installation of charging stations on major routes in the Canberra region, including routes to Sydney and coastal areas, in accordance with the ACT's Transition to Zero Emissions Vehicles Action Plan 2018-21 .	<i>Future actions to be agreed</i>	<i>Future actions to be agreed</i>	ACT EPSDD TCCS NSW EPA
2	Natural Resource Management	Establish a Cross-Border Steering Committee to develop a Natural Resource Management Action Plan based on similar models for landscape scale cooperative management, including the Australian Alps Co-operative.	<i>Future actions to be agreed</i>	<i>Future actions to be agreed</i>	ACT EPSDD TCCS NSW EPA
3	Canberra Region waste and recycling	ACT and NSW agree to establish a governance mechanism with the objective of supporting strategic consideration of joint activity on a range of issues related to waste management and recycling. The first year's priorities will be: <ul style="list-style-type: none"> ▪ Agree Terms of Reference, including governance framework to support the participation of senior officials from NSW and ACT. ▪ Identify scope of issues for consideration, gaps in capability or information and opportunities for alignment of policy and program delivery. 	<i>Future actions to be agreed</i>	<i>Future actions to be agreed</i>	ACT TCCS EPSDD NSW EPA

		<p>Areas of focus may include: aligned support for circular economy objectives; aligning actions under the National Waste Policy; enhancing waste management and resource recovery actions in the Canberra Region; review and where possible, alignment of NSW and ACT government procurement policies to promote the use of recycled materials in Government projects and initiatives; further alignment of container deposit schemes and alignment of waste levies.</p> <ul style="list-style-type: none"> ▪ Develop options for decision by Ministers, including resourcing requirements. 			
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Canberra Regional Economic Development Strategy (CREDS)

Context

Development of consistent Regional Economic Development Strategies (REDS) is a key initiative of the NSW Government. The REDS seek to articulate the economic development objectives of Functional Economic Regions (FER) across NSW and are expected to provide FERs faster access to dedicated NSW Government funding, while ensuring compliance with the legislation that governs the NSW Government's infrastructure investment funds.

The NSW Department of Planning, Industry and Environment has partnered with the Canberra Region Joint Organisation (CRJO) and the ACT Government to develop a Canberra Region Economic Development Strategy (CREDS).

The CREDS will define a coordinated approach to activate critical economic development opportunities and realise the full potential of industry, employment and growth in the Canberra Region. It will highlight potential economic benefits of investing in the Canberra Region, outline key growth sectors and articulate short, medium and long term roadmap to maximise economic potential and growth in the region.

The CREDS is expected to outline a number of key outcomes for the Canberra Region including:

- A cohesive regional narrative for the NSW Government, CRJO, the ACT Government and regional stakeholders on future growth opportunities both internal and external to the region, underpinned by an evidence base;
- Highlight how the region's current skill base, economic assets and industry capabilities can connect with identified future growth opportunities and economic drivers over a 5, 10 and 20 year horizon;
- Outline the regional and net-state benefits that can be derived from the Canberra Region strategically connecting with other regions and key existing and planned infrastructure;
- Inform the capital investment decisions of the ACT/NSW/CRJO/Local Government Areas in regional infrastructure projects that support growth and competitiveness; and
- Promote greater strategic alignment, interaction, coordination and engagement between key stakeholders and all levels of government on the potential economic development opportunities in the Canberra Region.

Priority Work Areas

This priority work area will drive collaboration between the ACT, NSW and CRJO to implement actions identified as part of the CREDS.

Canberra Region Economic Development Strategy

The CREDS is currently in draft and is expected to be finalised in late 2020. Development of the CREDS will be informed by detailed data analysis and local community consultation to ensure ownership through a 'bottom-up' process: it will outline a vision for the region and initial stage actions required to achieve the vision. Once finalised, the CREDS will be supported by a joint work plan which identifies key actions and strategic partners. To guide investment attraction and ensure infrastructure planning and the provision of services into the region is aligned to clear economic

development objectives, the ACT and NSW agree to implement the actions identified as part of the CREDS.

Agreed Actions

Canberra Region Economic Development Strategy					
Initiative		Current Actions	Future Actions		Responsible Agencies
		2020-21	2021-22	2022-23	
1	Canberra Region Economic Development Strategy	<ul style="list-style-type: none"> Finalise CREDS including an agreed work plan. Commence immediate actions in the work plan. 	<ul style="list-style-type: none"> Actions as identified in the CREDS 	<ul style="list-style-type: none"> Actions as identified in the CREDS 	<u>ACT</u> CMTEDD <u>NSW</u> DPIE CRJO

Parkwood Urban Release Area Governance Framework

Objective

The ACT-NSW Memorandum of Understanding (MoU) for Regional Collaboration provides the primary framework for cross-border collaboration between the ACT and NSW.

The Parkwood Urban Release Area Governance Framework (Framework) serves as a mechanism between Yass Valley Council, NSW and ACT Governments (the parties) for the ongoing cooperation and negotiation on the governance arrangements and service model (including the method and responsibility for service and infrastructure delivery) for the provision of government services and infrastructure, specifically in relation to the proposed urban release area on the NSW/ACT border known as Parkwood.

The parties will continue to engage productively on the development of Parkwood using the structures and processes created by this Framework under the auspices of the ACT-NSW MoU for Regional Collaboration.

Parties

- Australian Capital Territory (ACT) Government.
- New South Wales (NSW) Government.
- Yass Valley Council.

Principles

The parties agree that development of the governance arrangement and service delivery model is guided by the principles set out under the Parkwood Planning Proposal Services and Infrastructure Report:

Look and feel

- Achieve the look and feel of a borderless community wherever possible.
- Provide a consumer centric service and complaints model of service delivery.
- Encourage both government and non-government service providers to be guided by these principles.

Local service provision

- Establish the same or similar service levels for local services in the ACT and NSW parts of the development wherever possible.
- Implement the same or similar infrastructure standards in the ACT and NSW parts of the development wherever possible.
- Set local government rates and charges at an adequate level to cover the costs of local services and infrastructure maintenance and renewal in the long term.
- Recognise that if provided by ACT service providers, user charges for water, sewer, gas and electricity service provision in Parkwood will seek to recoup costs at levels comparable to ACT charges.
- Ensure service provision into Parkwood from the ACT has no detrimental impact on service delivery for ACT residents.
- Ensure existing Yass Valley ratepayers and NSW residents are not detrimentally impacted by service provision from Yass Valley.
- Use existing legislative opportunities to maximise options for delivery of local services into Parkwood by ACT.

State and Territory service provision

- Utilise needs based planning to inform service provision. Establish the same or similar service levels for state services in the ACT and NSW parts of the development wherever possible.
- Implement the same or similar infrastructure standards in the ACT and NSW parts of the development wherever possible.
- Recognise existing Commonwealth, State and Territory service provision and financing agreements.
- Build on existing cross agency MOUs and operational arrangements which already deliver coordinated NSW and ACT Government services across the border for policing, emergency services and human services.
- Build on and where needed further formalise engagement and dispute resolution procedures between governments related to operational MOUs, guided by the governance approach in the overarching MOU.
- Use the framework of the overarching MOU between the ACT and NSW Governments to engage further, finalise arrangements and resolve potential and actual disputes to support service access and delivery.

Establishment Terms of Reference

The Parkwood Urban Release Area Governance Framework provides the following as establishment Terms of Reference to allow the parties to:

- Develop and implement a servicing model for the provision of government services and infrastructure to Parkwood;
- Identify key issues that impede efficient and consistent service delivery to the community of Ginninderry and to determine an appropriate arrangement for the service; and
- Identify opportunities for alignment and integration of service delivery and infrastructure spending, including where appropriate, through innovative and digitally-enabled solutions.

A complete Terms of Reference will be developed as a priority following establishment of a Steering Committee and will be reviewed every three years, in accordance with the next three-year formal update of the MoU.

Governance

Implementation and governance for the Parkwood Urban Release Area Governance Framework will be led by: Chief Minister, Treasury and Economic Development Directorate (ACT), Department of Planning, Industry and Environment (NSW) and the General Manager of Yass Valley Council.

Steering Committee

To progress agreement on the preferred governance mechanism and service delivery models, the parties agree to establish a Steering Committee comprising a representative from each party. A Chair of the Steering Committee will be elected at the first meeting after the signing of the MoU and will serve for one year. The Steering Committee will conduct biannual meetings, after that time, the Chair will rotate amongst members by agreement. Meetings, and all substantive decisions relating to the Parkwood Urban Release Area Governance Framework should involve the participation of all parties.

The Steering Committee will serve to ensure the preferred governance mechanism and service delivery models remain responsive to State/Territory and Local Government policy and demographic changes whilst maintaining certainty around the serviceability of Parkwood.

Ongoing engagement, dispute resolution and governance processes are proposed under this Framework. Parties agree to a flexible approach to allow refinement over time to ensure alignment with all other relevant cross agency MoUs and all planning approval processes.

Dispute Resolution

The intention is to minimise the requirement for dispute resolution by pursuing active engagement. Where a dispute does arise, it is proposed that Yass Valley Council and/or the ACT and NSW Governments will take all necessary steps to resolve the dispute expeditiously by mutual agreement, using the following procedures:

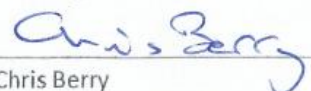
- Discussions will first take place at an officer level, with every attempt made to resolve the dispute at this level.
- If the issue cannot be resolved at an officer level, then discussions will be held between the heads of relevant agencies and/or departments or otherwise as provided in the ACT-NSW Memorandum of Understanding for Regional Collaboration.
- If the issue cannot be resolved by the heads of relevant agencies, then discussions will be held between relevant Ministers.
- If not resolved, the discussions will be held between the First Ministers. Should a matter require escalation as outlined above, it is proposed that within the spirit and framework of the MoU between the NSW and ACT governments, all relevant information is processed quickly and a timeframe mutually agreed to settle the matters.

Agreed Actions

Parkwood Urban Release Area Governance Framework	
<p>Establish a Steering Committee comprising a representative from each party to progress agreement on the preferred governance mechanism and service delivery models.</p>	<p>Enduring Terms of Reference to be created following establishment of a Steering Committee.</p> <p>Following development of the Terms of Reference, the parties agree to prepare an annual work program as an outcome of the Steering Committee.</p>


 _____ Date 19/3/20
 Kathy Leigh
 Head of Service and Director General, ACT Chief Minister, Treasury and Economic Development Directorate


 _____ Date 26/06/20
 NSW Government Signatory
 Gary Barnes, Secretary, Department Regional NSW


 _____ Date 30/6/2020
 Chris Berry
 General Manager, Yass Valley Council