

Response to request for information from [REDACTED], Senior Investigator, ICAC, dated 11 March 2021

In response to the questions asked in relation to Operation Keppel, I provide the following account in which I have attempted to address the questions asked.

Questions 1 – 5: Roles and reporting

During the period 14 December 2016 through to 1 April 2017, my official role was Deputy Secretary: Economics, Skills and Regional Development based in the Department of Industry and formally reporting to Secretary, Simon Smith.

At the time, my role supported Minister Roberts in the economic and industry development portfolio area and Minister Barilaro in the skills and regional development areas.

Officially from 1 April 2017, I became Deputy Secretary, Regional NSW based in Department of Premier and Cabinet (DPC) formally reporting to Secretary Blair Comley through a Machinery of Government (MoG) change, though practically this arrangement commenced in late January 2017. The teams that reported to me in both these roles can be found at **(Attachment A and B)**.

This new central agency role primarily supported the new Deputy Premier Barilaro (who took office in November 2016) in regional economic development and working with other Departments to enhance service delivery to regional NSW. I also supported the new Premier Berejiklian who took office in January 2017 and was the DPC Cluster lead Minister. I attended regular meetings with both Ministers.

In the DPC role, the Secretary attended all my meetings with the Premier as these were held regularly including with the other DPC Deputy Secretaries.

The Secretary and relevant Deputy Secretaries also met with the Deputy Premier regularly.

As is normal, the respective Ministers identified advisors in their respective offices as key contacts for the different policy areas managed by the DPC Deputy Secretaries.

During this period, as I recall, Clive Mathieson was the initial primary contact for regional NSW issues in the Premier's Office (PO) and Laura Clarke was the primary contact in the Deputy Premier's Office (DPO).

Questions 6-10: The Restart NSW Fund and the RGETF

In 2011, the NSW Government established the Restart NSW Fund to enable the funding and delivery of high-priority infrastructure projects that improve the State's economic growth and productivity.

The Restart NSW Fund is governed by the *Restart NSW Fund Act 2011* (Restart Act). Under s8 of the Restart Act, Infrastructure NSW is responsible for assessing and recommending Restart NSW projects which improve the economic growth and productivity of NSW across all sectors. Infrastructure NSW uses a project's Benefit Cost Ratio (BCR) to assess this: a project's benefits must exceed the cost of its delivery, as demonstrated by having a BCR greater than 1.

Projects funded from the Restart NSW Fund include a mixture of NSW Government agency-led infrastructure projects, as well as local and community infrastructure projects being delivered by local government, non-government organisations and other entities.

Thirty per cent of Restart NSW funding is targeted at regional and rural areas (outside the metropolitan areas of Sydney, Newcastle and Wollongong) over the lifetime of the fund.

All projects funded through the Restart NSW Fund must meet four assessment criteria: Strategic Alignment, Economic Assessment, Affordability and Deliverability.

The CEO of Infrastructure NSW (INSW) makes recommendations to the Treasurer (responsible Minister for the Restart Act) as the approver of any funding under the Restart Act, based on a project meeting these criteria and being consistent with the Restart Act.

NSW Treasury validate the INSW recommendation as part of their advice to the Treasurer, prior to the Treasurer approving the release of funding.

The RGETF was a \$300 million infrastructure fund established in June 2016 by ERC under the Restart NSW Fund to increase tourist visitation to regional NSW.

The RGETF program was initially sponsored jointly by Minister Barilaro as Minister for Regional Development (02 April 2015 – 23 January 2017), Minister Ayres as Minister for Sports and Minister for Trade, Tourism and Major Events (02 April 2015 – 23 January 2017), and Minister Speakman as Environment Minister (02 April 2015 – 23 January 2017). Following Ministerial changes the relevant Ministers were Deputy Premier Barilaro (15 November 2016 -) as Minister for Regional NSW (30 January 2017 – 02 April 2019), Adam Marshall as Minister for Tourism and Major Events (30 January 2017 – 02 April 2019) and Gabrielle Upton as the Environment Minister (30 January 2017 – 02 April 2019).

The RGETF program was initially due to open for a competitive round 1 in early December 2016 with a near final set of Guidelines having been agreed. (These draft Guidelines are attached including assessment criteria please refer to **Attachment C**).

The above-mentioned Guidelines did not end up being issued in late 2016 despite the Deputy Premier circulating an out of session ERC paper but rather were held over until the first quarter of 2017. The updated Guidelines, which were approved by ERC on 1 March 2017, contained the support of the newly appointed Ministers as aforementioned. The first competitive round opened in mid-March 2017. (**Attachment D**)

As a Restart NSW Fund program, I believe the Guidelines would have been developed by the relevant agencies Department of Industry, Office of Environment and Heritage (which sat in the then Department of Planning) and Tourism in conjunction with INSW. I am advised that INSW in the early Restart programs were actively involved in all aspects of these programs and this would have been true for the RGEFT.

Questions 11-14: ACTA

The Expenditure Review Committee of Cabinet (ERC) decision to allocate \$5.5 million from this fund to the ACTA project in December 2016, with conditions, meant that the ACTA project effectively was a “carve out” from the \$300 million and would not be a part of an open, competitive round and therefore would not have to undergo a two-step process. It is my understanding that at least one other project in Dubbo was treated in a similar fashion with RGETF.

The Office of Sport, who were in the DPC Cluster in December 2016 (later following MoG changes shifting to the Department of Industry in April 2017), led the ACTA project ERC submission and

wanted an allocation of money to come directly to them so that they could negotiate with the proponent through their usual processes.

My Office of Regional Development team was located in the Department of Industry in 2016 and would have had general awareness of the ACTA project through their Riverina team based in Albury and Wagga, led at the time by Margaret O'Dwyer.

According to Dan Blacker's timeline and attachment, which I will cover later in the submission (**Attachment E**), Chris Hanger provided comments to the Department of Industry's briefing note to support Deputy Premier Barilaro as he attended one of his first ERC meetings. This advice would have arisen from the last-minute inclusion of a regional infrastructure project (ACTA) on the ERC agenda. Dan Blacker emailed this advice to Laura Clarke in the DPO to ensure she had it. I cannot recall the advice that Chris Hanger gave which would lead me to surmise that it was fairly generic.

I believe from discussions post ERC, that our team had learned that Treasury had a view that the ACTA project proposal, including the business case, was immature with not enough work having been done on benefits and that, should funding be made available, it would need caveats around further business case development and DPC would also need to offset the cost from within the cluster.

These views from Treasury appeared to be reflected in the ERC decision.

I have no knowledge of exactly how the RGETF was identified as a funding stream for the ACTA project nor the qualifications that were attached in ERC as I wasn't at that time an invited guest to that committee and did not, to the best of my knowledge, receive a de-brief on the ERC meeting. However I believe that my Regional Development team were not overly surprised by the ERC decision around funding source given that the RGETF draft Guidelines had been through an extensive negotiation and consultation process and a number of Ministers, their advisors and departmental officers would have been generally aware of this program and given that the ACTA project seemed generally aligned to the intent of the program.

Following this ERC decision and the Deputy Premier accepting the lead on this, my Office of Regional Development team (which sat with Jane Spring, who had then recently been transferred from Jobs for NSW at level to an Executive Director role in my group) would have taken carriage of this initiative. Given Jane Spring's recent move into my workgroup and Chris Hanger's reputation and knowledge of regional infrastructure and the effective working relationship he had with Minister Barilaro's office, I asked Chris Hanger to involve himself with Jane upfront in this work. (Also refer **Attachment E**)

Chris Hanger, as Director, Office of Regional Development would have engaged with his colleague Stewart Webster, our Director responsible for economics and benefit cost ratios (who reported directly to me at the time) and INSW to begin the process of determining whether the ACTA project could meet the BCR of 1 threshold that would enable it to be funded through the RGETF.

I was also made aware by Jane Spring via email and I believe verbal updates by Chris Hanger and Stewart Webster, that Jenny Davis from INSW had concerns around whether the economic criteria of Restart could be met. The email provided by ICAC confirms what Chris Hanger (Department of Industry lead for RGETF) indicated to me, namely that Jenny Davis (INSW lead for RGETF) had gone straight to Stewart Webster to discuss her concerns about the ACTA project achieving a BCR - presumably based on the business case that Office of Sport took to ERC. I cannot remember

receiving a written report and a search of my @industry email has not found any report, only the email referred to above which is attached (**Attachment F**)

Given the nature of the ACTA project, I shared the concerns that the project might not meet the INSW threshold for a BCR greater than 1 (in my experience it is quite difficult to achieve such an outcome in regional areas for sporting and tourism ventures) which was key to meeting the economic assessment criteria of the Restart NSW Fund. Therefore as early as January 2017, I asked Jane Spring and Chris Hanger to be open minded about alternative funding streams including funding directly from the Consolidated fund, if the more comprehensive business case demonstrated a viable project but not the BCR greater than 1 and if Government wanted to proceed with the project.

I believe I was informed in about February 2017, that the eligibility of the applicant was consistent with the revised RGETF Guidelines and that the other three assessment criteria (apart from the economic criteria) would likely be met.

I have since confirmed that despite this project not going through the formal competitive processes, that it met the eligibility requirements contained in the published round 1 RGETF Guidelines, though I do not believe that INSW would have taken this into account and would rather have made their recommendation against their legislated requirements only.

A key consideration for this project, as I was informed, was timing. The Office of Sport, who briefed Jane's team in mid-January 2017, indicated that securing an upcoming and significant sporting competition was dependent on the facility being funded and built by a certain date.

I believe that the reason that this project was of such an interest to the PO and DPO was that the local MP was enthusiastic about the project being completed on time and he regularly contacted both of these offices directly for updates and that this occurred in person when he was in Sydney. Accordingly, both PO and DPO very regularly contacted me and my team for updates on the project's progress.

I was fairly new to the NSW government scene and I asked my key contacts in both political offices about the Wagga local member and was told that as one of few regional Liberal MPs the Premier had regard for his advice (he had the Premier's ear). I was also told that he had a well-known mistrust of public servants. I also proactively included updates on the ACTA project in my regional project updates to the Premier and Deputy Premier and their respective offices because it was our experience that the next request for an update was inevitable.

Apart from the frequency of update requests, the only other thing I found atypical in relation to the ACTA project was the way in which the applicant's consultants were engaged to update the ACTA business case and associated data sheets.

To explain, I was informed that it was quite common when dealing with regional applicants (especially where there were no competitive rounds) to provide assistance to applicants in the capturing of more relevant or rescoped data. This was something that my regionally based officers and centrally based officers did as often the consultants that project proponents engaged were not that familiar with INSW and Treasury business case and Cost Benefit Analysis methodology. In 2017, this service would normally have been lead from Chris Hanger's ORD team, with the assistance of advice from Stewart Webster's economics group that was then within Liz Livingstone's team.

What I therefore found atypical about the ACTA process was the fact that after the initial Cost Benefit Analysis assessment by Stewart's team, which delivered a fairly strong BCR but still quite a bit away from the 1 (I believe it was 0.8) which is the threshold for the Restart NSW Fund economic criteria, that as best I can remember, one of the DPO advisors, Peter Minucos inserted himself into the process by reviewing the BCR assessment and then engaging directly with the consultants to gather more detailed information.

As outlined previously, this would usually be the domain of Chris Hanger and his team in consultation with Stewart Webster's team.

I believe I raised the issue with either Laura Clarke or Fiona Dewar (Deputy Premier's then Chief of Staff) and suggested that, despite the fact that an allocation had been made to the project, direct engagement by an Advisor in the DPO was not something that political offices do as a matter of course and was best left to Chris Hanger and his team. As far as I can recall, there was an acceptance that Peter Minucos, who had come out of an economist's role in Treasury into the DPO, while still adjusting to the changed roles should not have done this. I believe I was assured that he would be told to pull his head in, and he would work through/with Chris Hanger.

I believe that one of them told me that his appointment was deliberate as there was a lack of expertise in the Treasury/economics space in their newly established DPO which made it difficult for their office to engage with the Treasurer's Office (TO) heading into key political meetings like ERC.

Notwithstanding this anomaly, a further assessment was undertaken by Stewart's investment appraisal analysts of the additional data and the project achieved a BCR above 1.

Going back and reassessing updated data sheets would have been something that happened not as a rule but was fairly routine. I can remember both Chris Hanger and I, on occasions, asking Stewart Webster to both review his officers' initial work to see if they had missed something or, where new data had come to light, to undertake further assessments especially where projects had been pretty close to achieving a BCR 1 or above on the first assessment.

Stewart Webster and his team have a strong professional reputation in this space and are regarded highly by Treasury and INSW. Treasury would be often asked voluntarily to peer review their work and vice versa. On most occasions, the reviews by Stewart's team or Treasury delivered BCR analyses that saw the projects remain below the 1.0 threshold. However, there were several times where these reviews saw projects achieve a BCR greater than 1 due to increased capture of benefits or reduced costs (e.g. reduced project scope or reduced funding contributions from NSW Government due to increased investment by other parties).

In regards to ACTA, I am sure Stewart Webster would have voluntarily asked for a peer review of the second assessment given that all of our broader team would have been aware of the sensitivity of the project. In spite of whether this did occur, their further work would have necessarily been scrutinised as a part of the INSW/Treasury Restart processes before the Treasurer confirmed funding in August 2017.

I cannot recall being made aware of the exact changes or additional information provided in regard to the ACTA business case and data sheet and have no recollection of being advised as to floor space changes, however I believe that Chris Hanger did tell me that there would be a new assessment undertaken by Stewart Webster and his team and they would look at changed assumptions around interstate and overseas visitor numbers.

Despite the fact that the new assessment was being undertaken, I continued up until late May to look for other funding streams in the event that the project would not meet the RGETF criteria and government wanted to support the project.

The back-up plan was to potentially hold funding against one of the new Regional Growth Fund infrastructure programs. The Regional Growth Fund had been expanded by \$1.3B (on top of the \$300M RGETF) to become a \$1.6B Fund. It had two major streams, an Economic Activation Infrastructure stream and a Community Amenity Infrastructure stream. All of the programs in the Economic Activation stream were to be Restart programs (BCR of 1 or greater required) and the two Community Amenity Infrastructure programs funded from ConFund (no BCR required in assessment criteria). Given that the Sports Infrastructure program was initially made a part of the Economic Activation stream (despite concerns that very few regional projects would achieve the Restart criteria), I was advised by my Infrastructure team that best place to deliver a funding source for ACTA should it not meet Restart criteria for RGETF was the Stronger Country Communities Fund (SCCF), which along with a Cultural Fund, sat as part of the Community Amenity stream. It is important to note that any funding to be allocated from the SCCF program would also require ERC approval.

I communicated this back-up plan via email to Sarah Cruickshank (then the Chief of Staff CoS) in the PO) who indicated that she did not think that the Premier would have a problem with the project being funded from an alternative source should this be necessary. This was consistent with the Premier's view that she had shared verbally on at least one occasion in the regular DPC Deputies/Secretary meetings with her: i.e. - that good projects that missed out in one program should at least be considered in other funding programs. **(Attachment G)**

As mentioned earlier, the ACTA project, upon review of additional data, achieved a BCR greater than 1 and the backup plan was not progressed. This updated cost benefit analysis, contained as an addendum to the original assessment, from Stewart Webster's team was the evidence required for INSW to assess whether the Economic Assessment criteria could be met. INSW confirmed that this and the other criteria (consistent with the Restart legislation) were achieved and that Jim Betts as CEO of INSW would be in a position to recommend the project to the Treasurer to approve the funding and the corresponding issuing of a deed of agreement (usually signed by the Secretary of Treasury). This would enable INSW or their delegates to begin formal negotiations with the proponent around milestones etc.

I can recall letting Jim Betts, CEO INSW know that this project had achieved a BCR of 1 or above and reminding him, because of the ERC decision to allocate funding with conditions, it had not been through or required to go through a two-step process. His staff would have also communicated this to him.

I can also recall letting both the PO and DPO know of the outcome of the further assessment by Stewart Webster. **(Attachment E)**

I can also recall that in the tracking of this project that we found that Jim Betts had signed the recommendation to approve the deed and that the project had been held up in the Treasurer's Office along with a number of other small infrastructure projects (I believe for over a month) and that the reason had to do with balancing expenditure in relation to the requirements of the fiscal responsibility cap.

I also reported this to the PO and DPO, who as mentioned earlier asked for regular updates, as I believed it was best for them to engage with the TO to move things forward.

Regional Infrastructure Coordinator

For context and completeness, in March 2017, DPC engaged two contractors (Ken Gillespie and Don Murray) at the Premier's request to provide her with advice on how government could do better at delivering regional infrastructure projects. They sat aligned to my team and were engaged through the DPC Regional NSW division's budget but reported directly to the Premier and her office. Their remit was to look at all aspects of existing processes including Treasury, Regional NSW, INSW, Transport, Local Government and DPI Water processes to ensure more streamlined approaches and to remove system blockages to enhance project delivery.

This team met with the Secretary of DPC and myself regularly, had one on ones with the Premier (my recollection was that there were only a few face to face meetings) and often talked directly to Ministers (Transport and Water mainly) and local MPs.

Part of their role was to look at all Government regional infrastructure programs including Restart programs and non-Restart programs and all associated processes and outcomes.

Given their role and in light of the fact that the ACTA project had a high level of interest and was perceived by some to have taken longer to resolve than it should have, I asked my Executive Officer Dan Blacker to develop a timeline for the ACTA project as I expected it would be the topic of a discussion. (**Attachment E**)

I can recall a discussion with Ken Gillespie and Don Murray ahead of a planned catch-up they had with the Premier's Office about the range of projects that had "sat" with the Treasurer's Office so that expenditure limits could be managed but the ACTA project was not called out. They did however form a view that the slavish adherence to achieving a BCR of 1.0 meant many strong and viable projects not being supported and therefore never getting out of the ground in the regions.

Political interference

As far as political interaction on the ACTA project was concerned, my recollection was that all of my engagements with the PO and DPO (outside of the Minucos issue covered earlier) were focussed on either receiving updates on the progress of the project or on contingency planning for alternative funding sources. It was pretty clear to me that the project, having received an allocation through ERC in December 2016, was something that government wanted to see happen to deliver on the undertakings that had been conveyed to the Wagga community and the clay target community of interest.

I did not have any one on one engagement with the Premier on this matter and as far as I can recall, received no directions from her Office. I can't recall the Deputy Premier being particularly interested in this project. He certainly provided no directions to me.

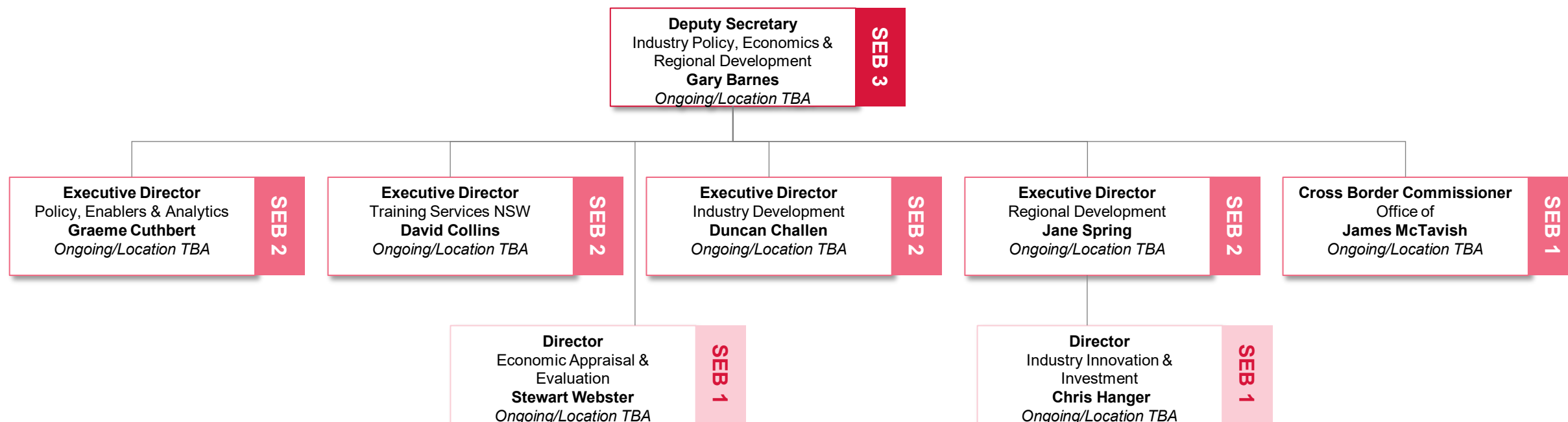
In essence, I believe that the local MP, in the beginning, was primarily doing his follow up through the PO and they were following up, in turn, with the DPO who followed up with us. As time progressed, the local MP, as far as I can recall, went directly and, on occasions, in person to both offices and again, because of our role in DPC supporting both the DP and Premier, both offices followed up with me and my team. It is my belief that PO and DPO staff saw the local members' regular follow-ups as annoying.

I am not certain whether there were follow-ups from the PO or DPO to INSW and/or Treasury after the project had funding deeds issued.

I cannot recall asking or receiving updates from INSW who would have had carriage for delivery of the project.

Gary Barnes
25 March 2021

Economics, Skills & Regional Development (ESRD)



Attachment B Regional NSW Structure July 2017



Restart NSW

Regional Growth – Environment and Tourism

Expression of Interest
GUIDELINES

Deputy Premier’s Message

Regional Growth – Environment and Tourism Fund

As I travel around the state, I am constantly impressed by the ideas and enthusiasm of the people I meet in our regional and rural communities. Together with the support the NSW Government can provide, this gives me great confidence about the economic future of our vibrant regions. The NSW Government is in a unique position to turbocharge the NSW economy with the capital we have released from leasing part of the state’s electricity network businesses – our poles and wires. This has unlocked \$20 billion to invest in new and upgraded infrastructure under the Rebuilding NSW plan, including \$6 billion to be devoted to regional areas. The Rebuilding NSW plan will drive a \$300 billion boost to the NSW economy over the next 20 years.

NSW already has some of the strongest regional jobs outcomes in the country. Rebuilding NSW is set to add more new jobs, over the next two decades, particularly in regional NSW. The NSW Government has been moving on critical infrastructure projects around the state including new and upgraded schools; improving transport, telecommunications and water infrastructure; and investing in sporting, cultural, tourism and environmental projects. As

just one recent example, the Government provided \$110 million to invest in regional airports, cruise facilities and rail trails with many of those projects already underway.

I am pleased to be able to announce that the investment in regional NSW to drive growth and job creation is continuing. The Regional Growth – Environment and Tourism Fund (RGETF) will see \$300 million in government funding, combined with further private sector investment, deployed to protect and enhance our precious environmental assets and build the new tourism attractions and supporting infrastructure that will entice more visitors to regional NSW. \$100 million is available through the initial round of funding and in recognition of our desire to see truly regionally transformative projects proposed, minimum grants will be \$500,000.

I am looking forward to receiving visionary and innovative proposals from communities and businesses across NSW that will have a significant regional impact in driving greater visitation to regional NSW so more people can experience the world class attractions on offer across this great state.



John Barilaro
Deputy Premier, Minister for Regional Development, Skills and Small Business

WHAT WE ARE DOING

- ✓ In the Rebuilding NSW program, the Government has committed \$6 billion to regional NSW.
- ✓ Already, \$110 million has been provided for Regional Tourism infrastructure including for regional airports and rail trails.
- ✓ The Regional Growth – Environment and Tourism Fund will invest in assets that will increase tourist visitation and grow and further diversify regional economies.
- ✓ \$100 million is now available.

Minister's Message

Ensuring that we have the right infrastructure in place is critical to the delivery of quality regional visitor experiences and for Regional NSW's competitiveness as a destination.

Through the Regional Growth - Environment and Tourism Fund, the NSW Government is committed to delivering a competitive and connected regional economy.

Over the past five years, tourism has grown solidly with regional NSW now welcoming 17 per cent more overnight visitors than in 2011, who stayed 16 per cent more nights and spent 14 per cent more. Regional tourism is a sector which contributes \$14.4 billion to our State and directly employs 84,600 people.



Stuart Ayres
Minister for Trade, Tourism, Major Events and Sport

Our reforms to support this trend include a \$43 million investment over four years in a major overhaul to the way regional and rural areas attract visitors, including the creation of six new Destination Networks for NSW. The reform is enabling us to deliver a stronger tourism framework to grow the Regional NSW visitor economy and further support tourism operators, jobs, and local economies in regional NSW.

The growth of regional tourism across NSW is fundamental to achieving the government's goal of doubling overnight visitor expenditure by 2020 and further developing the State as the number one tourism and events destination in Australia.



Photo courtesy: Tourism Southern Highlands

Minister's Message

The NSW Government has a strong record when it comes to delivering for regional NSW and we are committed to upgrading environment infrastructure to improve ecotourism experiences.

In our first term of Government, we committed over \$13 billion to revitalising important infrastructure and improving service delivery in regional communities, including \$6 million for walking and bike tracks at Thredbo Valley, \$9 million over four years to upgrade the Royal National Park Coast Track, \$3 million in new visitor facilities at Wianamatta Regional Park, and \$1.5 million for the Blue Mountains National Park Three Sisters Walking Track.

In our second term, we have continued this momentum, with a further \$6 billion committed through the long-term lease of 49 per cent of the State's electricity assets, including \$300m for a Regional Growth - Environment and Tourism Fund.

The purpose of the \$300 million Regional Growth - Environment and Tourism Fund is to drive regional growth through investing in environment, tourism and enabling infrastructure that will grow and further diversify NSW regional economies by:

- » Growing economies in regional areas through investment in environment, tourism and enabling infrastructure, including infrastructure in National Parks.
- » Supporting high quality transformative projects that improve infrastructure in regional areas, including those projects that will increase regional tourism attractiveness, and support job creation and regional economic growth.
- » Maximising the value of other regional investment programs being undertaken at State and Commonwealth level, such as the Regional Tourism Infrastructure Fund, Regional Visitor Economy Fund, Jobs for NSW and National Stronger Regions Fund.

Examples of environment and tourism infrastructure that could be funded include:

- » New or upgraded visitor infrastructure to environmental assets (e.g. National Parks, State Parks, State forests, Aboriginal-managed parks).
- » Upgrades to or new camping facilities and visitor accommodation.

- » Repurposing of Crown Lands or heritage buildings for tourism.
- » Development of new visitor destinations or experiences such as nature-based or sports tourism, food and wine experiences, eco-tourism, new cultural venues or experiences, arts and artisan tourism.
- » Increasing connectivity between existing visitor experiences or destinations.

The visitor economy is an important contributor to many regional NSW communities. In 2014-15, 19.8 million overnight visitors spent a total of \$10.3 billion during their stay in regional NSW. A further 34 million domestic day trippers spent \$4 billion, bringing the overall spend by visitors to regional NSW to \$14.3 billion.

Improving regional environment and tourism infrastructure will assist in luring more of these visitors to regional NSW, helping to drive growth in local economies and making regional NSW a more attractive place to live. Our investments are already delivering great outcomes and in the past year alone there were more than 39 million visits to NSW national parks.

The Regional Growth - Environment and Tourism Fund affords our regions the opportunity to enhance their great natural assets and create genuine destinations and economic drivers for all to enjoy.



Mark Speakman
Minister for Environment and Heritage

Expression of Interest

Guidelines

OVERVIEW

Established under the NSW Government's Rebuilding NSW Program, the Regional Growth – Environment and Tourism Fund (RGETF) aims to increase tourist visitation by investing in regional environment and tourism infrastructure, particularly focusing on assets that will grow and further diversify NSW regional economies.

The NSW Government recognises that investment is needed in the environment, cultural and visitor infrastructure that generates this wealth. The RGETF demonstrates the NSW Government's commitment to supporting these activities.

The NSW Government has committed \$300 million to RGETF.

Up to \$100 million is available in the first round of funding.

The NSW Government is inviting Expressions of Interest (EOI) for funding under the RGETF.

EOIs are invited from government, local councils, Aboriginal Land Councils and other Aboriginal groups, community groups, private operators and non-government organisations.

Applications to secure RGETF funding should clearly identify eligible environment and tourism infrastructure projects in regional LGAs that have the potential to create new jobs and regional growth from increased tourist visitation.

Restart NSW Fund

The Restart NSW Fund was set up to improve the economic growth and productivity of the State.

Restart NSW funds are used for major projects that will improve the productivity and competitiveness of the State across all sectors. They also support investment in local infrastructure in regional areas.

REBUILDING NSW

The NSW Government is turbocharging the NSW economy by investing \$20 billion in infrastructure through its Rebuilding NSW plan. 30 per cent of the fund will be allocated to regional areas, which will make a real difference to regional economies and communities.

HOW CAN MY ORGANISATION APPLY?

Eligible applicants should use the form provided on the website at www.industry.nsw.gov.au/regional-opportunities/rgetf. Before submitting the form please ensure that all of the Program Criteria have been addressed.

Completed forms and all necessary material must be lodged with Infrastructure NSW (INSW) by 31 March 2017.



By email: tourism@insw.com



By mail: Infrastructure NSW
Resources for Regions,
PO Box R220 Royal Exchange
NSW 1225.

ELIGIBILITY

Who can apply?

Project applications are invited from:

- » local and state government agencies;
- » Aboriginal Land Councils and other Aboriginal groups;
- » community groups registered as incorporated associations;
- » private operators; and
- » non-government organisations.

The NSW Government encourages proponents to work together through their relevant Joint Organisation of Councils, Regional Organisation of Councils, Destination Networks and local tourism organisations to identify projects that involve more than one LGA and have been identified as regional priorities.

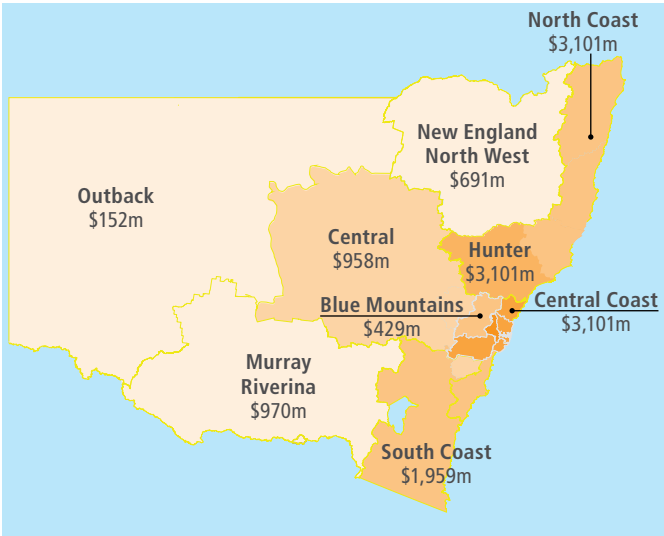
Applicants are also encouraged to work with private operators and industry organisations to identify potential projects. Applications that involve public private partnerships are encouraged.

Eligible locations

Eligible projects must be located in an eligible regional LGA. For more information please visit www.industry.nsw.gov.au/regional-opportunities/rgetf

Applications for projects from the Greater Sydney metropolitan area, Newcastle and Wollongong LGAs will not be eligible.

Map 1: Tourism contribution (\$m GRP)



What projects are eligible for funding?

The RGETF is open to regional recreation and environment infrastructure projects on publicly owned land and regional tourism projects.

Eligible projects must be for new or enhanced regional infrastructure that will drive growth in the visitor economy including growing regional visitor numbers, increasing overnight visitor expenditure and extending visitor overnight stays.

Projects should demonstrate that they achieve the criteria (listed overleaf), meet the RGETF objective to grow and further diversify NSW regional economies and also meet the purpose of the Restart NSW Fund.

Projects will need to demonstrate that they:

- » have the capacity to deliver jobs and economic growth;
- » have a Benefit to Cost Ratio (BCR) higher than 1.0; and
- » maximise other co-investment by the applicant and, potentially, by the Commonwealth or other industry contributions.

IS THERE A LIMIT TO THE AMOUNT OF FUNDING?

This fund is targeting environment and tourism projects of regional significance and is expected to deliver regional economic, tourism, environmental and social benefits. There is a minimum funding threshold of \$500,000 but no maximum. Applicants who have secured co-contributions from other sources through partnership agreements will be considered favourably.

HOW TO APPLY

Prospective applicants should download and lodge an EOI form before the closing date. Late or incomplete applications, or applications that have used a form other than the prescribed form, will not be accepted.

The EOI form is located at www.industry.nsw.gov.au/regional-opportunities/rgetf

Please ensure that you have read these guidelines, including the Frequently Asked Questions section, to establish whether your project is eligible.

If you have a question or need assistance please contact the NSW Department of Industry’s regional development staff, who can provide local assistance, or you can send an email to tourism@insw.com

NSW Department of Industry contact details can be found at www.industry.nsw.gov.au/contact-us/regional-nsw-offices

The NSW Department of Industry will host regional information sessions (see www.industry.nsw.gov.au/regional-opportunities/rgetf for more information) and prospective applicants should attend any briefing sessions.

IMPORTANT MILESTONES

All key dates will be published on the NSW Department of Industry website www.industry.nsw.gov.au

Timetable

Dec	Jan	Feb	Mar	Apr	May	June
Expression of Interest 12 Dec ▶ 31 March				Shortlisting	Detailed Application 1 May ▶ 30 June	

The application process has the following stages:

1. Request for EOI open on 12 December 2016 and close on 31 March 2017.
2. Submitted EOI will be assessed against the criteria.
3. Projects will be shortlisted and then invited to submit a detailed application.
4. Detailed applications will be assessed and INSW will make funding recommendations to the NSW Government.
5. Successful applicants will be notified and a funding agreement negotiated.
6. The NSW Government will publicly announce successful applications.

ASSESSMENT PROCESS

The application process has two steps:

Stage one – Expression of Interest (EOI) assessment

INSW with assistance from the Department of Industry and other agencies, will assess all EOIs received by the closing date.

EOIs will be assessed against the eligibility and assessment criteria described in this document and projects will then be shortlisted to progress to the detailed application stage.

Stage two – detailed application

Shortlisted applicants will be requested to provide further information as part of the detailed application stage.

All RGETF detailed applications must be accompanied by a completed cost benefit analysis (CBA).

Applicants may be requested to clarify or provide additional information during the detailed application process.

Shortlisting and funding recommendations will be submitted to the NSW Government following an assessment by INSW.

HOW WILL PROJECTS BE ASSESSED?

EOIs that are eligible will be assessed against four program criteria:

Criteria 1: Strategic Assessment

All applications need to demonstrate that the project would meet the purpose of the Restart NSW Fund, and achieve the objectives of the RGETF, which were identified in the State Infrastructure Strategy Update 2014, and the eligibility criteria set out in this document.

Applications for new or improved recreation, environment and tourism infrastructure will be assessed for their capacity to grow and further diversify NSW regional economies and increase visitor numbers and tourism spending in regional areas.

Proposals should show how the project will contribute to:

- » increasing visitation in regional NSW;
- » NSW’s 2020 target of doubling overnight visitor expenditure;
- » the advancement of the LGA and region;
- » increased employment and business outcomes in the visitor economy; and
- » how the project’s objectives align with NSW Government priorities, including the Visitor Economy Industry Action Plan, any Destination Management Plans relevant to the region, and other regional strategies and policies including the Regional Development Framework and Regional Plans.

Criteria 2: Economic Assessment

All applications must demonstrate how a project:

- » would have the capacity to deliver jobs and economic growth; and
- » would have a positive impact on regional economies through investment in environment and tourism infrastructure.

Shortlisted projects will be invited to submit a detailed application. It also would include a financial business case and an economic appraisal that complies with NSW Treasury guidelines including a cost benefit analysis that demonstrates a Benefit to Cost Ratio (BCR) higher than 1.0.

Criteria 3: Affordability

All applications will need to demonstrate that the project is financially viable into the future, taking into account net life-cycle cost impacts and allowing for on-going operating and maintenance requirements.

Project applications should include construction costs and operating and maintenance costs. The construction cost estimates should be supported by estimations or quotes, and include all margins and overheads, project and construction management costs, and an appropriate amount of contingency for the project stage and risks.

The affordability criteria also considers whether the proposal maximises the value of co-contribution from the applicant and maximises the value of other regional investments by the State and Commonwealth. For example, the investments made under the Regional Tourism Infrastructure Fund, Jobs for NSW and the Regional Visitor Economy Fund.

Applicants should seek to maximise their co-contributions in their projects. Co-contributions will be assessed favourably as they provide evidence of support from multiple stakeholders and make best use of Rebuilding NSW Funds.

In-kind contribution will also be considered as a co-contribution under this program.

Criteria 4: Deliverability

All applicants will need to demonstrate that they have the capacity and capability to deliver the project through robust strategies for procurement, project management and risk management.

Applicants should provide evidence of support from local stakeholders.

INSW will consider past performance on delivery of other NSW Government-funded projects when considering deliverability.

FREQUENTLY ASKED QUESTIONS

Who will be consulted about the value of my project to the local region?

The NSW Department of Industry and INSW will consult with relevant stakeholder groups which may include other NSW and Commonwealth Government agencies, local councils, Members of Parliament, Destination Networks, Joint Organisations, independent experts and other external parties.

What information do I need to lodge?

All applicants are required to complete the approved EOI application form – available at: www.industry.nsw.gov.au/regional-opportunities/rgetf.

What projects would not be eligible?

- RGETF will not fund projects that:
- » are not in eligible locations;
 - » are on private land and/or have exclusive private benefits;
 - » relate primarily to operational expenditure, including, but not limited to, regular repairs and maintenance;
 - » relate to engaging or paying permanent employees;
 - » relate to buying or upgrading non-fixed equipment, or relate to administrative or running costs that are normally the responsibility of business, state or territory administration or local council;
 - » would proceed without government financial assistance;
 - » have accessed other NSW Government funding for the same outcome;
 - » relate to marketing, advertising or product promotion;
 - » relate to buying or leasing real estate of any type;
 - » require ongoing funding from State or Commonwealth Government that has not been budgeted; or
 - » request less than \$500,000.

Is a cost benefit analysis required?

Only projects that have been shortlisted and invited to submit a stage two detailed application must complete a cost benefit analysis (CBA).

Who can help with the preparation of a CBA?

If you require assistance in preparing a CBA or require advice in developing the economic arguments for particular projects, please contact the NSW Department of Industry on 1300 679 673.

How will the funding be administered and how will payments be made?

INSW administers the Restart NSW Fund deeds with successful applicants. A sample deed is available on our website. Payments are made in arrears, in accordance with the deed milestones.

How do I know my application will be fairly assessed?

All projects will be independently assessed by INSW, assisted by the Regional Independent Assessment Panel, against the objectives of Restart NSW and the eligibility criteria set out in these guidelines. INSW engages a probity advisor as part of their assessment processes.

Will the information supplied in the application remain confidential?

All information submitted by the Applicant may be provided to other organisations for the purposes of eligibility and project appraisal.

Summary information about the project application will be posted on NSW Government websites unless you advise that you do not agree to its publication.

Applicants should identify any information submitted which they wish to be considered as confidential, supported by reasons for the request. Except as disclosed, INSW will keep all information confidential and secure.

Any request made under the *Government Information (Public Access) Act 2009* for access to an application, including information marked ‘confidential’ will be determined in accordance with the Act.

Where can I get more information about how to apply?

Please contact your local office of the NSW Department of Industry www.industry.nsw.gov.au/contact-us/regional-nsw-offices



Photo courtesy: Destination NSW

www.industry.nsw.gov.au

Restart NSW

Regional Growth – Environment and Tourism

Expression of Interest GUIDELINES

Deputy Premier's Message

Regional Growth – Environment and Tourism Fund

As I travel around the state, I am constantly impressed by the ideas and enthusiasm of the people I meet in our regional and rural communities. Together with the support the NSW Government can provide, this gives me great confidence about the economic future of our vibrant regions. The NSW Government is in a unique position to turbocharge the NSW economy with the capital we have released from leasing part of the state's electricity network businesses – our poles and wires. This has unlocked \$20 billion to invest in new and upgraded infrastructure under the Rebuilding NSW plan, including \$6 billion to be devoted to regional areas. The Rebuilding NSW plan will drive a \$300 billion boost to the NSW economy over the next 20 years.

NSW already has some of the strongest regional jobs outcomes in the country. Since its creation in late 2011, the Restart NSW fund has invested \$2 billion in over 300 projects in regional NSW. Rebuilding NSW is set to add more new jobs, over the next two decades, particularly in regional NSW. The NSW Government has been moving on critical infrastructure projects around the state including new and upgraded schools; improving transport, telecommunications and water infrastructure;

and investing in sporting, cultural, tourism and environmental projects. As just one recent example, the Government provided \$110 million to invest in regional airports, cruise facilities and rail trails with many of those projects already underway.

I am pleased to be able to announce that the investment in regional NSW to drive growth and job creation is continuing. The Regional Growth – Environment and Tourism Fund (RGETF) will see \$300 million in government funding, combined with further private sector investment, deployed to protect and enhance our precious environmental assets and build the new tourism attractions that will entice more visitors to regional NSW. \$100 million is available through the initial round of funding and in recognition of our desire to see truly regionally transformative projects proposed, minimum grants will be \$500,000.

I am looking forward to receiving visionary and innovative proposals from communities and businesses across NSW that will have a significant regional impact in driving greater visitation to regional NSW so more people can experience the world class attractions on offer across this great state.



John Barilaro

Deputy Premier, Minister for Regional NSW
Minister for Skills and Minister for Small Business

WHAT WE ARE DOING

- ✓ In the Rebuilding NSW program, the Government has committed \$6 billion to regional NSW.
- ✓ Already, \$110 million has been provided for Regional Tourism infrastructure including for regional airports and rail trails.
- ✓ The Regional Growth – Environment and Tourism Fund will invest in assets that will increase tourist visitation and grow and further diversify regional economies.
- ✓ \$100 million is now available.

Ministers' Messages



Ensuring that we have the right infrastructure in place is critical to the delivery of quality regional visitor experiences and for regional NSW's competitiveness as a destination.

Through the Regional Growth – Environment and Tourism Fund, the NSW Government

is committed to delivering a competitive and connected regional economy.

Over the past five years, tourism has grown solidly with regional NSW now welcoming 17 per cent more overnight visitors than in 2011, who stayed 16 per cent more nights and spent 14 per cent more. Regional tourism is a sector which contributes \$14.4 billion to our state and directly employs 84,600 people.

Our reforms to support this trend include a \$43 million investment over four years in a major overhaul to the way regional and rural areas attract visitors, including the creation of six new Destination Networks for NSW.

The reform is enabling us to deliver a stronger tourism framework to grow the regional NSW visitor economy and further support tourism operators, jobs, and local economies in regional NSW.

The NSW Government has also committed to establishing a \$6 million Regional Conferencing Fund, which will support the business events industry, councils and community organisations to build capacity in our regions and ensure regional NSW secures more conferences.

The growth of regional tourism across NSW is fundamental to achieving the Government's goal of doubling overnight visitor expenditure by 2020 and further developing the state as the number one tourism and events destination in Australia.

Adam Marshall

Minister for Tourism and Major Events and Assistant Minister for Skills



The NSW Government is committed to upgrading environment infrastructure to improve visitor ecotourism experiences.

Our recent investments include \$6 million for walking and bike tracks at Thredbo Valley, \$9 million over four years to upgrade the Royal National Park

Coast Track, \$3 million in new visitor facilities at Wianamatta Regional Park, and \$1.5 million for the Blue Mountains National Park Three Sisters Walking Track.

The Regional Growth – Environment and Tourism Fund affords our regions the opportunity to enhance their great natural assets and create genuine destinations and economic drivers for all to enjoy. I encourage you to submit an application. Our investments are already delivering great outcomes: in the past year alone there were more than 39 million visits to NSW national parks.

Gabrielle Upton

Minister for the Environment, Minister for Local Government and Minister for Heritage

Expression of Interest

Guidelines

OVERVIEW

The NSW Government's Rebuilding program, announced in 2014, is funded from the Restart NSW Fund. Within the Rebuilding program, the Regional Growth – Environment and Tourism Fund (RGETF) aims to increase tourist visitation by investing in regional environment and tourism infrastructure, particularly focusing on assets that will grow and further diversify NSW regional economies.

The NSW Government recognises that investment is needed in the environment and tourism infrastructure that generates this wealth. The RGETF demonstrates the NSW Government's commitment to supporting these activities.

The NSW Government has committed \$300 million to RGETF.

Up to \$100 million is available in the first round of funding.

The NSW Government is inviting Expressions of Interest (EOI) for funding under the RGETF.

EOIs are invited from government, local councils, Aboriginal Land Councils and other Aboriginal groups, community groups and non-government organisations.

Applications to secure RGETF funding should clearly identify eligible environment and tourism infrastructure projects in regional LGAs that have the potential to create new jobs and regional growth from increased tourist visitation.

Restart NSW Fund

The Restart NSW Fund was set up to improve the economic growth and productivity of the State.

Restart NSW funds are used for major projects that will improve the productivity and competitiveness of the State across all sectors. They also support investment in local infrastructure in regional areas.

REBUILDING NSW

The NSW Government is turbocharging the NSW economy by investing \$20 billion in infrastructure through its Rebuilding NSW plan. 30 per cent of the fund will be allocated to regional areas, which will make a real difference to regional economies and communities.

HOW CAN MY ORGANISATION APPLY?

Eligible applicants should use the form provided on the website at www.industry.nsw.gov.au/rgetf. Before submitting the form please ensure that all of the program criteria have been addressed.

Completed forms and all necessary material must be lodged with Infrastructure NSW (INSW) by 20 April 2017.



By email: tourism@insw.com



By mail: Infrastructure NSW
Regional Growth –
Environment and Tourism Fund
PO Box R220 Royal Exchange
NSW 1225.

ELIGIBILITY

Who can apply?

Project applications are invited from:

- » local and state government agencies;
- » Aboriginal Land Councils and other Aboriginal groups;
- » community groups registered as incorporated associations; and
- » non-government organisations.

The NSW Government encourages proponents to work together through their relevant Joint Organisation of Councils, Regional Organisation of Councils, Destination Networks and local tourism organisations to identify projects that involve more than one LGA and have been identified as regional priorities.

Applicants are also encouraged to work with private operators and industry organisations to identify potential projects. Applications that involve public private partnerships are encouraged.

Eligible locations

Eligible projects must be located in an eligible regional LGA. For more information please visit www.industry.nsw.gov.au/rgetf or see the attached map.

Applications for projects from the Greater Sydney metropolitan area, Newcastle and Wollongong LGAs will not be eligible.

Map 1: Regional Tourism: Total Annual Contribution to Gross Regional Product (\$m)



What projects are eligible for funding?

The RGETF is open to regional environment infrastructure projects on publicly owned land and regional tourism projects.

Eligible projects must be for new or enhanced regional infrastructure that will drive growth in the visitor economy including growing regional visitor numbers, increasing overnight visitor expenditure and extending visitor overnight stays.

Projects should demonstrate that they achieve the criteria (listed overleaf), meet the RGETF objective to grow and further diversify NSW regional economies and also meet the purpose of the Restart NSW Fund.

Projects will need to demonstrate that they:

- » have the capacity to deliver jobs and economic growth;
- » have a Benefit to Cost Ratio (BCR) higher than 1.0; and
- » maximise other co-investment by the applicant and, potentially, by the Commonwealth or other industry contributions.

IS THERE A LIMIT TO THE AMOUNT OF FUNDING?

This fund is targeting environment and tourism projects of regional significance and is expected to deliver regional economic, tourism, environmental and social benefits. There is a minimum funding threshold of \$500,000 but no maximum. Applicants who have secured co-contributions from other sources through partnership agreements will be considered favourably.

HOW TO APPLY

Prospective applicants should download and lodge an EOI form before the closing date. Late or incomplete applications, or applications that have used a form other than the prescribed form, will not be accepted.

The EOI form is located at www.industry.nsw.gov.au/rgetf

Please ensure that you have read these guidelines, including the Frequently Asked Questions section, to establish whether your project is eligible.

If you have a question or need assistance please contact the NSW Department of Industry's regional development staff, who can provide local assistance, or you can send an email to tourism@insw.com

NSW Department of Industry contact details can be found at www.industry.nsw.gov.au/contact-us/regional-nsw-offices

The NSW Department of Industry will host regional information sessions (see www.industry.nsw.gov.au/rgetf for more information) and prospective applicants should attend any briefing sessions.

IMPORTANT MILESTONES

All key dates will be published on the NSW Department of Industry website www.industry.nsw.gov.au/rgetf

Indicative Timetable

March-April	Apr-May	May	June
Expression of Interest 6 March ▶ 20 April	Shortlisting	Detailed Application May ▶ 30 June	

The application process has the following stages:

1. Request for EOI open 6 March and close on 20 April 2017.
2. Submitted EOI will be assessed against the criteria.
3. Projects will be shortlisted and then invited to submit a detailed application.
4. Detailed applications will be assessed and INSW will make funding recommendations to the NSW Government.
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What projects would not be eligible?

RGETF will not fund projects that:

- » are not in eligible locations;
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- » are for supporting infrastructure;
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- » relate to buying or upgrading non-fixed equipment, or relate to administrative or running costs that are normally the responsibility of business, state or territory administration or local council;
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Map of eligible LGAs

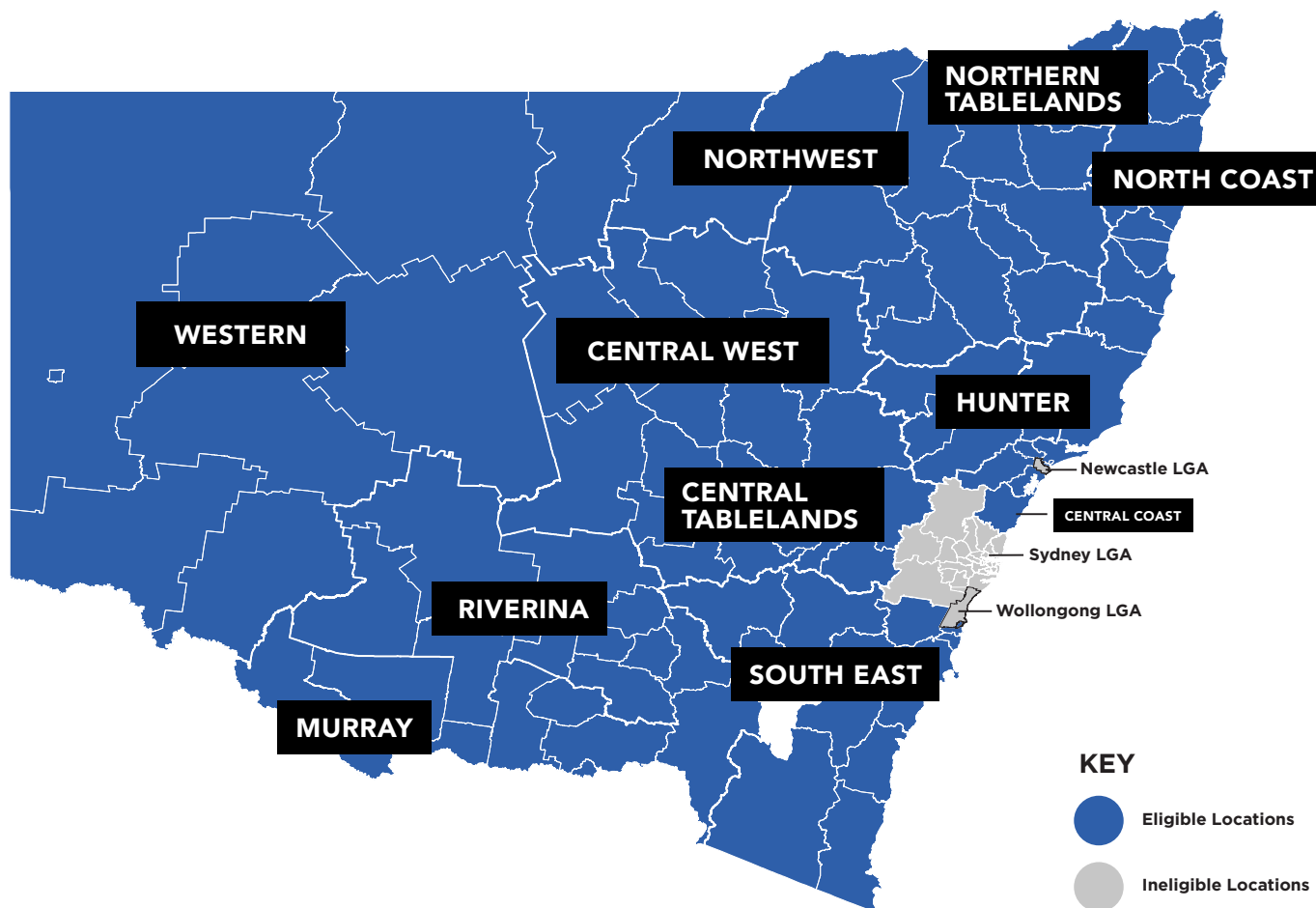




Photo courtesy: Destination NSW

www.industry.nsw.gov.au

From: [Daniel Blacker](#)
To: [Gary Barnes](#)
Subject: Australian Clay Target Association facility in Wagga Wagga
Date: Monday, 29 May 2017 9:28:38 PM
Attachments: [image001.jpg](#)
[Australian Clay Target Association facility in Wagga Wagga.docx](#)

Hi Gary,

In short:

- Late ERC agenda added ~12/13 December 2016 (i.e. the proposal didn't go through the normal 2-stage 6-week cabinet submission process)
- Considered by ERC 14 December 2016
- ERC decision made available 21 December
- DP / Gary Barnes / Jane Spring take lead 13 January
- ORD working on getting a more robust business case developed – 10 February 2017
- DP is keen to keep both Sports and Arts funds as confund. The projects expected to apply for funding through these programs will struggle to meet Restart criteria - the Wagga Wagga Clay Shooting Facility is a good example. 6 April.
- DPO asked GHD to review and update the Wagga Wagga Clay shooting business plan to include more of the expected benefits of the conference centre. 9 May 2017.
- Regional Funds signed off by Premier. 9 May 2017.
- CBA Addendum delivered with extra info now over BCR 1. 23 May.

I couldn't quite pin down exactly when the funding strategy changes tac with the information to hand (but you can read into some of the regional funds swings; i.e. probably toward Restart late Jan; then probably to ConFund late Feb; then back to Restart 9 May). If you need that detail it'll take a bit longer (day or two) as I'll have to chase down some extra info/docs. Full details currently available in doc attached (FYI only; not for distribution as they're copy/paste internal emails).

Kind regards,

Daniel

DPC logo.png



Daniel Blacker | Executive Officer

Office of the Deputy Secretary, Regional NSW

Department of Premier and Cabinet

Level 12, 52 Martin Place, Sydney | GPO Box 5341, Sydney NSW 2001

T: TBC | M: [REDACTED] 8 049 | daniel.blacker@dpc.nsw.gov.au | dpc.nsw.gov.au

Australian Clay Target Association facility in Wagga Wagga

Comment	Source	Date
Updated ERC briefing for the Deputy Premier ahead of ERC this Wednesday 14 December. This updated version now includes the additional agenda item relating to Development of Sporting Infrastructure at the Australian Clay Target Association facility in Wagga Wagga	Email from Daniel Blacker to Laura Clarke	13 December 2016
This went to ERC in December: SC0999-2016 FS Development of sporting Infrastructure at the Australian Clay Target Association facility in Wagga Wagga		14 December 2016
Decision - SC0999-2016 dc Development of sporting Infrastructure at the Australian Clay Target Association facility in Wagga Wagga	Email from Department of Industry Cabinet Ministerials to Daniel Blacker & Gary Barnes	21 December 2016
Touching base regarding the Clay Target facility proposal. I understand from my colleagues in Sport that the DP's office has agreed we will take the lead in supporting the development of this proposal.	Email from Jane Spring to Laura Clarke	13 January 2016
Need to inject yourself into this one	Email from Gary Barnes to Chris Hanger	16 January 2017
Australian Clay Target Association - Wagga. request for \$5.5m considered by cabinet prior to Christmas. Development of conference Centre. ORD working on getting a more robust business case developed.	Regional Operations weekly report	Friday 10 February 2017
Included in SCF project list spreadsheet		16 Feb 2017
Fiona Dewar from DPs office who has requested details on the Wagga Wagga Clay shooting funding request	Chris hanger email requesting copy of the submission for DP and self.	21 February 2017
DP is keen to keep both Sports and Arts funds as confund. The projects expected to apply for funding through these programs will struggle to meet Restart criteria - the Wagga Wagga Clay Shooting Facility is a good example.	Email from Laura Clarke to Liz Livingstone	6 April 2017
DPO asked GHD to review and update the Wagga Wagga Clay shooting business plan to include more of the expected benefits of the conference centre – updated report attached. Can you please assess this updated business plan and advise if this project will provide an economic benefit to NSW.	Email from Chris Hanger to Stewart Webster	9 May 2017

<p>Hey Sarah: As you might have heard, the initial BCR on this project came back well shy of 1.0 which presents a problem as decision was to carve out of restart. Chris Hanger has asked for further info from GDH and they have now provided so we are having economists do another updated CBA.</p> <p>Back-up position will be to take from the new Local Infrastructure fund (think it's now called Stronger Country Communities) which comes from Confund so won't require BCR in assessment criteria.</p> <p>I believe Treasurer signed the out of session "delegated" decision yesterday that gives effect to the new regional infrastructure funds and \$s and should be making way to your office. When this is signed let me know and I will advance a request for reservation from this new fund to DP so we can have this as a back-up in case BCR remains below the magic mark.</p> <p>Have briefed Fiona around the this back-up plan</p>	<p>Email from Gary Barnes to Sarah Cruikshank</p>	<p>10 May 2017.</p>
<p>Hi Gary – thanks for the updates on the pigeons (!) – the Premier has signed the funds documentation last night and I told Fiona this morning.</p> <p>As per our more general discussion last Monday, the Premier is keen that worthy projects that could potentially be diverted to other funds, rather than us just giving a flat refusal based on adherence to a strict set of guidelines, is definitely the preference. Just so we don't waste the time and efforts of local organisations in preparing documentation etc. So if your view is pigeons falls into this category, I can't see any problem with the approach you suggest.... S</p>	<p>Email from Gary Barnes to Sarah Cruikshank</p>	<p>10 May 2017.</p>
<p>What's the deadline on the Northern Inland Sporting Centre of Excellence CBA? There are a couple of issues (questions underlined):</p> <ol style="list-style-type: none"> 1. The business case is lacking some vital visitation and sundry other data – who do we contact for the info, the consultant or the proponent? 2. The majority of the benefits will be 'consumer surplus' of local residents. These can be substantial, but we either need to use "benefit transfer" (use of estimates of consumer surplus for unrelated projects as a proxy, which can be criticised) or do bespoke research (my guys can do this themselves and I've got funds, but it will take three weeks). Is the project public knowledge? (probably can't do the research if it's not) <p>So, assuming we get the data straight away, a CBA like we do for J4N (appropriate for this project's size) will take two weeks with benefit transfer or three weeks with the research (which could probably be</p>	<p>Email from Stewart Webster to Chris Hanger</p>	<p>18 May</p>

used in other CBAs). So do we have three weeks?		
re addendum to Clay Pidgeon CBA. I'll draft up a brief to INSW with recommendations	Email from Chris Hanger to Gary Barnes	23 May 2017
Fiona. Pls note the attached ACTA CBA Addendum FINAL. With extra info now over bcr 1. Chris is now completing paperwork for insw. Local member will be happy.	Gary Barnes to Fiona Dewar (cc Clive Mathieson)	23 May 2017
Wagga Wagga clay pigeon shooting range / conference centre: DPC's Investment Appraisal team have reviewed the business case for this project and assessed that it provides potential benefits for the State. Regional NSW will send the assessment to INSW for review and consideration for funding through the Regional Growth: Economic Infrastructure Fund. New England Sporting Centre of Excellence: DPC's Investment Appraisal team are finalising their review of the business case for this project including its inclusion in choice modelling work. Once the assessment has been completed Regional NSW will send the assessment to INSW for review and consideration for funding through the Regional Growth: Economic Infrastructure Fund.	Gary Barnes weekly meeting with Premier agenda	29 May 2017

From: [Jane Spring](#)
To: [Gary Barnes](#)
Subject: Wagga
Date: Friday, 13 January 2017 10:44:45 AM
Importance: High

Hi Gary

Michael Toohey from Sport & Rec came and met Stewart Webster, Alex Akopyan and me re Wagga yesterday afternoon.

I'd previously had a chat with Jenny Davis who was keen for us to have Margaret O'Dwyer look over the proposal and meet the proponents – more or less as we would usually assist groups looking for government support.

Jenny Davis also has some thoughts on different funding options to deal with this proposal.

In the meeting with Michael Toohey we agreed:

- GHD had prepared a business plan for the proponent. Michael would arrange support for the proponent to further engage GHD or another consultant to improve the quality of the business plan to allow better assessment
- Stewart's team will provide the usual guidance to the consultant on what is required to allow better assessment. Stewart was happy to work with GHD if that worked out in the interest of timeliness.

I'm talking to Margaret at 11am.

Keen to talk at any time you like on this (I'm in the Ourimbah office today)

Regards

Jane

Jane Spring | Executive Director, Regional Development

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From: [Sarah Cruickshank](#)
To: [Gary Barnes \(DPC\)](#)
Cc: [Chris Hanger](#)
Subject: RE: wagga clay pigeons
Date: Wednesday, 10 May 2017 9:48:27 AM
Attachments: [image001.jpg](#)

Hi Gary – thanks for the updates on the pigeons (!) – the Premier has signed the funds documentation last night and I told Fiona this morning.

As per our more general discussion last Monday, the Premier is keen that worthy projects that could potentially be diverted to other funds, rather than us just giving a flat refusal based on adherence to a strict set of guidelines, is definitely the preference. Just so we don't waste the time and efforts of local organisations in preparing documentation etc. So if your view is pigeons falls into this category, I can't see any problem with the approach you suggest.... S

From: Gary Barnes [mailto:Gary.Barnes@dpc.nsw.gov.au]
Sent: Wednesday, 10 May 2017 9:32 AM
To: Sarah Cruickshank
Cc: Chris Hanger
Subject: wagga clay pigeons

Hey Sarah: As you might have heard, the initial BCR on this project came back well shy of 1.0 which presents a problem as decision was to carve out of restart. Chris Hanger has asked for further info from GDH and they have now provided so we are having economists do another updated CBA.

Back-up position will be to take from the new Local Infrastructure fund (think it's now called Stronger Country Communities) which comes from Confund so won't require BCR in assessment criteria.

I believe Treasurer signed the out of session "delegated" decision yesterday that gives effect to the new regional infrastructure funds and \$s and should be making way to your office. When this is signed let me know and I will advance a request for reservation from this new fund to DP so we can have this as a back-up in case BCR remains below the magic mark.

Have briefed Fiona around the this back-up plan

Cheers Gary



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