



**The new  
state of  
business**

## AGRICULTURE INDUSTRY ACTION PLAN

**PRIMED FOR GROWTH**  
**INVESTING LOCALLY**  
**CONNECTING GLOBALLY**

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Department of  
Primary Industries





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Department of  
Primary Industries

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**More information**

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in knowledge, users are reminded of the need to ensure that information upon which  
they rely is up to date and to check currency of the information with the appropriate  
officer of the Department of Primary Industries or the user's independent adviser.

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## FOREWORD

New South Wales is the engine room of Australia's economy. It is also home to our nation's largest, most diverse, most globally connected and sophisticated agricultural industry.

The NSW primary industries sector now contributes \$12 billion<sup>1</sup> each year to the State's economy, underpinning the economic, social and cultural fabric of many rural and regional communities making a substantial contribution to the State.

For this reason, it is important that we have a plan to drive growth into the future; a vision for where our primary industries sector is heading.

This is the NSW Government's Agriculture Industry Action Plan *Primed for growth: Investing locally, connecting globally*.

This important plan outlines the NSW Government's strategy for the agriculture sector, and provides a clear roadmap for industry and government to work together to drive growth.

A considered approach has been undertaken to reach this point, starting in 2013 when the NSW Government commissioned the Agriculture Industry Action Plan taskforce to provide recommendations.

This industry taskforce comprised leading identities from the NSW primary industries sector and this Agriculture Industry Action Plan looks progressively towards ensuring sustainable long-term growth, innovation and productivity for the sector.

Through the creation of a business-enabling environment, the NSW Government will work alongside industry to allow businesses across the State to seize expanding trade opportunities in particular to take advantage of rising demand in Asia, and bolster the economy, with the aim of boosting profits for those involved in agriculture.

The NSW Government has also released Industry Action Plans for other key sectors of the economy – Professional Services, Manufacturing, Creative, International Education and Research, the Visitor Economy and the Digital Economy.

The release of the Agriculture Industry Action Plan marks another significant milestone in our work to rebuild the NSW economy.

As with other priority sectors addressed by the Agriculture Industry Action Plan process, our ability to fully harness the potential for growth in the agricultural industries in NSW will be a key determinant of our success in driving growth and creating jobs here in NSW.

It should come as no surprise that many of the issues, challenges and opportunities raised in this Agriculture Industry Action Plan resonate closely with other industry sectors.

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<sup>1</sup> NSW Trade & Investment, Contribution of Primary Industries to the NSW economy – Key Data, 2013

While this plan has a targeted approach to agriculture, the NSW Government is committed to working with the entire agribusiness sector to harness both the potential and the opportunity that global growth presents for the whole supply chain.

The value of closer partnership between government, industry and the education and research sectors are also highlighted in this Agriculture Industry Action Plan.

We thank the members of the Agriculture Industry Action Plan taskforce, and all those who have contributed to the development of this plan. We look forward to working collaboratively on the implementation of our plan to revitalise agriculture in NSW.



The Hon. Troy Grant MP  
NSW Deputy Premier  
Minister for Trade and Investment  
Minister for Regional Infrastructure  
and Services  
Minister for Tourism and Major Events  
Minister for Hospitality, Gaming  
and Racing  
Minister for the Arts



The Hon. Katrina Hodgkinson MP  
Minister for Primary Industries

## EXECUTIVE SUMMARY

The Agricultural Industry Action Plan – the first of its kind in NSW – has been developed by industry and the NSW Government to drive continued growth of our primary industries sector and to support growth of jobs in rural and regional areas.

The coordinated and visionary approach identifies ways to unlock new market and growth opportunities for our agricultural products across the supply chain, addressing a range of issues including workforce and skills development, education, trust in our production systems and research and development.

It targets new partnerships and supply chain models to capitalise on market and export opportunities for the NSW primary industries sector, now valued at \$12 billion per year<sup>2</sup>.

The Agriculture Industry Action Plan, underpinned by the NSW Economic Development Framework, focuses on driving production and innovation; building a dynamic workforce; and making it easier to do business.

By working with industries to develop a clear vision – backed by a strategic roadmap – the NSW Government is committed to helping producers capitalise on opportunities that stem from rapid increases in global demand and a burgeoning global population.

The Agriculture Industry Action Plan recommends a broad range of actions to be implemented by industry and government – all of which are supported by the NSW Government.

These recommendations are based around six key themes:

- » build the appropriate frameworks to maintain the profitability, productivity and innovation that will underpin competitiveness of the agriculture sector in the face of declining terms of trade.
- » maximise the efficient use of human capital through a focus on workforce and skills.
- » review the business and regulatory operating environment in NSW to ensure the focus is on business development in the sector.
- » investigate new models for investment and ownership within the industry to facilitate the capital investment required to underpin growth.
- » develop the partnerships, supply chains and operating environment to capitalise on market and export opportunities; and
- » improve long-term market development by effectively connecting with communities to build the social licence for production systems and products.

The NSW Government has developed a series of strategies to ensure the Agriculture Industry Action Plan harnesses the agricultural sectors' true potential for growth.

Importantly, the NSW Government has committed to reporting against these targets and how we are delivering value for the primary industries sector.

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<sup>2</sup> NSW Trade & Investment, Contribution of Primary Industries to the NSW economy – Key Data, 2013

Through wide consultation and detailed planning, this process has ensured our agricultural industries have a pathway to greater prosperity. A stronger primary industries sector means economic, social and environmental benefits for the entire State.

The NSW Government is committed to growing the agricultural industry by:

1. driving productivity through sharing our innovation and knowledge, partnering for research and development that creates value, and positioning the industry by planning for the future.
2. building a dynamic workforce and businesses through providing accessible high-quality and relevant training, identifying the skills needed for the future and promoting a new and creative way of doing business.
3. enabling business through cutting red-tape to make it easier, growing exports and attracting investment and connecting consumers, stakeholders and the community.

## PRIMED FOR GROWTH: INVESTING LOCALLY, CONNECTING GLOBALLY

The Agriculture Industry Action Plan sets out priorities to assist the sector to capitalise on emerging opportunities, outperform its global competitors and drive long-term growth and productivity improvements.

This plan is underpinned by the NSW Economic Development Framework and will make it easier to do business in NSW and position industry for long-term global competitiveness through innovation and productivity.



### DEMONSTRATE LEADERSHIP THROUGH NEW SOLUTIONS & ADVOCACY

**COMMISSION** an economic analysis to identify future industry opportunities

**PROMOTE** new career pathways for the primary industries sector

**SUPPORT** industry to build consumer trust in production systems



### COLLABORATE TO DRIVE INNOVATION & COMPETITIVENESS THROUGH CAPACITY BUILDING, WORKFORCE DEVELOPMENT & PARTNERSHIPS

**ESTABLISH** an alumni program of industry leaders

**PUBLISH** an online database of all research programs undertaken by DPI

**EXPLORE** new models of research collaboration, information and knowledge sharing



### MAKE IT EASIER TO DO BUSINESS BY CUTTING RED-TAPE & STRATEGIC PLANNING

**ENSURE** new biosecurity legislation reduces red-tape

**DEVELOP** 10 year sector strategies for key industries

**FOCUS** red-tape reduction through industry advice from Primary Industries Ministerial Advisory Council



### INVEST IN CRITICAL INFRASTRUCTURE TO SUPPORT GROWTH & PRODUCTIVITY GAINS

**DELIVER** investment in on farm water efficiency projects

**INVEST** in a world class biosecurity information system to protect markets

**LAUNCH** a Rural Resilience Program



### RAISE THE GLOBAL PROFILE OF NSW THROUGH INTERNATIONAL ENGAGEMENT & PROMOTION

**LAUNCH** an agribusiness/ agriculture export strategy

**RECOGNISE** and celebrate industry champions

**SHOWCASE** market access credentials to trade partners

# PART 1 – CONTEXT

## AGRICULTURE'S IMPORTANCE TO THE NSW ECONOMY



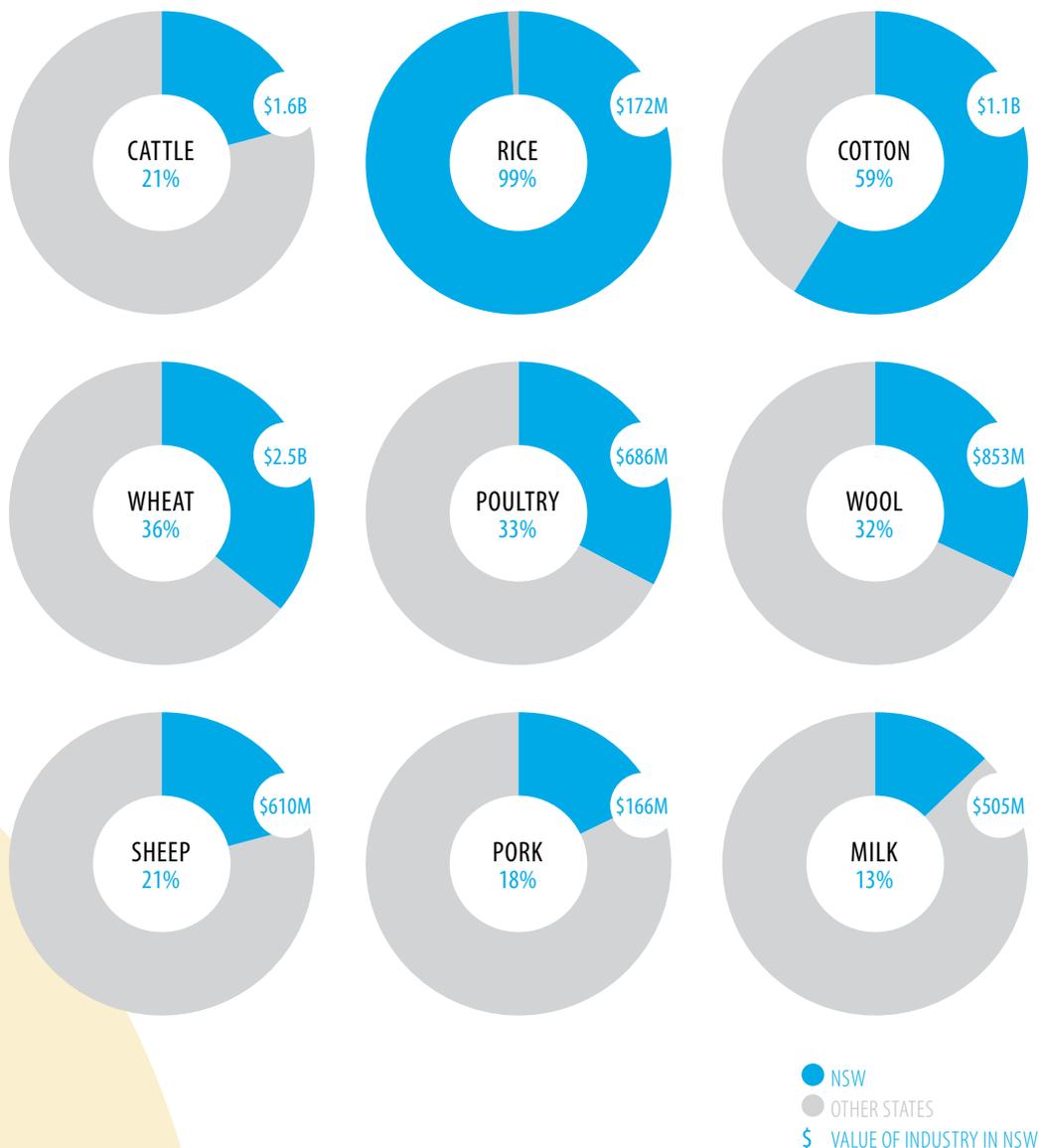
## INDUSTRY OVERVIEW

Agricultural product goes beyond 'food and fibre'. It directly and indirectly underpins a range of other industries such as agrifood processing; recreational industries including the thoroughbred, quarter-horse and other equine industries; energy, through the production of ethanol from starch produced as a by-product of the grains industry; and by supplying specialty products for a host of other industries including the medical and industrial sectors.

While agriculture in NSW has a strong domestic market, it maintains an emphasis on export and has built a reputation as a supplier of high-quality commodities. The industry has evolved from production of non-perishable commodities to assured, high-quality products for the expanding middle class consumer.

NSW farmers sustainably manage two thirds of the State's land mass.

## NSW'S CONTRIBUTION TO NATIONAL AGRICULTURE OUTPUT



## AGRIFOOD'S IMPORTANCE TO THE NSW ECONOMY

The NSW agrifood industry consists of businesses engaged in the production, manufacture and packaging of food and beverage products, from raw materials and ingredients for further processing, to finished products. It encompasses both the agricultural and manufacturing sectors of the economy.

The agrifood industry is a major contributor to the NSW economy, generating substantial employment, investment and exports.

Within the 15 sub-groups comprising the NSW manufacturing<sup>3</sup> sector, food product manufacturing in 2012 was the largest employer, with employment growing at around 0.6 per cent per annum, against an average for all manufacturing over the same period of -1.4 per cent.



## JOBS IN AGRIFOOD VALUE CHAIN



<sup>3</sup> DAFF, Food Stats 2011–2012, Table 3.1: Employment in Food and Beverage manufacturing

## INDUSTRY ACTION PLAN CONTEXT

The NSW Government commissioned the Agriculture Industry Action Plan in 2013 to provide a platform to drive the growth and development of a competitive, profitable and sustainable agriculture sector in NSW.

The plan complements the suite of existing plans that guide both NSW Government and industry investment.

**NSW 2021: A plan to make NSW number one** sets the NSW Government's agenda for change in NSW. NSW 2021 recognises the importance of agriculture in improving the economic development of NSW and growing regional economies. NSW 2021 includes targets to improve agricultural productivity through: sustainable land; water and vegetation management; promoting the co-existence of resource-based industries through the identification of strategic agricultural lands; and implementing the Biosecurity Act and ensuring that the development efforts of industry and government are effective and well coordinated. NSW 2021 also recognises the vital role investment in key infrastructure plays in increasing industry productivity and competitiveness.

The NSW Government has also developed regional action plans to better coordinate delivery of government services across the State.

Nationally, the Commonwealth is developing its **Agricultural Competitiveness White Paper**, to guide its future policy development and investment in the sector.

Industry has a number of guiding plans and strategies in place, from the National Farmers Federation's **National Blue Print for Agriculture**<sup>4</sup>, which highlights the national agricultural industries concerns for government consideration. National **commodity groups** either have or are developing five-year plans for their relevant sectors to respond to opportunities and threats facing each of these sectors in agriculture.

Earlier this year the Australian Academy of Technological Sciences and Engineering, in its **Food and Fibre: Australia's Opportunities**<sup>5</sup> report recommended the following response to the challenge and opportunities facing the sector: development of a long-term strategy; leveraging competitive advantage through 'Brand Australia'; improving innovative capacity; and enabling collaboration and translation for value adding.

Most recently the **Business Council of Australia**, while recognising the opportunities for agriculture and food, has challenged industry and government to take 'more deliberate and purposeful steps'. It has called for sector strategies to articulate goals for priority sectors including agriculture and agribusiness.

The priorities of these initiatives are consistent with the direction of the Agriculture Industry Action Plan.

The NSW Government is encouraged to see such consistent and sustained cross-jurisdictional and stakeholder recognition of the importance of the agricultural industry to our future social and economic prosperity.

4 [www.nff.org.au/blueprint.html](http://www.nff.org.au/blueprint.html)

5 [www.atse.org.au](http://www.atse.org.au)

## THE OPPORTUNITY

The NSW Government is firmly focused on continuing to grow the State's economic base, and ensuring that rural and regional NSW is a central part of that agenda. The NSW Government has implemented a program of reforms to revitalise the primary industries sector, including reviewing and introducing innovative service delivery models that capture greater efficiencies and effectiveness through closer partnerships with the private sector. These reforms will deliver new approaches in extension, information provision, policy development, biosecurity and research and development programs.

Recent developments in free-trade agreements are opening up opportunities for Australia to tap into the growing demand for food and fibre from a burgeoning Asian market. As the world's population and income rise, so too will the premium on safe and secure sources of food supply. The NSW Government is reviewing this new business environment to more clearly identify those opportunities relevant to our NSW industries.

Those opportunities then need to be seized.

Our reputation in NSW as a premium provider in terms of both food quality and the reliability of safe supply is solid. There is no doubt that the NSW agricultural sector is primed to compete in new and expanding markets, particularly in grains, beef, sheep, cotton, wool and dairy, wine and oil seeds.

To take up the opportunities we will need innovative approaches by farmers, agribusiness and by government to fully utilise available resources to facilitate growth for the whole sector for the long term.

The NSW Government is committed to research and development, and we annually facilitate investment of more than \$100 million of internal and external funds into active R&D projects supporting agriculture, fisheries and biosecurity. We have developed long-term partnerships with all NSW universities, research and development corporations and cooperative research centres.

In addition to research, the NSW Government is implementing reforms and creating opportunities to make business easier for our primary producers – while driving productivity growth in our primary industries.

NSW is well placed to cash in on the nation's next boom via the 'Fantastic Five' sectors of agribusiness, gas, tourism, international education and wealth management, as well as benefiting from new opportunities, particularly relating to health and an ageing population. More importantly, these growth pockets are mainly in high job creating areas of the economy.

New research from professional services firm Deloitte has identified that NSW is ahead of the nation in more than half of the new super-growth sectors – meaning the State is well placed for future prosperity. If we address the barriers to the success of the 'Fantastic Five', Deloitte estimates these could be worth an extra \$250 billion to the economy during the next 20 years and will have the potential to match mining and keep Australia near the top of the world's prosperity charts<sup>6</sup>.

<sup>6</sup> Deloitte: Positioning for Prosperity? Catching the next wave, March 2014

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## Developing NSW as an agrifood world hub

NSW's reputation for a clean and green agricultural industry puts our agrifood sector in a good position to meet rising consumer expectations in key markets.

By targeting key markets like China, India and Japan and growing priority sectors of the NSW economy such as agribusiness, education, professional services and the visitor economy – we are committed to positioning our industries to take advantage of the rising demand right across the region.

The NSW Government's efforts to boost international trade and investment have helped create almost 14,000 jobs and generate \$4.4 billion in investments.

Andrew Stoner,  
Former NSW Deputy Premier  
28 March 2014

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## Agribusiness

Key drivers of global demand are lifting, including population growth in key markets. Global food demand will rise alongside the world's population. Moreover, at the same time that demand will lift, supply from much of the rest of the world – especially Asia – will be under pressure.

Simply put, the world is on the cusp of a leap in demand for higher-value food products and Australia has the goods. Agribusiness has something most other sectors don't: the prospect of rapid increases in global demand meeting domestic comparative advantage. But business and government will need to take bold steps, especially in the next ten years as many of our biggest challenges hit home.

Rob McConnel, Deloitte

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PART 2 –  
THE TASKFORCE  
RECOMMENDATIONS



## KEYS TO THE SUCCESS OF THE TASKFORCE RECOMMENDATIONS

The agricultural sector in NSW has changed significantly during the past 25 years. Deregulation followed by globalisation has changed the roles that the government should play in enabling future growth.

The Agriculture Industry Action Plan re-draws the traditional boundaries of government and industry to recognise the strengths that each party brings to the implementation phase. The Agriculture Industry Action Plan notes that the role government should play in enabling future growth will differ according to the sector. Some sectors require a greater level of innovation, incentive and or regulatory reform, which may be through research, skills enhancement or red-tape reduction. For other sectors, these enablers are already in place and provide an optimum environment for the industry to grow and sustain. The priority in those cases may lie in infrastructure, information and communications technology or market access.

The implementation of the Agriculture Industry Action Plan is dependent on a model of co-delivery. While the Agriculture Industry Action Plan nominates either industry or government as responsible for the implementation of recommendations, the inherent inter-dependence between the sector and government requires a co-delivery approach.

The taskforce's view was that there is no single 'right way' or 'best way' to divide the responsibilities for the implementation and achievement of the Agriculture Industry Action Plan recommendations. The diversity within the sector will require the NSW Government to innovate in its policy development, innovate in its areas of industry engagement and innovate in different models of co-delivery with industry to achieve the outcomes that have been identified by the industry taskforce. The implementation of the Agriculture Industry Action Plan will put the NSW Government at the forefront of new approaches to public service delivery, and in turn, develop new models for co-delivery with industries.

## CONTEXT TO THE TASKFORCE RECOMMENDATIONS

The taskforce focused on the production industries of aquaculture, broadacre agriculture, horticulture, livestock and viticulture. It did not attempt to address competitiveness issues relating to processing or manufacturing.

The taskforce recognised that to improve the competitiveness of the agriculture sector there is a need to build stronger ties beyond the farm-gate. This was addressed through recommendations seeking to strengthen linkages to the processing and marketing sector, both domestically and internationally.

Within the Agriculture Industry Action Plan, links to the processing sector and the array of supply chains were therefore seen as critical. Many development issues impact on both production and manufacturing. These include: the effect of currency exchange rates, rising input costs, employment and labour skills, import and export market competition, and changing community perceptions of the sector.

The Agriculture Industry Action Plan taskforce's recommendations document is available from [www.dpi.nsw.gov.au/oasfs/aiap](http://www.dpi.nsw.gov.au/oasfs/aiap)

PART 3 –  
THE NSW GOVERNMENT'S  
RESPONSE



## OVERVIEW

The long-term competitiveness of the NSW economy will be based on an ability to develop innovative solutions to customer needs. By establishing the Agriculture Industry Action Plan taskforce and commissioning the NSW Agriculture Industry Action Plan as one of seven<sup>7</sup> Industry Action Plans, the NSW Government has acknowledged the important direct contribution that these industries make to the NSW economy.

The NSW Government also recognises that the agricultural industries have the potential to play a key role in driving innovation and global competitiveness across the NSW economy, by adding value to products and services and supporting other industries to meet customer needs. It is critical therefore that NSW improves its ability to link productivity to innovation and economic growth in a fiscally responsible way.

Agriculture in NSW operates in almost completely deregulated markets, having a strong export focus with about 60 per cent<sup>8</sup> of agricultural product being exported. The supply chains are varied and complex.

While agriculture in NSW has been traditionally focused on production of commodities, the sector is increasingly specialising to meet specific markets both domestically and internationally. The level of both on-farm and off-farm value adding is increasing.

The response outlines the NSW Government's priority activities for maximising the economic value of agricultural industries, to be delivered through engagement with industry. It seeks to unlock opportunities for strengthened collaboration between and across governments to improve strategic positioning of the agricultural industry in NSW.

The Agriculture Industry Action Plan taskforce identified 40 actions for industry stakeholders and Government to pursue. The NSW Government supports all of the recommendations of the taskforce. Over the life of the Agriculture Industry Action Plan, the Government will endeavour to put in place mechanisms and resources to support its delivery.

The Agriculture Industry Action Plan taskforce defined the agriculture industry as:

*'Agriculture is the use of natural and man made resources for the production of food, fibre and other products including early stage processing.'*

The NSW Government considers this as a narrow view of the broader NSW agrifood industry. Within the NSW Government's definition, production agriculture is a sub-sector and the extent to which the Agriculture Industry Action Plan addresses the broader agrifood industries is limited.

Many of the issues raised by the Agriculture Industry Action Plan taskforce are common along the value chain. These include: the impacts on viability of the sector of increasing costs of production and the impact of the strong Australian dollar, the challenges of accessing market including export opportunities, ensuring a future workforce and access to skilled labour, having appropriate R&D funding models in place and ensuring engagement with the community on issues around production / product and place.

<sup>7</sup> The other industry sectors with an Industry Action Plan are: professional services, digital economy, manufacturing, international education and research, creative industries and the visitor economy.

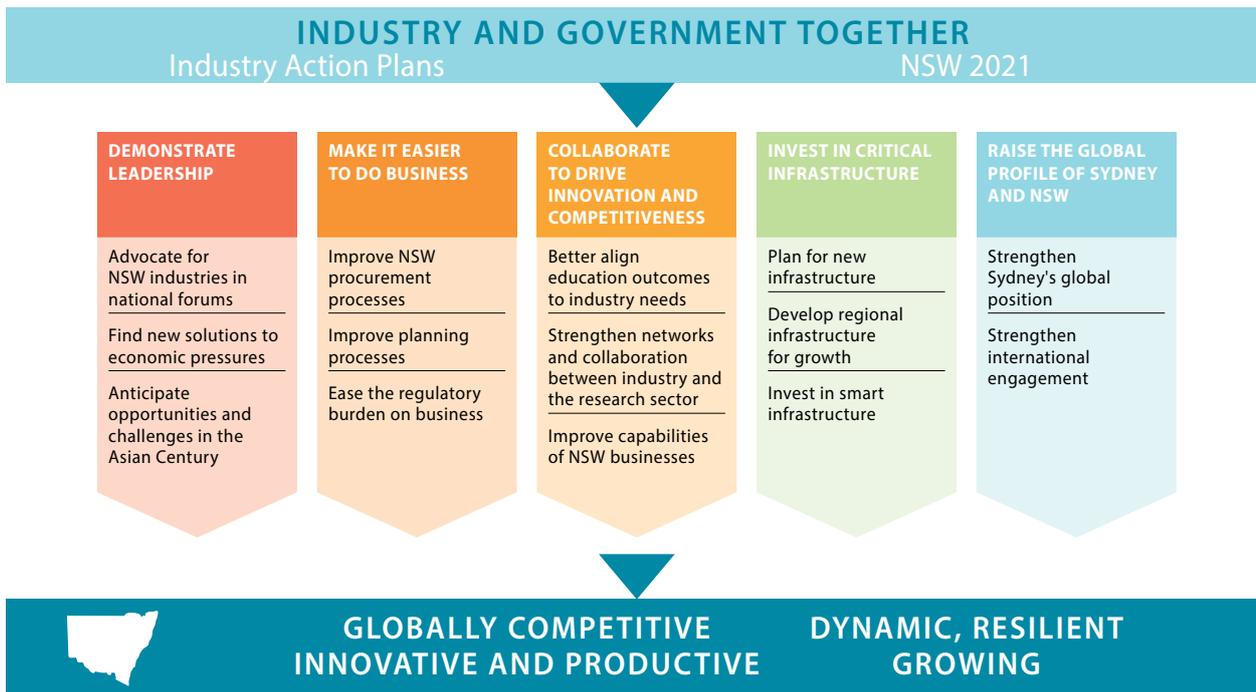
<sup>8</sup> NSW Trade & Investment, Contribution of Primary Industries to the NSW economy – Key Data, 2013

Many of the opportunities for the agrifood sector are similar to those of the production sector: encouraging market development; access to export markets; attraction of investment and access to capital.

Government policies in this area overlap with many initiatives and the other Industry Action Plans already developed and implemented. This plan is informed by these other initiatives and avoids duplication whilst improving the delivery of outcomes.

## FRAMING THE NSW GOVERNMENT RESPONSE

The NSW Government’s response to the Agriculture Industry Action Plan is positioned within the **NSW Economic Development Framework**<sup>9</sup>, released in December 2012. The Economic Development Framework provides a platform for growth.



The Framework is based on the conviction that a more collaborative approach is required to drive economic growth in the State.

Long-term, sustainable economic growth will not be achieved without good public policy that facilitates improved partnership and coordination of efforts between industries, education institutions, research organisations and all levels of government. It will help deliver shared value, enhanced industry competitiveness and improved economic and social outcomes for the community.

While government has an important role in establishing priorities and creating the broad economic environment for prosperity, industry associations and professional bodies have strong leadership roles in defining the direction of their industry and responding to industry-specific issues and needs. In parallel, education and research organisations generate the knowledge and skills required to respond to challenges and opportunities.

The NSW Government’s response to the Agriculture Industry Action Plan recommendations is clearly linked to the Economic Development Framework.

<sup>9</sup> <http://www.business.nsw.gov.au/doing-business-in-nsw/nsw-business-environment/economic-dev-framework>

## DEMONSTRATE LEADERSHIP

The taskforce and its work highlighted the important role of the NSW Government in demonstrating leadership, particularly in promoting the value of the industries to the broader NSW community, integrating agriculture into the economic framework for the State and in engaging with the industry to resolve strategic issues that impede growth.

The NSW Government will continue to advocate for our agriculture industries at national forums to best position NSW for the 'new wave' of growth and opportunity through representation of the NSW perspective in harmonising standards across the nation, providing advice on trade, trade agreements and infrastructure needs that are of strategic importance to the State.

In a trade exposed sector such as agriculture, economic pressures will continue to be a challenge. NSW Government policy settings including around natural resource management and the development of an export development strategy can support industry to remain productive and economically competitive into the future.

By bringing together industry leaders from across sectors, and working with international partners we can better anticipate future opportunities and challenges through improving connections and developing relationships with potential partners and investors for the future growing markets.

**Goal 2:** A profitable and productive industry in NSW

**Goal 10:** Improve liaison with government on emerging policy issues

**Goal 11:** Promote development of successful ownership and business models

**Goal 12:** Improve access to markets

**Goal 17:** Develop an enduring social licence for NSW agriculture

**Goal 18:** Develop a better understanding of the drivers of the social licence of NSW agriculture

**Goal 19:** Strengthen the link between community and agriculture

## MAKING IT EASIER TO DO BUSINESS

Having an open and competitive business environment is a key enabler for the growth of all businesses. The NSW Government has identified a number of key actions that will be undertaken to support the recommendations made by the Agriculture Industry Action Plan taskforce.

Improvement in planning processes will ensure continued access to the essential resources needed by industry to capitalise on growth opportunities.

By working with industry to identify and then review those regulations of greatest impact, the NSW Government will enable the industry to better respond to changing business environments and be more responsible for business performance. The Quality Regulatory Services Initiative, launched by the NSW Government in August 2014, promotes a risk based approach to compliance and enforcement, as well as requiring an outcomes-focus on all regulation.

**Goal 7:** Identify red-tape reduction opportunities

**Goal 8:** Improved consideration of the impacts on agricultural industry competitiveness in policy and regulation development

**Goal 9:** Review current processes for assessing the net benefit of regulation to industry

**Goal 15:** Remove market distortions

## COLLABORATION TO DRIVE INNOVATION AND COMPETITIVENESS

The NSW Government is committed to strengthening the alignment between education outcomes and the needs of the agricultural industry and welcomes the recommendations around a joint approach to achieving these objectives. The NSW Government also supports the recommendations around increasing the collaboration between the Government and industry to drive innovation and knowledge development. The NSW Government is committed to strengthening cross-sector partnerships that are proven accelerators of innovation and will support agricultural industries businesses.

Better alignment of education outcomes to industry needs will deliver rewarding career pathways for new entrants and industry career professionals

While the NSW Government has invested heavily in developing strong alliances with the state's universities and other research providers we can strengthen the networks and collaborative relationships between industry and the research sector to ensure investment is targeted to those issues constraining growth of the industry

The plan has a strong focus on improving the capabilities of NSW businesses by providing industry with the appropriate tools and information to improve decision making and minimising business risk. Strengthening networks and collaboration between industry and the research sector will ensure investment is targeted to those issues constraining growth.

**Goal 1:** A responsive and flexible industry

**Goal 3:** Enabling competitive advantage

**Goal 4:** Improved capability and access to knowledge

**Goal 5:** A highly skilled and flexible workforce

**Goal 6:** Attractive and secure career pathways

## INVESTING IN CRITICAL INFRASTRUCTURE

The Agriculture Industry Action Plan taskforce highlighted the importance of improving transport and logistics infrastructure for servicing of the industry. The NSW Government's Infrastructure Strategy builds on existing public commitments and outlines a forward program of more than 70 urban and regional projects and reforms across transport, ports, freight, aviation, energy, water, health, education and social infrastructure.

Developing regional infrastructure is clearly linked to growth through lowering input costs, attracting labour and ensuring the delivery of agricultural product to markets and consumers. Water infrastructure remains an important priority in regional NSW, with secure access to water a key to economic growth for agriculture and the businesses and communities that support our agricultural industries.

The State's biosecurity infrastructure is also critical for maintaining market access and minimising costs to agricultural businesses and must be adequately invested in to minimise the threat of disease, pest or weed incursions and spread.

**Goal 16:** Remove infrastructure constraints to improved productivity

## RAISING THE GLOBAL PROFILE OF SYDNEY AND NSW

NSW has successfully developed an international reputation for excellence in innovation, services and investment. The Agriculture Industry Action Plan taskforce called for the NSW Government to further develop the brand and profile of NSW as a source of credible safe food to enable NSW exporters to capitalise on this positioning.

The NSW Government has identified Japan, United States of America, China, the United Kingdom, India, Malaysia, the United Arab Emirates, South Korea, Singapore and Indonesia as ten key markets to foster trade and investment.

The NSW Government actively undertakes and supports missions and trade delegations to targeted markets and has established six international offices in China (Shanghai and Guangzhou), Japan (Tokyo), India (Mumbai), the United States of America (San Francisco) and the United Arab Emirates (Abu Dhabi) to support these efforts.

These offices were selected on the basis of their substantial value to the NSW economy and the opportunities for further growth. The offices actively promote NSW as a destination for international investment, events, tourism and trade.

The NSW Government will build on this success and facilitate easier access to international markets by leveraging the diverse export success across the breadth of the agricultural industries as part of its international promotion activities. With the recent conclusion of the trade agreements with Japan and South Korea, the inclusion of an agriculture sector strategy has become a priority.

**Goal 13:** Support export opportunities

**Goal 14:** Improve awareness and promote the reputation of NSW agricultural products

PART 4 –  
DELIVERY AND  
IMPLEMENTATION



The objectives of the NSW Government outlined in this response can only be delivered through partnerships. Improved collaboration will be a leading indicator of the success of this new economic development approach. There are targets with two, five and 10-year delivery horizons, with annual reporting on implementation progress.

The NSW Government also recognises that successful implementation requires ongoing monitoring, transparency and accountability of performance.

The NSW Government will engage with the agricultural industries annually to review progress and identify future opportunities and challenges. The Primary Industries Ministerial Advisory Council will provide a forum to both update the industries on the implementation of the Agriculture Industry Action Plan and to drive the implementation of the Agriculture Industry Action Plan itself.

The NSW Innovation and Productivity Council will monitor implementation of agreed actions.

In addition to direct engagement and collaboration between key economic players, performance will be assessed against:

- » progress of the implementation of the supported actions; and
- » achievement of long-term macro-economic objectives and relevant NSW 2021 targets.

These are summarised on the following pages.

## DRIVING THE PLAN

### THE ROLE OF NSW TRADE AND INVESTMENT IN GROWING AGRICULTURE IN NSW

NSW Department of Primary Industries (DPI) is a division within NSW Trade & Investment. It works to develop and sustain diverse, profitable food and fibre industries, and to ensure best-practice management of our natural resources. DPI has responsibilities in most activities related to the development of the agricultural sector. It has a strong history of developing profitable, sustainable and biosecure agriculture and aquaculture, ensuring best management of catchments, natural resources and water, and regulating the safety of the State's food sector.

Separate divisions of NSW Trade & Investment and other agencies also have important related roles in matters such as industry development and natural resource management.

The DPI vision is to have 'innovative primary industries in strong regional communities' and its purpose is 'to increase the capacity of primary industries and communities to drive economic growth across NSW'.

To achieve this vision requires secure agricultural production systems in NSW that are sustainable environmentally, socially and economically, now and in the future. This will be achieved through:

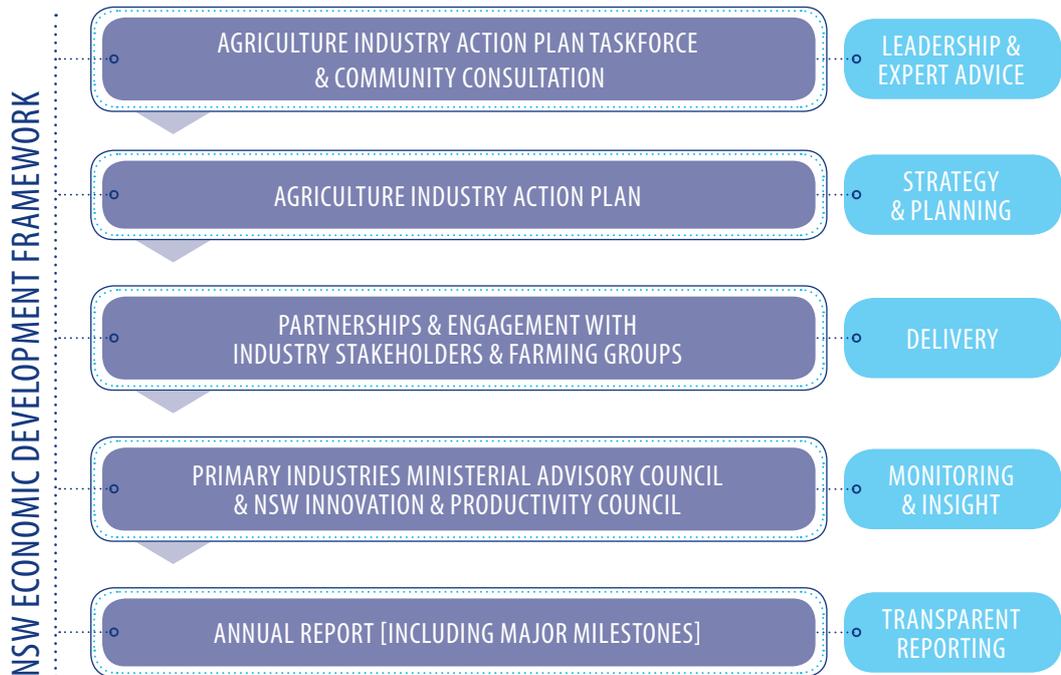
- » sound planning that will ensure that NSW agricultural industries have environmentally sustainable access to resource needs;
- » improving farming systems to achieve greater productivity from precious natural resources; and

- » policies and legislation that support agricultural development and assist industry sectors to deal with issues such as climate change and changing market conditions.

The dynamic nature of agricultural industries puts a high demand on these industries to identify challenges and respond accordingly. Through extensive experience in education and extension advice, scientific research, industry development, regulation, biosecurity and food safety services, DPI is well placed to work in the future with the State's agricultural industries to bolster their long-term profitability and sustainability.

In addition, the recently created Local Land Services, supported by DPI, is a new customer-focused way to deliver agricultural and natural resource management services, advice and information in NSW. Local Land Services has officers across NSW with expertise in crops, pastures, livestock, grazing and irrigation. They will deliver regional and local projects and extension products that interact with DPI and other agencies' programs, the Australian Government, catchment action plans and natural resource management priorities.

## GOVERNANCE





PART 5 –  
MEASURING SUCCESS



# DRIVING GROWTH



- ✓ GLOBALLY COMPETITIVE
- ✓ INNOVATIVE & PRODUCTIVE
- ✓ DYNAMIC & RESILIENT
- ✓ GROWING



**INCREASE**  
THE VALUE OF PRIMARY INDUSTRIES  
BY 30% BY 2020

**INCREASE**  
GROSS STATE PRODUCTION AT AN  
AVERAGE RATE OF 1.5% PER ANNUM

**INCREASE**  
NSW'S SHARE OF NATIONAL  
AGRICULTURAL PERFORMANCE  
THROUGH INDUSTRY VALUE ADD [IVA]

**INCREASE**  
THE RATE OF GROWTH OF  
NSW'S AGRICULTURE EXPORTS

The Agriculture Industry Action Plan seeks to drive future growth of NSW's primary industries sector, ensuring the industry is globally competitive and supported by continued investment in innovation and productivity.

Government and Industry will be held accountable for our performance against the Agriculture Industry Action Plan through a range of measures, including annual progress reporting against commitments.

Success will also be measured against a number of quantitative targets, including through Goal 1 of the NSW 2021 plan to increase the value of primary industries by 30% by 2020.

NSW will be continually measured against the national agricultural performance through Industry Value Add, with a goal to increase the State's share annually.

The Agriculture Industry Action Plan will increase the State's production at an average rate of 1.5% per annum, in line with the NSW Economic Development Framework, and boost NSW's share of total Australian agricultural exports.

## PART 6 – DETAILED RESPONSE TO THE AGRICULTURE INDUSTRY ACTION PLAN TASKFORCE RECOMMENDATIONS

Working together during the past year, industry and the NSW Government have consulted widely on the priority actions to position the State's economy for growth, resilience, innovation, productivity and global competitiveness, and create new investment opportunities during the next decade.

The NSW Government has reviewed the themes and vision in the Agriculture Industry Action Plan and has provided a response to each of the 40 recommended actions.

The NSW Government's response to the Agriculture Industry Action Plan and agreed actions are described below, which will play a significant part in facilitating competitiveness and long-term growth of primary industries.

### NSW GOVERNMENT RESPONSE TO AGRICULTURE INDUSTRY ACTION PLAN TASKFORCE RECOMMENDATIONS

#### 1. PROFITABILITY, PRODUCTIVITY AND INNOVATION

**Objective:** To build the appropriate frameworks to maintain the **profitability, productivity** and **innovation** that has underpinned the competitiveness of the agriculture industry in the face of declining terms of trade.

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
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##### GOAL 1: A RESPONSIVE AND FLEXIBLE INDUSTRY.

<b>Recommendation 1:</b> Industry to continue to invest in research through industry Research and Development Corporations at the same or greater level than 2011 and to encourage increasing public-industry-private partnerships in research, development and extension (RD&E) and international collaboration.	Industry	DPI	For industry action Supported	x		
<b>Recommendation 2:</b> Industry and government to investigate research, development and extension models that are best suited to the industry – for example: partnership / collaboration / co investment – hubs and spokes model under the national research, development and extension framework.	Industry	DPI	For industry and government action Supported The NSW Government will further develop our private public partnerships and joint venture approaches to R&D and explore new models for collaborative research in agriculture, fisheries, biosecurity and food security, review its existing alliances and accelerate access to international innovation.	x	x	x
<b>Recommendation 3:</b> Government to investigate new investment models for public private partnerships that facilitate investment in RD&E. These will increase the profitability, productivity and sustainability of businesses, to benefit regional primary industries, secondary industries and the stewardship of natural resources in NSW.	DPI	NSW T&I	Supported NSW Government to work with PIMAC and NSW industry groups to develop new models for public-private partnerships in growing the NSW investment in primary industry research.	x	x	x
<b>Recommendation 4:</b> Government to investigate the development of a comprehensive database of all rural research and development projects conducted through rural research and development organisations and the Australian Government relevant to the sector in NSW.	DPI	NSW T&I	Supported The NSW Government will launch a database of all primary industries research projects undertaken by DPI.	x		

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
<b>GOAL 2: A PROFITABLE AND PRODUCTIVE INDUSTRY IN NSW.</b>						
<b>Recommendation 5:</b> Industry and government to jointly develop the vision for individual sectors to 2030 and identify a collaborative pathway to achieve the vision.	DPI	Industry NSW T&I	Supported  The NSW Government will support a joint process with individual NSW agricultural industries to develop and implement specific 10-year action plans to guide industry and government investment and activities to drive development of the industries during that time. The initial focus will be on the dairy, goat and wool industries.	x	x	x
<b>Recommendation 6:</b> Government to investigate the socio-economic drivers (demographics, economic values) of the sector with a view to policy development that best guides transformation of the industry to achieve the industry vision.	DPI	Industry NSW T&I	Supported  The NSW Government will commission a socio-economic analysis including agricultural industry profiling. A discussion paper on the drivers and constraints to the agricultural industry's achievement of its vision is being developed and will be completed by 30 June 2015. Work has already begun with the dairy sector and analysis of the agribusiness sector has commenced.	x	x	x
<b>GOAL 3: ENABLING COMPETITIVE ADVANTAGE.</b>						
<b>Recommendation 7:</b> Government to adopt an approach to policy development that actively addresses market and government failures that constrain profitability and productivity or impede sustainability of the industry.	DPI	All agencies	Supported  The NSW Government is committed to establishing NSW as the first place in Australia to do business. (Goal 4 2021).  The NSW Government already routinely applies competition and regulatory best practice principles and undertakes review of policies, processes and legislation to efficiently address market and government failure issues and promote innovation and productivity growth across all sectors, including agriculture.	x	x	x
<b>Recommendation 8:</b> Government to work with industry to identify opportunities and linkages across the metropolitan and regional business sectors to assist broader economic development.	DPI	Industry NSW T&I	Supported  The NSW Government will encourage regional and metro business linkages through technology opportunities with Innovate NSW.	x	x	
<b>GOAL 4: IMPROVED CAPABILITY AND ACCESS TO KNOWLEDGE.</b>						
<b>Recommendation 9:</b> Government to adopt the role of facilitator of the information market place, such that the industry is enabled in respect of access to information, knowledge and innovation that ensures profitability and productivity.  Within this information market place: » Local Land Services (LLS) and NSW Department of Primary Industries (DPI) provides independent support to extension delivery by private providers/consultants. » Innovation based on knowledge generated by research and experience may come from all sectors with contributions from industry and producers being highly valued. » Public sector agencies need not be the researcher, developer or deliverer where there are private providers capable of those roles. » Knowledge, information and innovation are seen to have an economic value by producers and industry and because of this the market place can support delivery by private providers.	DPI	Industry NSW T&I Local Land Services Dept of Education & Communities NSW Food Authority	Supported in principle  The NSW Government supports a collaborative approach to development of the information market place – sharing and the delivery of information.  Key NSW Government projects will include piloting evaluation of a national e-extension approach in the grains industry, development of global research networks, accelerating access to international innovation through global networks and partnerships, and crowd sourcing advice from stakeholders on approaches to information and knowledge sharing.  DPI will develop an Agriculture Leadership Alumni to enhance agriculture industry career opportunities and professional networks.	x	x	x

## 2. WORKFORCE AND SKILLS

**Objective:** To maximise the efficient use of human capital through a focus on **workforce** and **skills**.

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
<b>GOAL 5: A HIGHLY SKILLED AND FLEXIBLE WORKFORCE.</b>						
<b>Recommendation 10:</b> Industry and government to develop an implementation plan with the recommendations of the 'Review into Agricultural Education and Training in NSW'.	DPI	Dept of Education & Communities NSW T&I	Supported The NSW Government is already working to implement recommendations from the Review into Agricultural Education and Training in NSW. Work on the recommendations to the NSW Government is shared between the Department of Education and Communities (DEC), TAFE NSW, the Board of Studies, Teaching and Educational Standards, the non-government school sectors and NSW T&I. Through the Primary Industries Ministerial Advisory Council, the NSW Government is encouraging the development of an implementation plan for the recommendations the review made to industry.	x	x	
<b>Recommendation 11:</b> Industry and government to investigate different models in the tertiary education sector for application to NSW.	DPI	Industry	Supported The NSW Government will work with industry to investigate different models that strengthen the linkages between agricultural research, agricultural tertiary education and agriculture extension.	x		
<b>Recommendation 12:</b> Industry and government to carry out a needs analysis for the skills and training required in technology and biosecurity.	DPI	Dept of Education & Communities NSW T&I	Supported in principle NSW is implementing a major reform of vocational education and training (VET), under Smart and Skilled. The reforms give individuals the chance to gain the skills needed to get a job and advance their careers, and will give industries greater opportunities to ensure their skills needs are met. State Training Services in DEC, TAFE NSW and NSW T&I will contribute to an industry-led needs analysis of the skills and training required in technology and biosecurity.	x	x	
<b>Recommendation 13:</b> Industry and government to develop a flexible model that is adaptive to needs of industry and the aspirations of students for the delivery of skills and training.	DPI	Dept of Education & Communities NSW T&I	Supported in principle The NSW Government's reforms to vocational education in NSW currently being implemented under Smart and Skilled are designed to address the needs of industry and provide high quality training in identified skills needs areas for learners. From 2015 eligible students will be entitled to a government-subsidised training place and will be able to choose the training provider that best meets their needs. The NSW Government will commit to ensuring the ongoing role of a specialist RTO within DPI.			

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
<b>Recommendation 14:</b> Industry and government to explore the development of career pathways for specific sectors of the workforce (for example, targeted skills and workforce initiatives for aboriginal communities or specific skilled industry sectors like ICT) to ensure the development of regional skill and capacity through active promotion of rural living.	DPI	Dept of Education & Communities NSW T&I	Supported The NSW Government is committed to developing career pathways. The OCHRE Opportunity Hub program currently underway and the possible development of an Aboriginal Industry Based Agreement with the primary industries sector will actively build career paths for Aboriginal people interested in working in primary industries through partnerships with key industry stakeholders. Implementing the relevant recommendations of the 'Review into Agricultural Education and Training in NSW' (June 2013), is underway. State Training Services in DEC, TAFE NSW and NSW T&I could work with industry and private training providers and other government agencies to explore further strategies in VET training to facilitate career development pathways in agriculture.	x	x	x
<b>GOAL 6: ATTRACTIVE AND SECURE CAREER PATHWAYS.</b>						
<b>Recommendation 15:</b> Industry to promote a culture of enthusiasm for learning and skills development, to encourage excellence and leadership, to embrace innovation and technological progress.	Industry	Dept of Education & Communities DPI	For industry action Supported State Training Services in DEC, TAFE NSW and the Department of Primary Industries Tocal College, can support and collaborate with industry and private training providers to achieve these recommendations and contribute to an industry-led learning and skills promotional strategy.	x	x	x
<b>Recommendation 16:</b> Industry to promote career pathways in agriculture, aquaculture and agrifood industries supporting opportunities for a diverse workforce.	Industry	Dept of Education & Communities DPI	For industry action Supported Promotion of career pathways to school students is already underway across the Schools portfolio. State Training Services in DEC, TAFE NSW and NSW T&I could contribute to an industry-led career pathways promotional strategy, which may also involve private training providers.	x	x	x
<b>Recommendation 17:</b> Industry to investigate the development of a professional development scheme and / or national accreditation scheme, which ensures sustainable pathways for career progression for industry consultants.	Industry	Dept of Education & Communities DPI	For industry action Supported DEC and NSW T&I could contribute to any industry-led investigation.			x

### 3. BUSINESS AND REGULATORY

**Objective:** Review the **business** and **regulatory** operating environment in NSW to ensure the focus is on business development in the industry.

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
<b>GOAL 7: IDENTIFY RED-TAPE REDUCTION OPPORTUNITIES.</b>						
<b>Recommendation 18:</b> Industry to review instances where red-tape and duplication occur, for example: access to resources (water / labour / logistics; impacts on small to medium enterprises of multiple layers of regulation) and for product (labelling / ingredients / market access) and to raise these issues directly with government.	Industry	(no key partner in government)	For industry action Supported The NSW Government supports industry efforts to identify opportunities to reduce red-tape. The Primary Industry Ministerial Advisory Council will be a key channel for industry to advise the NSW Government of these issues (via the Minister for Primary Industries).	X	X	X
<b>Recommendation 19:</b> Government to continue to focus its broader agenda on red-tape reduction, particularly addressing instances where there is unintended impact of policy and regulation.	DPI	All agencies	Supported The NSW Government is committed to reducing regulatory costs and cutting red-tape for businesses and the community. (Goal 4 in NSW 2021). The Quality Regulatory Services Initiative requires an outcomes and risk-based approach to all regulation in NSW, including the current major reforms in fisheries, biosecurity, food safety and natural resource management. This Strategy is currently being implemented across the NSW Government.	X	X	X
<b>GOAL 8: IMPROVED CONSIDERATION OF THE IMPACTS ON AGRICULTURAL INDUSTRY COMPETITIVENESS IN POLICY AND REGULATION DEVELOPMENT.</b>						
<b>Recommendation 20:</b> Government to develop a more open process for consulting with industry and for considering the net benefit to industry of government intervention through regulation.	DPI	Industry NSW T&I	Supported The NSW Government will work with industry to enhance consultative processes / engagement regarding policy development (Goal 4 in NSW 2021) – The Primary Industries Ministerial Advisory Council (PIMAC) has been requested to identify and prioritise instances of regulatory reform.	X	X	X
<b>Recommendation 21:</b> Government to advocate nationally for the harmonisation of regulations (particularly for biosecurity and animal welfare regulations) across state and international boundaries for the development of a strong industry.	DPI	Industry NSW T&I	Supported The NSW Government will engage industry in prioritising regulation harmonisation issues The NSW Government will continue to actively participate in COAG processes to identify / develop solutions / implement programs and policy.	X	X	X
<b>GOAL 9: REVIEW CURRENT PROCESSES FOR ASSESSING THE NET BENEFIT OF REGULATION TO INDUSTRY.</b>						
<b>Recommendation 22:</b> Industry to develop and use industry 'best practice' guides that will demonstrate to community and government the practices carried out in the sector to reduce the need for regulation.	Industry	DPI NSW T&I	For industry action Supported Relevant NSW Government agencies can support industry in the development of these guides through provision of information and advice on best practice, research, regulations etc.	X	X	X
<b>Recommendation 23:</b> Government to recognise in the planning process the stewardship role that the agricultural sector plays in the resource planning process for access, tenure, surety and security of resources (water / land ).	DPI	NSW T&I	Supported in principle The NSW Government is currently reviewing strategic land use and resource management to provide more clarity around resource planning.	X	X	X

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
<b>Recommendation 24:</b> Government to establish processes to recognise industry best practices and to identify opportunities to reward industry with less regulations or red-tape if they can demonstrate best practice approaches.	DPI	NSW T&I	Supported in principle The NSW Government is committed to the application of competition and regulatory best practice principles in order to reduce red-tape and minimise regulatory costs on business (Goal 4 in NSW 2021). The NSW Food Authority uses a risk classification system to match the frequency of audits with industry and business risk and performance. NSW biosecurity legislation will incorporate new approaches to best practice and shared responsibility.	x	x	x

#### GOAL 10: IMPROVE LIAISON WITH GOVERNMENT ON EMERGING POLICY ISSUES.

<b>Recommendation 25:</b> Industry to actively engage in the implementation of the NSW planning reforms through regional and local plan development processes including articulation of its investment strategies and proposing ways to effectively manage conflict.	Industry	DPI	For industry action Supported The NSW Government will facilitate effective industry engagement in land use planning including local plan development processes.	x		
<b>Recommendation 26:</b> Government to ensure equity and transparency in the resource planning process through the state planning reform to ensure the improved security of farm tenure and access to valuable natural resources for agriculture.	DPI	All NSW Government Agencies	Supported The NSW Government is committed to its policy of equity and transparency in resource planning processes. The recommendation supports the draft NSW Aboriginal Economic Development Framework (AEDF) Action Plan action to develop an Aboriginal Primary Industry Development Forum for increasing primary production by Aboriginal businesses on Aboriginal-owned land. Once established, the Forum could be included in the Agriculture Industry Action Plan and work to unlock the economic potential of Aboriginal land holdings. More broadly, NSW T&I will investigate social return on investment through an evaluation of government programs.	x	x	x

## 4. INVESTMENT AND OWNERSHIP

**Objective:** To investigate new models for **investment** and **ownership** within the industry to facilitate the capital investment required to underpin growth.

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
<b>GOAL 11: PROMOTE DEVELOPMENT OF SUCCESSFUL OWNERSHIP AND BUSINESS MODELS.</b>						
<b>Recommendation 27:</b> Industry to investigate the various models for farm/agribusiness ownership and enhance the discussion; and improve awareness around the availability of capital and farm succession planning.	Industry	NSW T&I NSW Farmers Financial institutions	For industry action Supported The NSW Government will support a roundtable discussion seeking to identify what role it may play in supporting uptake of new business models in the sector.	x		
<b>Recommendation 28:</b> Industry to adopt risk management-based approaches to address financial and environmental impacts and thereby develop more resilient businesses.	Industry	NSW T&I NSW Farmers Financial institutions	For industry action Supported The NSW Government will launch a Rural Resilience Program to promote wider adoption of business risk management across the sector.	x		

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
<b>Recommendation 29:</b> Industry to investigate the development of appropriate mechanisms to facilitate investor interest in agriculture.	Industry	NSWT&I NSW Farmers Financial institutions	For industry action Supported The NSW Government will facilitate links to international investors through NSW T&I and DPI in working with the National Investment Advisory Board and Austrade.	x		

## 5. MARKETS AND EXPORT

**Objective:** To develop the partnerships, supply chains and operating environment to capitalise on the widely foreshadowed **markets** and **export** opportunities.

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
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### GOAL 12: IMPROVE ACCESS TO MARKETS.

<b>Recommendation 30:</b> Industry to promote industry best practice for production systems to enhance NSW's reputation as 'safe and sustainable' supplier.	Industry	DPI	For industry action Supported The NSW Government will develop strategic partnerships with industry in the development and promotion of industry champions and the use of best management practices in promoting the State's reputation in international markets.	x	x	x
<b>Recommendation 31:</b> Government to better articulate market access certification and accreditation systems that facilitate the entry of NSW products into interstate and overseas markets in the most efficient way.	NSW T&I	DPI	Supported The NSW Government will launch its new Biosecurity Information Systems to provide new efficiencies, clarity and transparency in certification processes for NSW products.	x	x	x
<b>Recommendation 32:</b> Industry and government to develop strong partnerships centred on market access outcomes affected by biosecurity status, animal welfare, and natural resource management.	DPI	Commonwealth Dept of Agriculture	Supported The NSW Government will implement a Sydney-based engagement program with international regulators working in the market access / food safety space to demonstrate the robust and transparent NSW frameworks that underpin confidence in our agricultural and agrifood products.	x	x	x

### GOAL 13: SUPPORT EXPORT OPPORTUNITIES.

<b>Recommendation 33:</b> Government to lead a broad engagement and export development strategy for the industry in NSW, including targeted initiatives.	DPI	NSWT&I Industry	Supported The NSW Government will develop the NSW Agribusiness and Agriculture Export Development Strategy, including in bound investment, outbound products and services supported both within NSW and through offices in key overseas markets by NSW T&I. The strategy will identify gaps in agriculture infrastructure investment in consultation with industry and link with interest from Austrade and overseas offices.	x	x	x
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### GOAL 14: IMPROVE AWARENESS AND PROMOTE THE REPUTATION OF NSW AGRICULTURAL PRODUCTS.

<b>Recommendation 34:</b> Industry to actively promote 'safe and sustainable' agrifood to targeted markets domestically and internationally.	industry	NSWT&I	For industry action Supported The NSW Government will support Brand Australia.	x	x	x
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Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
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### GOAL 15: REMOVE MARKET DISTORTIONS.

<b>Recommendation 35:</b> Government to actively provide advice to the Australian Government on policy issues such as market powers, labelling, and trade; including trade agreements and infrastructure needs.	DPI	Industry NSW T&I	Supported  The NSW Government will continue to work with industry and actively engage Commonwealth agencies (ACCC & DA) on the issues of market powers, labelling and trade.  The NSW Government will undertake ongoing economic analysis of agricultural trade opportunities.	x	x	x
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### GOAL 16: REMOVE INFRASTRUCTURE CONSTRAINTS TO IMPROVED PRODUCTIVITY.

<b>Recommendation 36:</b> Government to produce an infrastructure investment plan to prioritise investment in the development and replacement of key infrastructure that is related to agricultural industries, with the plan to be consistent with industry investment strategies.	DPI	Infrastructure NSW NSW T&I	Supported in principle  The NSW Government has developed the State Infrastructure Strategy, committing over \$13bn to regional infrastructure projects, including over \$50m to improve western freight productivity and over \$110m to Irrigation Farm Modernisation projects.  Infrastructure NSW priorities will continue to be delivered in consultation with stakeholders.  In early 2015, NSW T&I will convene a roundtable discussion with key stakeholders exploring primary industries growth constraints caused by IT, Communications, Finance and Infrastructure.	x	x	x
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## 6. CONNECTING WITH COMMUNITY

**Objective:** To create support for agriculture by protecting and enhancing the **social licence** of the industry.

Agriculture Industry Action Plan recommendations	Lead	Key partners	NSW Government response	Year 2	Year 5	Year 10
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### GOAL 17: DEVELOP AN ENDURING SOCIAL LICENCE FOR NSW AGRICULTURE.

<b>Recommendation 37:</b> Industry to develop a social licence strategy that connects with industry and the community and actively encourages direct participation of farmers by providing the tools to engage with their social licence stakeholders.	Industry NSW Farmers Royal Agricultural Society	DPI	For industry action  Supported  The NSW Government will support industry in the development of a social licence strategy for agricultural industries.	x	x	x
<b>Recommendation 38:</b> Industry to undertake a social licence risk analysis for identified commodities and products, in order to understand and manage the socio-political risks to the industry.	Industry NSW Farmers Royal Agricultural Society	DPI	For industry action  Supported  The NSW Government will support industry in developing a social licence strategy for agricultural industries.	x	x	x

### GOAL 18: DEVELOP A BETTER UNDERSTANDING OF THE DRIVERS OF THE SOCIAL LICENCE OF NSW AGRICULTURE.

<b>Recommendation 39:</b> Industry and government to seek inclusion of social licence as a distinct goal within agricultural RD&E model framework.	Industry NSW Farmers Royal Agricultural Society	DPI	For industry action  Supported  The NSW Government will support industry in the development of a social licence strategy for agricultural industries.	x	x	x
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### GOAL 19: STRENGTHEN THE LINK BETWEEN COMMUNITY AND AGRICULTURE.

<b>Recommendation 40:</b> Industry and government to develop a coordinated promotion strategy for agriculture in NSW.	Industry NSW Farmers Royal Agricultural Society	DPI	For industry action  Supported  The NSW Government will support industry in the development of a promotion strategy for agricultural industries.	x	x	x
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