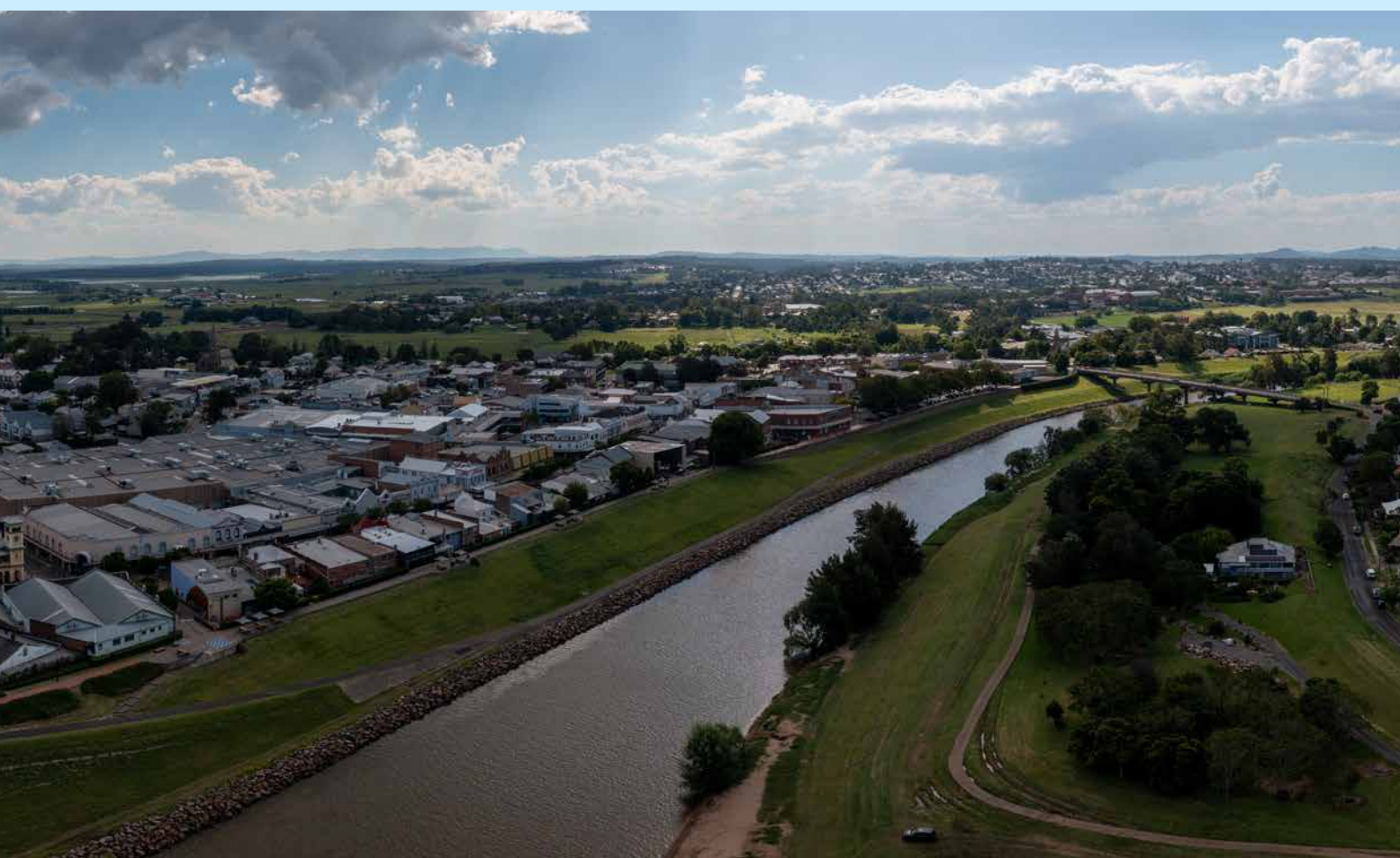


Future Jobs and Investment Authorities

Issues paper

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Message from the Minister



The NSW Government is committed to supporting coal-producing communities in regional NSW to ensure they continue to grow and thrive as the demand for coal declines over time.

The Future Jobs and Investment Authorities are a critical step in preparing coal-reliant regions to secure their long-term future.

Coal mining will continue to support thousands of local jobs and underpin the state's energy grid for many years to come. But with global demand for coal projected to decrease over the coming decades, we want to get the planning right to ensure workers, communities and regional centres are given the support they need.

Establishing the Future Jobs and Investment Authorities will support new investment to create economic opportunities and long-term jobs for coal-reliant regions.

The Future Jobs and Investment Authorities will lead and coordinate efforts across all four coal-mining regions, bringing the voices of workers, industries and communities directly to government.

This will have a strong focus on coordination, governance, transparency and accountability.

To inform the development of this model I held a series of roundtables across each coal-producing region with unions, mining companies, energy producers, industry groups, manufacturers and universities. They were important opportunities to discuss each region's core priorities.

Under our proposed model, the NSW Government will establish regional authorities in each of the Hunter, Illawarra, Central West and North West. They will work in partnership with local government, community groups, unions and the mining industry and ensure that locally-led input and bespoke advice can drive government decision making.

This Issues Paper is an important part of this process to ensure we can hear directly from local communities, workers and industries on how we can best support coal-reliant regions.

It is the next step in establishing the authorities and delivering on the NSW Labor Government's election commitment.

This consultation will help inform how the NSW Government will implement Future Jobs and Investment Authorities and ensure our approach reflects the needs and priorities of local communities.

Coal-producing regions have a strong future and I'm committed to working closely with local communities to shape a bright future for these regions.

The Honourable Courtney Houssos, MLC

Minister for Finance

Minister for Domestic Manufacturing and Government Procurement

Minister for Natural Resources



Lithgow

Contents

Summary	1
1. Our commitment to supporting coal-reliant regions	2
2. Current state	4
3. Future state	10
4. The opportunity and role for the NSW Government	15
5. Establishing the Future Jobs and Investment Authorities	20
6. Measuring success	26
Appendix	27



Acknowledgement of Country

The NSW Government acknowledges Australia's First Nations peoples as the Traditional Custodians of Country throughout New South Wales and recognises and respects their continuing connections to lands, waters and communities. The NSW Government pays respect to Elders past and present and to all First Nations peoples, and recognises the continuation of diverse cultural, spiritual and educational practices.

Summary

The purpose of the issues paper is to seek feedback on the establishment and key features of the Future Jobs and Investment Authorities. This feedback will be used to shape the implementation of the Future Jobs and Investment Authorities, to ensure that the NSW Government's approach is responsive to local needs.

Chapter 1

Outlines the concept of the Future Jobs and Investment Authorities including the guiding principles, consultation undertaken to date to develop the design of the proposed model for Future Jobs and Investment Authorities.

Chapter 2

Provides an overview of both the current state of coal-reliant communities through explaining the economic value, revenue, jobs, and activity for the Hunter, Central West, Illawarra and North West coal regions.

Chapter 3

Provides an overview of the future states of coal-reliant communities in the context of the impacts of the long term global and domestic demand for coal.

Chapter 4

Outlines the opportunity and role for the NSW Government to create and deliver strong economic outcomes for the future, with a focus on supporting investments that will have significant economic benefits.

Chapter 5

Sets out the proposed model for the Future Jobs and Investment Authorities, and how the NSW Government proposes to implement its commitments.

Chapter 6

Outlines the key success measures for the Future Jobs and Investment Authorities and reporting requirements.

1. Our commitment to supporting coal-reliant regions

New South Wales has a long history of coal mining and coal-fired power generation, with most of this concentrated in the Hunter, Central West, Illawarra and North West regions. These regions contribute billions of dollars to the NSW economy and tens of thousands of jobs. The local economies of these regions are highly dependent on the coal sector.

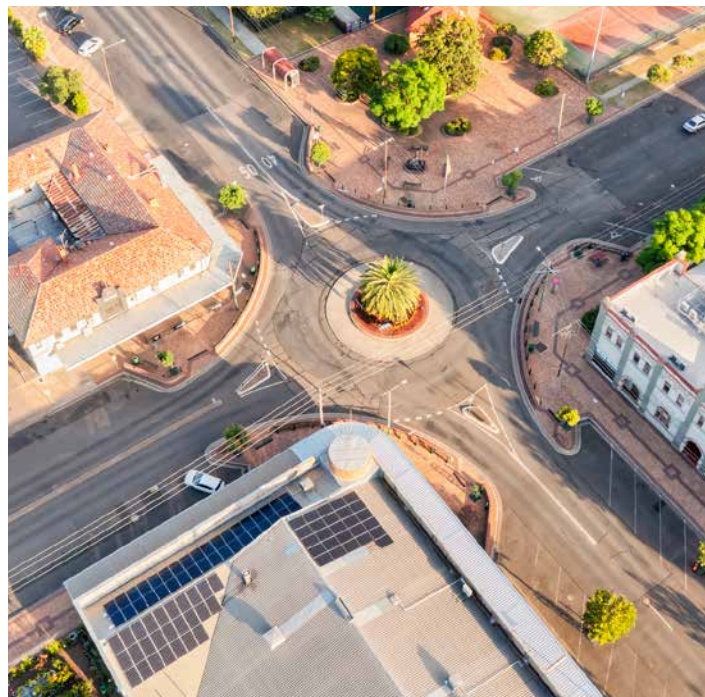
As global demand and production of coal declines over time, coal-reliant regions will go through significant structural economic changes. The NSW Government is committed to supporting these communities through this change to ensure they have access to new economic opportunities to secure their long-term economic future.

Future Jobs and Investment Authorities

The NSW Government has committed to establishing Future Jobs and Investment Authorities. These authorities will be made up of local representatives in each coal-reliant region, to advise the government on regional priorities and investment opportunities. The Future Jobs and Investment Authorities will help deliver investment in new industries to support the creation of jobs, to smooth and manage economic impacts for these communities. They will coordinate across all levels of government, to ensure investment and action is timed in the right way to support the best outcomes for coal-reliant communities.

Driving investment to create jobs will be the key performance indicator for the Future Jobs and Investment Authorities, which will be measured by:

- job creation, particularly creation of similar or higher value jobs that provide continued direct and indirect economic benefits
- productive investment in each region through the growth of engine industries and activation of new industries
- coordination across all levels of government and with local communities, to maximise opportunities and deliver effective outcomes.



Gunnedah

Lessons learnt from the way that other states and countries are supporting their coal-reliant regions have informed the NSW Government's proposal to establish Future Jobs and Investment Authorities. However, we understand that each coal-reliant region in NSW is different, with each region requiring bespoke solutions. The NSW Government is seeking feedback on a proposed model to establish the Future Jobs and Investment Authorities to ensure we understand local community needs and aspirations and can manage the unique opportunities and risks.

Guiding principles

The NSW Government's guiding principles will inform their response for coal-reliant communities into the future.

- **Locally-led solutions:** local expertise is embedded to ensure the government's approach is informed by region-specific risks and opportunities
- **Coordinated action:** government action is coordinated to reduce duplication and ensure support is directed in the right places, at the right time
- **Accountability and transparency:** there is clear accountability and reporting to provide certainty to local communities on progress against government commitments
- **Economic outcomes:** the Future Jobs and Investment Authorities are set up to deliver tangible outcomes, measured by jobs and investment.

These guiding principles for supporting coal-reliant communities were informed by engagement with communities via roundtable consultation sessions.

The work of the Future Jobs and Investment Authorities will also be consistent with the National Transformation Principles¹ which reflect the National Cabinet's intent to capture the benefits of the energy transition, with a focus on supporting regional pathways for economic transformation, for those communities that have helped grow Australia's prosperity.

Establishing the Future Jobs and Investment Authorities

The NSW Government will establish Future Jobs and Investment Authorities in each coal-reliant region to coordinate government efforts to ensure tangible outcomes are realised and informed by evidence.

Four local authorities will be led by the Future Jobs and Investment Advocate, and supported by a Future Jobs and Investment Board and standalone office to coordinate delivery. The office will work closely with the local authorities and across all levels of government, as well as with industry and communities.

The Future Jobs and Investment Authorities and their functions will be established in legislation. This will ensure a clear direction and understanding of the NSW Government's core priorities and principles governing its approach to support coal-reliant regions and will ensure strong governance, accountability and reporting.

What we've heard so far

The NSW Government has hosted roundtable consultation sessions in the Hunter, Central West, Illawarra and the North West. The roundtables were hosted by senior ministers in the NSW Government and attended by representatives from a diverse range of community groups, including First Nations peoples and local business representatives, industry, education providers, unions and local government.

These consultation sessions were a genuine engagement with the communities that will be impacted by the decline in coal and provided valuable insights on priorities for each region, with similar themes heard across the regions. These included:

- planning for changes in the economy needs to be evidence-based and occur through a cooperative and collaborative approach, supported by government, industry, unions, workers and the community
- workforce planning and skills development for future jobs and industries is critical to successfully manage the impacts of structural economic changes, and ways to support local delivery of training opportunities
- opportunities to consider how the planning system can enable flexible options for post-mining land use and should establish clear and effective pathways for repurposing land.



Have your say

The NSW Government is committed to ensuring that local communities, industry and unions have a direct role in shaping the future for coal-reliant regions. The purpose of the issues paper is to seek feedback on how we can best support the future for coal-reliant communities in NSW, and how we can best ensure the Future Jobs and Investment Authorities are set up for success.

We want to hear from all members of the community, across industry and from workers. The feedback you provide will directly inform how the NSW Government will support the future for coal-reliant communities.

¹ Australian Government, National Transformation Principles, December 2022

2. Current state

Coal plays a vital role in local communities

Coal is a vital part of the NSW economy, as an important source of revenue, jobs, and economic activity. In 2022–23, the NSW mining industry estimates that 25,000 people were employed in NSW across all coal mines, either as an employee of a mine operator or as a contractor engaged to undertake or service supply at coal mines. At least another 100,000 people were indirectly employed as part of the supply chain for the NSW coal industry or in providing local goods and services to those employed in the industry.

The broader coal mining value chain captures business and industries that support coal mining through the provision of equipment, technology and services, as well as coal-fired power generation.

Coal mining represented nearly 60% of NSW's export value, and over the last 10 years contributed 2.5% of NSW's Gross State Product. Coal mining royalties were a record \$4.8 billion in 2022–23, driven by record coal prices and global supply chain disruptions.

NSW produces thermal coal for energy generation and metallurgical coal for use in steel production. About 85% of the coal produced in NSW is thermal coal. The NSW coal industry is primarily an export industry. NSW only uses about 23 million tonnes, or about 12–14%, of total coal production each year.

Coal production occurs across the Hunter, North West, Central West, and Illawarra regions. The largest volumes of coal are produced in the Hunter, with coal the single most important economic driver in the Central West and North West. Metallurgical coal is produced mainly in the Illawarra and nearly half of the coal produced in the Central West is for domestic use.

Table 1. Overview of mining in key coal producing regions 2022–23

Region	Mines	Production	Production (%)	Exports	Employment
Hunter	22	Thermal	77%	90%	14,919
		Metallurgical	33%		
North West	5	Thermal	77%	95%	3,134
		Metallurgical	33%		
Central West	7	Thermal	100%	54%	3,534
		Metallurgical	0%		
Illawarra	5	Thermal	15%	79%	3,397
		Metallurgical	85%		
Total	39				24,984

Source: Department of Regional NSW and Coal Services

Snapshot of coal-reliant regions

'Coal-reliant regions' are defined by the significant role coal mining and coal-fired power generation plays in their economies. These regions have a large coal mining workforce, and a significant supply chain that generates further indirect jobs and economic benefits.

The boundaries of the 4 coal mining regions are shown in Figure 1.

Figure 1. Coal mining regions across NSW

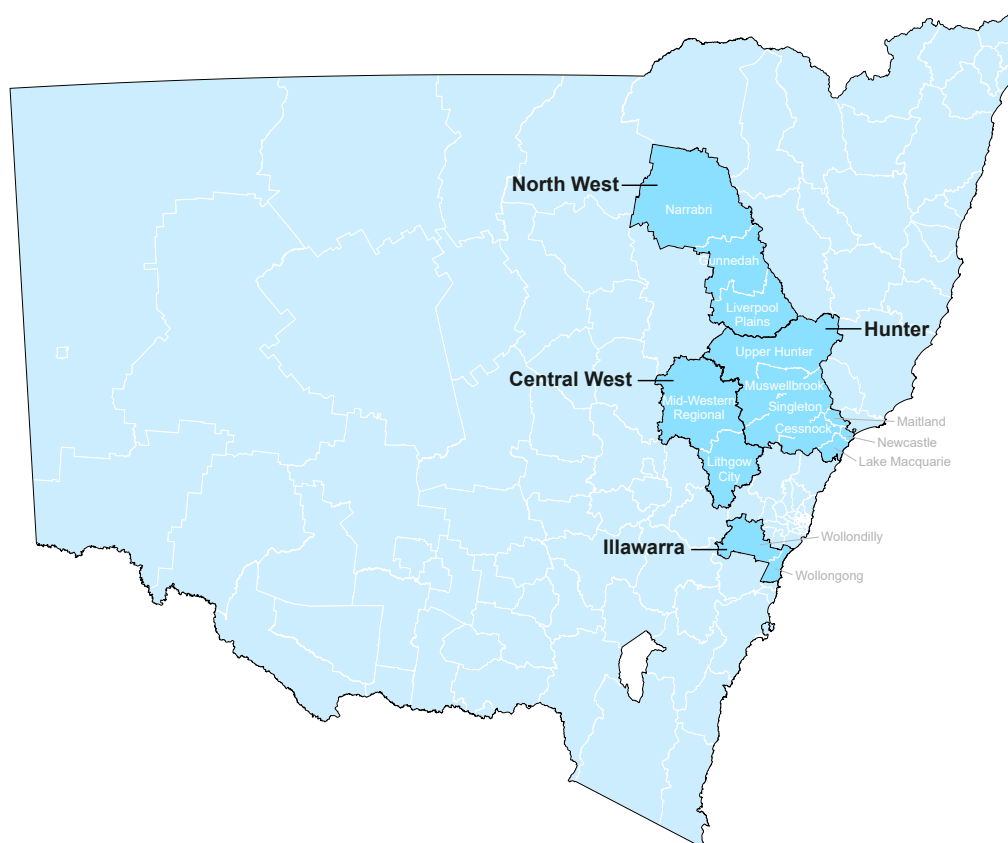


Table 2. Economic contribution of coal to coal-reliant regions

Coal-reliant region	Local Government Areas	Coal mining contribution to regional economy (% of total economic output)	No. of jobs in coal mining sector
Hunter	Upper Hunter Shire, Muswellbrook, Singleton, Cessnock, Maitland, Newcastle, Lake Macquarie	17.1%	14,919
Central West	Lithgow City, Mid-Western	40.6%	3,534
Illawarra	Wollongong, Wollondilly	10.8%	3,397
North West	Narrabri, Gunnedah, Liverpool Plains	36.2%	3,134

Source: Coal Services

Hunter

Overview

The **Hunter coal mining region** is home to 603,551 people, with a total economic output of \$125.9 billion.

The Hunter is the largest regional economy in Australia and has many comparative economic advantages underpinned by a skilled and diverse workforce, key infrastructure and connections to major markets via the Port of Newcastle, Newcastle Airport, Pacific Highway and key rail routes, as well as strong supply chains in the energy sector. The region hosts productive agricultural land and abundant natural resources, which underpin the region's economy. New economic opportunities in this region are emerging, including in health, defence and aerospace, renewable energy, clean tech, agriculture, tourism and transport sectors, supported by a growth in innovation and advanced manufacturing.

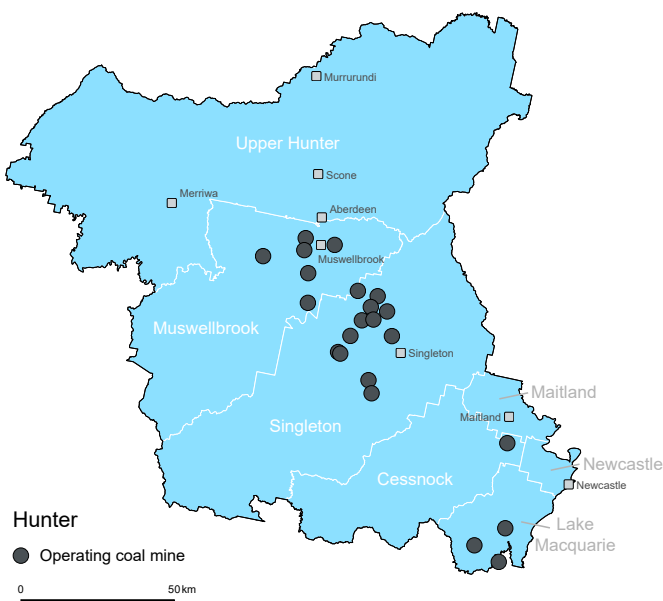
Key industries

Table 3. Key industries in the Hunter region

Industry	% Total
Mining	18.6%
Construction	13.5%
Manufacturing	13.0%
Rental, hiring and real estate services	7.4%
Health care and social assistance	7.1%

Source: REMPLAN 2023

Figure 2. Hunter coal mining region



Key statistics

22
active coal mines

14,919
direct jobs

134.6 Mt.
raw production

Source: Department of Regional NSW and Coal Services (FY22–23 data)

Coal mining

The coal mining industry makes the greatest contribution to economic output, contributing \$22.26 billion, accounting for 17.1% of total output in the Hunter region. The coal mining industry is also a significant employer, representing 14,919 — or 5% — of total jobs. The coal mining industry supports around 37,000 indirect jobs.

The Hunter region is the most productive coal region of NSW. The region accounted for over 57% of the coal mining royalty paid in NSW in FY22–23 with approximately 90% of coal from the Hunter region produced for export trade.

Electricity generation

Electricity generation contributes \$855 million to total economic output in the region. The Hunter region hosts 3 operational coal-fired power stations, representing 409 jobs. The contribution of electricity generation to economic output and employment will decline over time as coal-fired power stations retire.

Liddell Power Station ceased operations in 2023 and is actively pursuing alternative land use options for a low-carbon integrated industrial energy hub.

Central West

Overview

The **Central West coal mining region** is home to 46,608 people, with a total economic output of \$11.5 billion. The Central West is a dynamic and well-connected region, which benefits from a skilled and diverse workforce, robust infrastructure, and strategic connectivity, including proximity to the Western Sydney International Airport and Aerotropolis. With its history of power generation, the region is positioned as a potential hub for renewable energy industries, including pumped hydro, battery energy storage systems (BESS), solar and wind energy.

The Central West is experiencing growth across several industries, including advanced manufacturing, agrifood, defence, ag-tech, resources, logistics, tourism and health, and is primed for sustainable economic development and continued growth.

Key industries

Table 4. Key industries in the Central West region

Industry	% Total
Mining	42.6%
Construction	8.1%
Manufacturing	7.2%
Electricity, gas, water and waste services	6.6%
Rental, hiring and real estate services	6.0%

Source: REMPLAN 2023

Figure 3. Central West coal mining region



Key statistics

7
active coal mines

3,534
direct jobs

46.7 Mt.
raw production

Source: Department of Regional NSW and Coal Services (FY22-23 data)

Coal mining industry

The coal mining industry makes the greatest contribution to economic output, contributing \$4.69 billion, accounting for 40.6% of total output in the region. The coal mining industry is also a significant employer, representing 3,534 jobs or 18% of total jobs. The coal mining industry supports around 5,500 indirect jobs. About 50% of coal produced from this region is exported.

Electricity generation

Electricity generation contributes \$272 million to economic output in the region. The Central West region has one operational coal-fired power station, representing 130 jobs, with a nominal final closure of 2040.

Former power station sites present opportunities to unlock economic development and job opportunities in the Central West region. Greenspot, the owner of the former Wallerawang power station site, is actively pursuing alternative land use options including the Wallerawang 9 Battery Energy Storage System (BESS) which sits in an employment hub for a range of future facing and high-tech industries. There are also mixed-use opportunities for tourism, recreational, residential, retail and public open space.

Illawarra

Overview

The **Illawarra coal mining region** is home to 272,232 people, with a total economic output of \$45.5 billion.

The Illawarra is underpinned by highly skilled and tech-savvy workers, complementing a large existing advanced manufacturing and engineering workforce. Key infrastructure including Port Kembla, extensive rail connectivity and strong supply chains further support the Illawarra as an attractive place for investment and economic development. Manufacturing is the foundation of the region's economy, which includes the BlueScope steelworks in Port Kembla. Other key industries that support future opportunities include defence, ICT and professional services.

Key industries

Table 5. Key industries in the Illawarra region

Industry	% Total
Manufacturing	18.0%
Construction	14.7%
Mining	11.2%
Rental, hiring and real estate services	8.5%
Health care and social assistance	7.2%

Source: REMPLAN 2023

Key statistics

5
active coal mines

3,397
direct jobs

14 Mt.
raw production

Source: Department of Regional NSW and Coal Services (FY22-23 data)

Coal mining industry

The Illawarra coal mining region is home to the southern coalfield. About 85% of coal produced in this region is metallurgical coal with some used in local steel production. About 80% of coal produced is exported.

The coal mining industry makes a significant contribution to economic output, contributing \$4.9 billion and accounting for 10.8% of total output in the region. The coal mining industry is also a significant employer, representing 3,397 jobs or 3% of total jobs, and supports around 8,000 indirect jobs.

Figure 4. Illawarra coal mining region



North West

Overview

The **North West coal mining region** is home to 33,525 people, with a total economic output of \$8.2 billion.

The region is conveniently situated halfway between Brisbane and Sydney, and is located along inland rail routes and national highways enabling access to national and international markets. The region has some of the most fertile soils in Australia, with agriculture and natural resources as major industries. Future economic opportunities exist in value-added agriculture, recycling, bioenergy and advanced manufacturing.

Key industries

Table 6. Key industries in the North West region

Industry	% Total
Mining	37.9%
Agriculture, forestry and fishing	13.7%
Construction	7.4%
Manufacturing	7.0%
Rental, hiring and real estate services	5.9%

Source: REMPLAN 2023

Key statistics

5
active coal mines

3,134
direct jobs

25.1 Mt.
raw production

Source: Department of Regional NSW and Coal Services (FY22-23 data)

Coal mining industry

The coal mining industry makes the greatest contribution to economic output, contributing \$2.97 billion, accounting for 36.2% of total output in the region. The coal mining industry is also a significant employer, representing 3,134 direct jobs or 21% of total jobs, and supports around 5,000 indirect jobs.

Figure 5. North West coal mining region



3. Future state

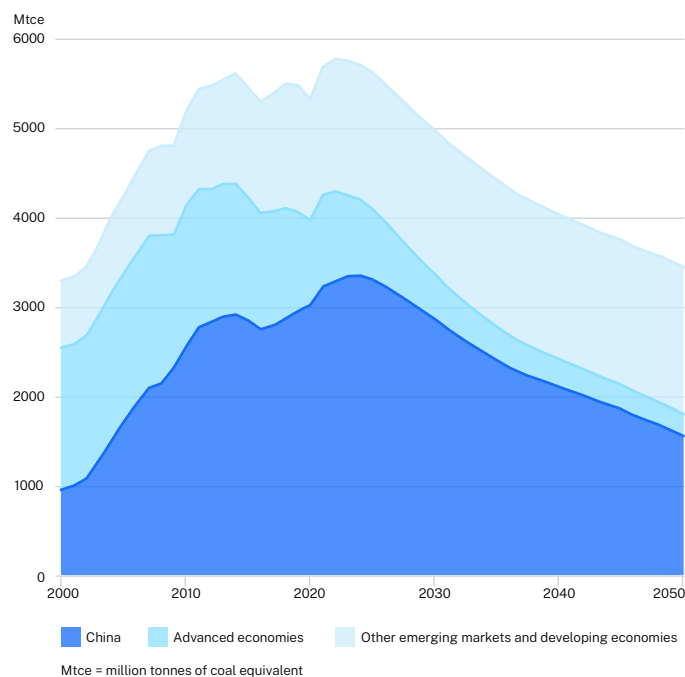
Long-term outlook for coal

Outlook for global coal demand and production

The long-term outlook for coal demand is forecast to decrease, in line with declining domestic coal demand for energy generation, evolving coal export demands and expected coal mine closures.

The International Energy Agency forecasts that global demand for coal will decrease by 30% by 2050. The key factor driving this decline is the decreasing demand for thermal coal for power generation. Figure 6 illustrates that the demand from advanced economies will decline significantly from 2030 onwards, and demand from China is also expected to decline significantly over the coming decades.

Figure 6. International Energy Agency stated policy settings world coal demand forecast



Source: World Energy Outlook, International Energy Agency, October 2023

NSW's strong trade relationships

NSW produces both thermal and metallurgical coal, with 87% of coal produced in NSW in 2022–23 exported. Most NSW coal exports are destined for key trading partners including Japan, China, South Korea, and Taiwan. For example, Table 2 shows that in 2022–23, NSW exported 139.6 million tonnes of coal. Thermal coal made up 87% of NSW's coal export market, with Japan representing about 50% of total exported thermal coal.

Table 7. NSW coal export destinations 2022–23 financial year

Destination country	Metallurgical (million tonnes)	Thermal (million tonnes)	Total (million tonnes)
Japan	6.8	61.6	68.3
Taiwan	3.1	17.4	20.4
China	0.3	14.6	14.8
South Korea	1.9	6.9	8.8
South East Asia	1.8	13.0	14.8
India	1.6	1.9	3.5
Rest of World	2.2	6.7	8.9
Total	17.7	121.9	139.6

Source: Coal Services

Note: totals may not add due to rounding

The forecast declines in export thermal coal demand are expected to be partially offset by a forecast increase in thermal coal demand from other emerging markets and developing economies. While this demand is expected to reduce over time, NSW is well placed to continue to supply export coal where there is demand.

South East Asia and, to a lesser extent, India, are expected to materially increase thermal coal consumption in the next 25 years. This could offset reduced demand in other markets. In 2022–23, just over 9% of NSW's thermal coal exports went to South East Asian nations and nearly 2% went to India.

In contrast to thermal coal, demand for metallurgical coal is forecast to remain stable until 2050 due to the lack of substitutes in steel making. Under the International Energy Agency Stated Policy Settings, the dynamics of NSW’s metallurgical coal export economy will likely be influenced by the forecast 25% rise in India’s import demand by 2050.

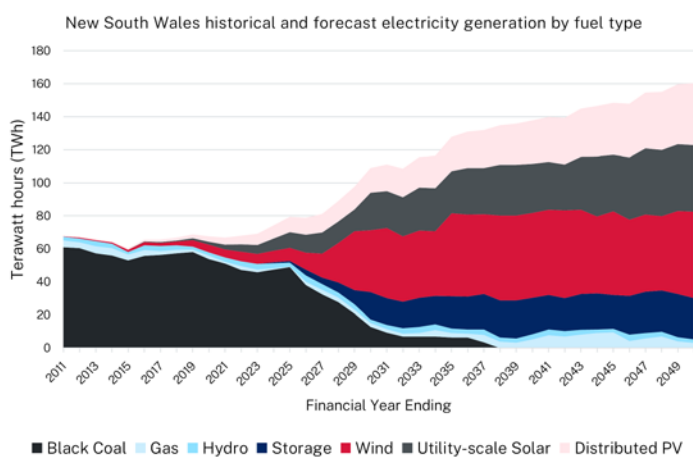
In the same way that global demand from emerging markets may partially offset declining thermal coal demand, the increase in demand in metallurgical coal from India may lessen the impacts to metallurgical coal exports in NSW.

Outlook for coal in domestic energy generation

NSW’s 5 coal-fired power stations generated 71% of the state’s electricity in 2023. Over time, this will change as coal-fired power stations retire, and renewable energy takes on a greater share of NSW’s energy mix.

Figure 7 shows the energy mix in NSW will evolve from being largely dependent on coal as a power generation source, to gradually introducing other cleaner power generation types.

Figure 7. NSW historical and forecast electricity generation, by fuel type



Source: AEMO Draft 2024 Integrated Systems Plan, Step Change scenario

In the short term, coal-fired power generation will remain important to support NSW’s energy security. Over time, renewable energy will replace coal in NSW’s energy mix as coal-fired power stations retire. Based on expected closure timeframes, this will occur from 2040.

Table 8. Power station closure timeframes

Power station	Region	Expected closure
Liddell	Hunter	2023
Eraring	Hunter	2025
Bayswater	Hunter	2033
Vales Point	Hunter	2033
Mount Piper	Central West	2040

Note: Liddell Power Station closed in April 2023
Source: Australian Energy Market Operator 2024

The future for domestic energy security and generation

The NSW Government is investing significantly in NSW’s future energy security, including a commitment of \$2 billion to the Transmission Acceleration Facility to connect the state’s renewable energy zones to the grid sooner. The NSW Government has also committed \$1 billion to establish the Energy Security Corporation, which will make investments in commercial storage projects to support the reliability of the electricity network as we transition to renewables.

Further, through the NSW Government’s Electricity Infrastructure Roadmap, Jobs Advocate, and the 5 identified Renewable Energy Zones (REZ), NSW has set out a 20-year plan to transform the NSW electricity system, laying the foundation for future generations to enjoy more secure, reliable and affordable electricity. As part of this plan, the REZs will combine generation (wind and solar), storage (batteries and pumped hydro) and supporting electricity transmission infrastructure to become the modern-day power stations. This includes planned REZs in coal-reliant regions, including the Central West and Orana REZ, Central Coast REZ, and Illawarra REZ.

Regionally, this transition is also supported by Industrial Decarbonisation Plans for the Illawarra and Hunter. The NSW Government is working key stakeholders to develop industrial decarbonisation plans with actionable outcomes to prioritise co-investment in clean infrastructure and technologies.

Regional impacts of a decline in coal

The NSW Government acknowledges that while global demand for coal is expected to decline over time, coal mining in NSW is likely to continue for several decades. This is based on the industry meeting continued export demand, supply needs for local power stations, and indicative NSW mine closure dates. In this context, coal mining will continue to provide an important economic contribution for coal-reliant regions throughout this period.

Despite the expected continuation, the impacts to coal-reliant communities will be felt at different times. These impacts will include both direct impacts to workers who experience job losses and for businesses who are part of the supply chain for the coal mining industry, and other indirect impacts through reduced spending on local goods and services.

Coal mines and coal-fired power stations closure dates provide insight into when the impacts of the decline in coal will be felt by coal-reliant communities. Figure 8 shows the potential closure timeframes for both NSW mines and power stations out to 2050 and associated employment figures for both the mines and stations for each 5-year period. The chart shows the impacts of a decline in coal mining will likely be concentrated between 2030 to 2040, with 18 coal mines and 3 power stations expected to close, during this time. This will impact about 13,000 direct jobs and about 21,000 indirect jobs across the 4 coal-reliant regions.

Figure 8. Closure timeframes (consent expiry for active mines and indicated closure dates for power stations)



Source: NSW Planning Portal and Coal Services

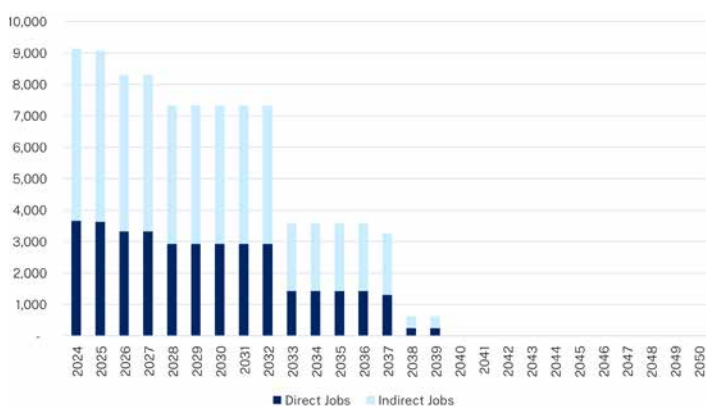
Some projects are seeking an extension to their development consents to continue mining. It is expected that if approved, this will provide continued employment of the existing workforce, representing a total of 6,215 jobs.

Table 9. Proposed extensions

Mine	Region	Jobs	Consent expiry	Lodged extension
Mt Arthur	Hunter	2,588	2026	2030
Chain Valley	Central Coast	266	2027	2029
Hunter Valley Operations	Hunter	1,999	2030	2050
Maules Creek	North West	1,074	2034	2045
Rixs Creek	Hunter	288	2035	2049

While planning approvals and development consent expiry dates can provide an indication of expected closure timeframes, ultimately mining companies will make commercial decisions in relation to the continued operation of individual coal projects. These decisions may include closing prior to the expiry date of approved development consents, or seeking an extension to maximise the economic potential of a project. Proposals to expand or extend existing coal mines will be required to meet the NSW Government’s regulatory requirements, including the *Climate Change (Net Zero Future) Act 2023* and other climate change policy, and will continue to be subject to an independent merit assessment through the *Environmental Planning and Assessment Act 1979*. Further, if the timing of power station closures change, this will have a flow-on impact to the mines that supply them.

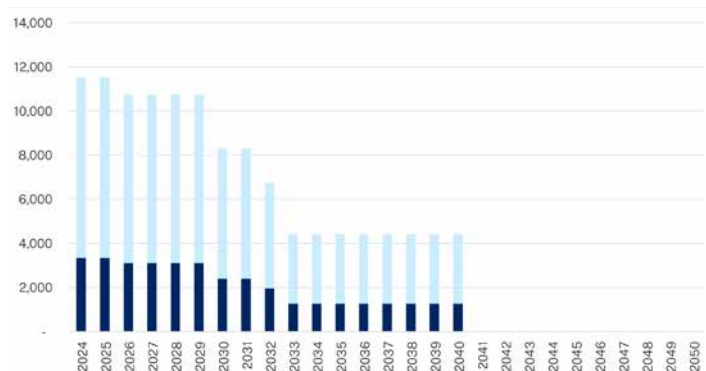
Figure 9. Forecast direct and indirect jobs, coal mining and electricity generation jobs, Central West



Source: REMPLAN and Department of Regional NSW 2024

The impact of job losses in the Central West region will be concentrated in 2033 when the development consents for 2 large mines in the region expire, resulting in a sharp decrease in the number of direct and indirect jobs. Supporting growth in new or emerging industries, including advanced manufacturing, agrifood, defence, tourism and health will help to offset the broader economic impacts within the region.

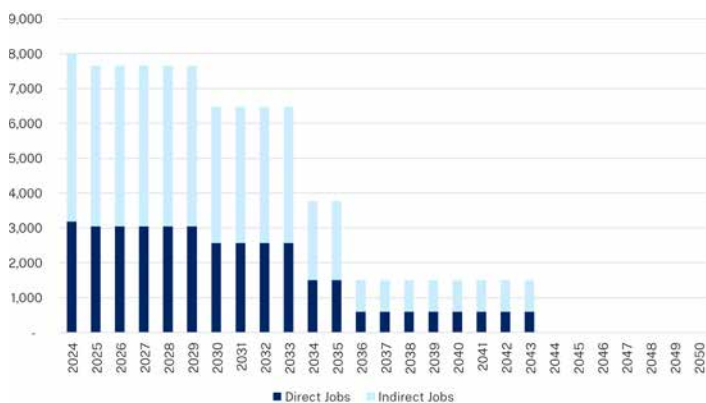
Figure 10. Forecast direct and indirect jobs, coal mining and electricity generation jobs, Illawarra



Source: REMPLAN and Department of Regional NSW 2024

In the Illawarra, impacts will be felt from 2030, when 3 mines have development consents expiring in a short timeframe between 2030–2033. In comparison to other regions, the Illawarra has a relatively diversified economy, and has less exposure to changes in export demand for thermal coal, with the Illawarra mainly mining metallurgical coal. Supporting growth in established industries like advanced manufacturing, and emerging industries like defence and clean energy can offset the impacts of the decline in the region.

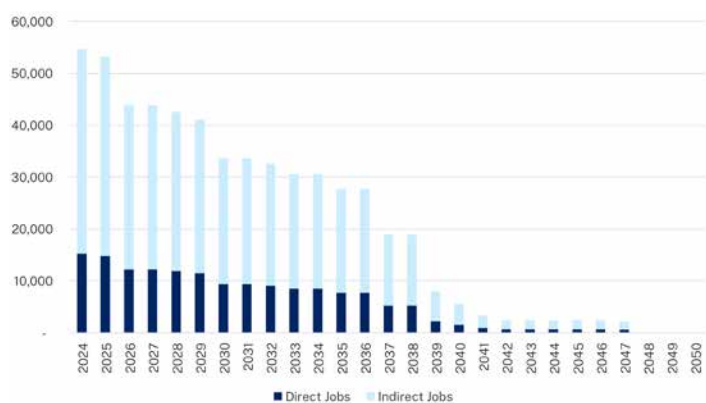
Figure 11. Forecast direct and indirect jobs, coal mining and electricity generation jobs, North West



Source: REMPLAN and Department of Regional NSW 2024

In the North West, the impacts on workers will be relatively gradual, with closures scheduled for 2034 and 2036. One mine is currently seeking an extension to 2045, which if approved could partially delay the impact on coal-reliant industries in the region. The cumulative impact of multiple mine closures, and the transition task for communities, will vary depending on whether mine closures are closely clustered or staggered, among other factors. Further, there are emerging opportunities in the North West in bioenergy, value-added agriculture and manufacturing, that could also support creation of new jobs to offset economic impacts in the long term.

Figure 12. Forecast direct and indirect jobs, coal mining and electricity generation jobs, Hunter



Source: REMPLAN and Department of Regional NSW 2024

Given the number of mines and stages of individual projects, the Hunter will likely experience impacts over a more gradual timeframe, but the total number of direct and indirect jobs impacted are significantly higher, compared to other regions. Coal mining is approved in the Hunter until 2048, and there are 4 active coal mining projects in the Hunter seeking extensions. Emerging industries that could help offset impacts in the Hunter include defence and aerospace, renewable energy, advanced manufacturing, and clean technologies.

Addressing regional economic impacts

A strategic approach informed by local expertise and coordinated by government allows for a proactive, responsive approach to managing the impacts of coal mine closures. Proactive planning in response to planned closures will ensure that coal-reliant communities can navigate economic impacts through times of change.

Each region has different timeframes for this change, and the impacts of mine closures will affect coal-reliant regions in different ways. There is a need to support these communities to plan for their future given the significance of the sector and the local economic impacts of the eventual decline. Further, there are significant opportunities in each coal-reliant region that can support the future of these economies, and the ultimate economic success of NSW.

Adopting a targeted, responsive approach tailored to each region, facilitated by the Future Jobs and Investment Authorities, will ensure that each region is supported through mine closures, and new economic opportunities are activated in these regions.

Guiding questions

1. What other impacts should the NSW Government consider in preparing for a decline in coal demand?
2. What are the most important things the NSW Government should be doing now to help your specific region?

4. The opportunity and role for the NSW Government

There is an opportunity to act now and reimagine the future of coal-reliant regions. The NSW Government can play a key role by supporting local communities to plan for their future and realise significant opportunities aligned with local competitive advantages, which deliver strong economic outcomes.

While some of this work is underway, the NSW Government acknowledges that more needs to be done to ensure the long-term viability of coal-reliant communities. The Future Jobs and Investment Authorities will support a dedicated focus on coal-reliant regions, to direct investment attraction efforts. This will also include coordinating supporting work programs, including skills and training linked to growth industries, and strategic planning to activate investment opportunities.

Working collaboratively across government

The NSW Government has been supporting economic development and diversification outcomes in coal mining regions for some time. The NSW Government will continue to support regional economic futures through a range of initiatives that complement the broader work program of the Future Jobs and Investment Authorities.

The NSW Government has developed Regional Economic Development Strategies (REDS) as an evidence base, used to identify and prioritise NSW Government investment and policy decisions to support regional economic development. REDS identify local strengths, capabilities and emerging industries to inform targeted support. There are 38 REDS which crossover all 4 coal mining regions.

The REDS include support for development of strategies and reports to identify key actions to support economic development in coal mining regions. Examples include:

- identification and support for the development of key industrial sites to unlock economic development opportunities, including opportunities on the Liddell Power Station, Wallerawang Power Station, and BlueScope Steel sites.
- development of local investment opportunities analysis and building local capacity through investment attraction training.
- working across key education and workforce skills partners to identify support available for closures of large organisations and workforce mapping for current and future industries.
- working with local councils and across the NSW Government to identify challenges and opportunities for alternative land use for mining and power station sites after closure. This includes supporting councils, mining, and power station proponents to navigate current alternative land use pathways.

The NSW Government is committed to ensuring seamless coordination across stakeholders, building upon existing frameworks and practices. A proactive approach will foster collaboration by tapping into local expertise and experience but also streamline efforts, leading to a more efficient approach to supporting coal-reliant regions.

Driving investment opportunities aligned to competitive advantages

Understanding the built and natural endowments and unique competitive advantages for each region will be vital to attract investment and activate new industries.

The NSW Government, working with key partners, has had success in attracting major investment across a range of sectors by adopting a targeted approach based on location-specific investment opportunity analysis, matched to international and domestic market interest. Building on this proven approach is critical to achieving business, community, and government objectives to create high-value jobs and ensure continued economic prosperity.

Case study

Hunter Energy Hub and Renewable Metals, Hunter

The Department of Regional NSW worked with Renewable Metals to identify potential sites for its battery metals recycling project. The former AGL Liddell/Bayswater Power Station site was identified as an opportunity, and the Department worked closely with both AGL and Renewable Metals to support development of the partnership. AGL and Renewable Metals signed an MOU in December 2023 to develop a pre-feasibility study into establishing a lithium recycling facility at the Hunter Energy Hub. This potential facility could be the first full scale Renewable Metals recycling operation, with a planned capacity of 5,000 tonnes per year initially, and could create up to 100 new jobs.

Case study

Greenspot Precinct, Central West

The Department of Regional NSW has worked closely with Greenspot to repurpose the former Wallerawang Power Station and surrounding lands. The concept plan identifies precincts for industrial, commercial, and residential uses. New industries that could be supported at the site include advanced manufacturing and hydrogen production.

Greenspot received development approval in 2022 for 500 MW/1000 MW Battery Energy Storage System, which will connect to the adjacent substation. The \$400 million investment will be a significant step forward in NSW's energy future.

Case study

BlueScope Master Plan, Illawarra

BlueScope recently unveiled a draft Master Plan to develop 200 hectares of non-steelmaking, excess landholdings adjacent to the Port Kembla Steelworks. The Master Plan will see BlueScope transform the surplus land into a next generation multi-industrial precinct with potential to create 30,000 jobs in emerging industries like clean energy and defence.



Coordinating strategic planning activities

Ensuring the planning framework supports the streamlined development of strategic locations and new industries will be vital to attract and retain new investment. The NSW Government, through the Department of Planning, Housing and Infrastructure, will progress place strategy planning for mine and power station sites that are identified as regionally significant growth areas, in line with robust location-specific analysis and consultation with local government and industry.

The NSW Government will investigate ways to fast-track planning amendments to support development of new job creating industries on former mine and power station sites.

Supporting economically beneficial post-mining land uses

Mining operations generally contain attributes such as voids and infrastructure including hard stand areas, workshops, stores, treatment plants and rail loops that make them suitable for various alternate land uses that support new job-creating industries.

Post-mining land use presents a significant opportunity for mining reliant communities. Post-mining land use is an ongoing process that occurs across all stages of the project lifecycle. The NSW Government is working with mine sites to ensure clear pathways to facilitate alternate or innovative post-mining land uses that support development of new industries. This will also consider mechanisms to provide more flexibility in post-mining land uses, as part of the development consent process.

Case study

BlackRock Motor Park

The BlackRock Motor Park is planned for development on the former Rhondda Colliery site, which commenced operating in the late 1800s. The development will include a driver training centre, go-kart racing, adventure tourism experiences, a function centre and holiday accommodation. The project is expected to generate 450 jobs during construction, and 229 ongoing jobs.

Case study

Muswellbrook Clean Industries Precinct

The Muswellbrook Clean Industries Precinct is proposed for development on the former Muswellbrook Coal site. This includes the development of a 250 MW pumped hydro project and a 180 MW solar farm. Work is underway to explore opportunities for green hydrogen production and a training and industrial precinct.

The mine site is undergoing progressive rehabilitation, with expected completion of rehabilitation in 2026. The proposed development uses existing site characteristics, including repurposing the mine void.

Support for local manufacturing

A dedicated focus on local manufacturing opportunities will support creating jobs and attracting new investment for coal-reliant communities, which could partially offset the economic impacts of a decline in coal mining. Coal-reliant regions have access to natural resources, infrastructure, skills, and research expertise to galvanise the development of a domestic manufacturing sector.

The NSW Government has made rebuilding the state's manufacturing industry a key priority. It has committed to creating the Jobs First Commission to oversee the implementation and growth of local industries, supporting and advocating for local firms in bidding for government tenders.

The Government has also established the \$275 million Net Zero Manufacturing Initiative, to support NSW businesses and industries to develop new low emissions technologies, build local manufacturing capacity of critical low carbon products, and stimulate local manufacturing of renewable energy generation, storage, and transmission components.

The NSW Government will also look at innovative ways to use the power of government procurement to support the development of local manufacturing to support local industries and ensure large-scale government contracts can drive new job creation and keep existing jobs onshore.

The NSW Government has also committed to establishing TAFE Manufacturing Centres of Excellence in the Illawarra and Hunter, which will support skills development in traditional and advanced manufacturing technologies.



Ensuring a ready pipeline of skills to support activation of new industries

Coal-reliant regions have a significant skilled workforce, and programs to support upskilling and reskilling of the existing and emerging workforce will be vital to support workers to access new economic opportunities.

The Future Jobs and Investment Authorities will work across government to identify current and future skills requirements, as well as pursuing strategies that give the current workforce future job opportunities. This could include attracting industries seeking similar or transferrable skills, understanding the future pipeline of projects and growing industries in the region, as well as building the capacity of workers in the regions to respond to emerging prospects.

The Future Jobs and Investment Authorities and its key partners will also provide bespoke workforce development support to new industries to ensure that they have a suitably qualified workforce when operations commence.

Case study

Training Services Workforce Development Program

Workforce Development in Training Services NSW is a dedicated unit that supports large employers across NSW with finding bespoke workforce and training solutions. This includes providing training solutions for emerging or fast-growing industries, talent attraction and hiring solutions, partnerships with universities, schools, and training providers to access new talent, and a concierge to support specialist workforce development.

Training Services NSW has worked closely with the Department of Regional NSW to develop a workforce solution for Thales Australia, in Lithgow. The new manufacturing facility in Lithgow, completed in February 2023, has 140 staff. Workforce Development assisted the site with bespoke skills development programs, including Train the Trainer program for 12 existing staff to build internal capability for delivery of training to staff and apprentices and delivered a bespoke training program in Certificate II in Engineering with pathways for 60 workers.

Addressing timelines of existing coal projects

There are a number of proposals for expansions or extensions of existing coal mines currently being considered by the NSW Government.

Proposals to expand or extend existing coal mines will be required to meet the NSW Government's regulatory requirements, including the *Climate Change (Net Zero Future) Act 2023* and other climate change policy, and will continue to be subject to an independent merit assessment through the *Environmental Planning and Assessment Act 1979*.

The NSW Government is committed to reviewing and updating the Strategic Statement on Coal Exploration and Mining in NSW. This review will commence in 2024 and will outline the NSW Government's position on the future of coal mining in NSW, including the NSW Government's net zero targets and emissions reduction policies. While related, the review of the Strategic Statement on Coal Exploration and Mining in NSW is separate to the role of the Future Jobs and Investment Authorities which is to support coal-reliant workers, industries and communities to manage the impacts of mine closures driven by the move towards net zero.

Ensuring a robust regulatory framework to manage environmental impacts of continued mining

New South Wales has a robust regulatory framework for managing the environmental impacts of mining, including stringent requirements for emissions and rehabilitation.

The Environment Protection Authority is responsible for regulating emissions in NSW, and will progressively place feasible, evidence-based greenhouse gas emission limits and other requirements on licences for key licensed industry sectors, once appropriate targets are set and supporting guidance developed. The Australian Government's Energy Safeguard Mechanism also requires greenhouse gas emitting facilities to keep their emissions below an emissions limit.

Strong rehabilitation requirements are an integral part of the state's regulatory framework to ensure mines are rehabilitated to achieve an approved final land use. The NSW Government imposes strict conditions on mining leases to ensure disturbed land is left in a safe and stable condition. Rehabilitation of affected land occurs progressively and in phases during operations, and compliance with obligations is overseen by the Resources Regulator in the Department of Regional NSW.



Guiding questions

3. What should be the key priorities for the NSW Government and the Future Jobs and Investment Authorities in supporting coal-reliant regions?
4. Are there other key outcomes or success measures that should be the focus for the Future Jobs and Investment Authorities?
5. What else could the NSW Government consider as part of the strategic work program to support the objectives of the Future Jobs and Investment Authorities?

5. Establishing the Future Jobs and Investment Authorities

Future Jobs and Investment Authorities will be established to drive tangible outcomes for coal-reliant regions. The scope of work undertaken by the Future Jobs and Investment Authorities will be informed by evidence, including timeframes for mine closures in each coal region, the economic and social impacts for local businesses and workers and the opportunities that exist for future industries.

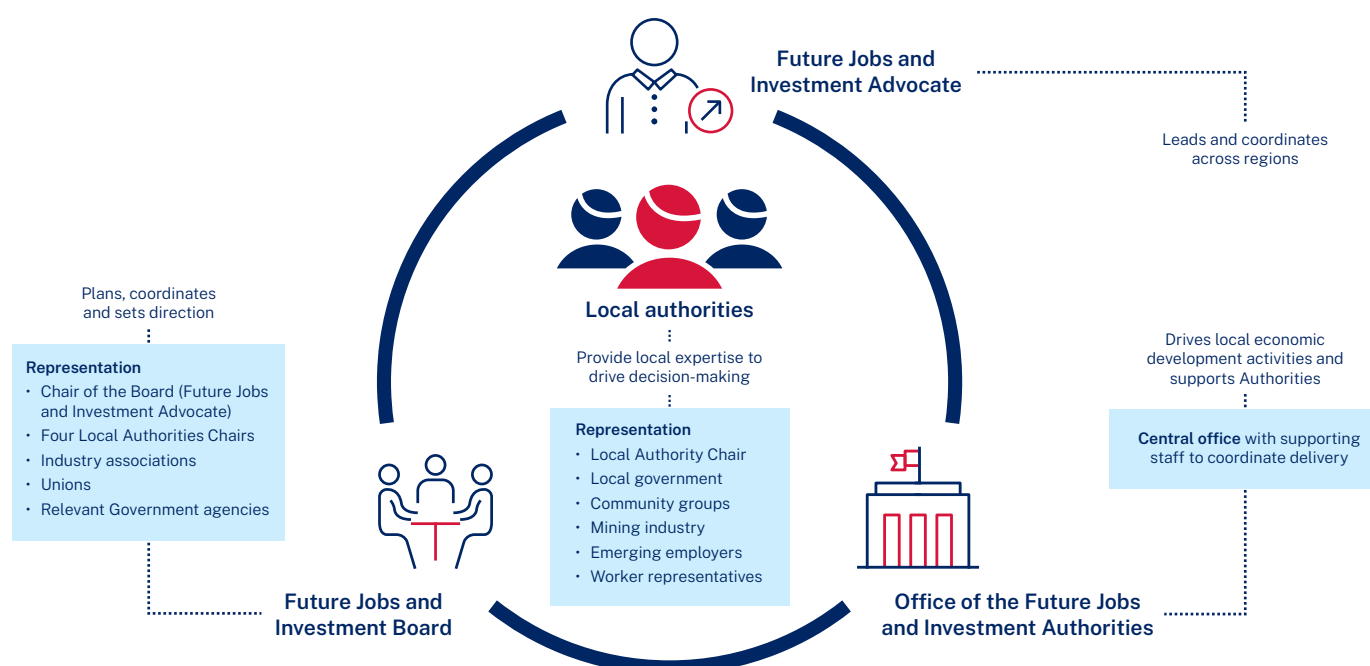
Proposed model

The Future Jobs and Investment Authorities will be established within the NSW Government with direct representation from coal-reliant regions. The proposed model has been designed to deliver a strategic approach for all coal-reliant regions while ensuring the government's approach is fit for purpose and responsive to local needs. In developing the proposed model, the NSW Government considered various alternative models implemented in other jurisdictions.

The structure of the Future Jobs and Investment Authorities is proposed to include:

- Future Jobs and Investment Authorities (local authorities), to ensure locally led input which drives government decision-making
- A Future Jobs and Investment Advocate, to lead strategic work across all regions and coordinate across government
- Office of the Future Jobs and Investment Authorities, to support the work of the Future Jobs and Investment Authorities, including the local authorities.
- Future Jobs and Investment Board, to oversee the work across the local authorities and within government, and ensure appropriate government coordination and reporting.

Figure 13. Future Jobs and Investment Authorities entities



Future Jobs and Investment Authorities

The 4 local authorities will represent views of local communities and other stakeholders and advise the NSW Government on regional priorities and investment opportunities. These local authorities will be directly involved in keeping the government accountable and ensuring the government’s approach is community-centred and driven by local needs.

Representatives for the local authorities will come from within coal-reliant regions and will be tasked with providing strategic advice to the Minister for Natural Resources. Representation will include local government, community groups, including First Nations peoples representation, industry, including mining and other major or emerging employers, and worker representatives.

Each Local Authority will be overseen by a Chair, who will be responsible for providing direct feedback to government and closely involved in decision-making and oversight of the work of the Future Jobs and Investment Authorities. This will ensure the NSW Government’s approach is community-led, and enabled by government.

Through the local authorities, the government’s approach will be informed by local expertise and targeted to the unique needs and opportunities of each coal-reliant region. The timeline of impact in each region will also determine its scope and anticipated progress. This also ensures that local communities are directly involved in setting the strategic direction for the Future Jobs and Investment Authorities and ensuring strong accountability and oversight of its work.

Figure 14. Future Jobs and Investment Authorities roadmap





Illawarra

Future Jobs and Investment Advocate

The Future Jobs and Investment Advocate is proposed to be a statutory role established in legislation, with functions to:

- advise the Minister on barriers and opportunities for promoting, attracting, and expanding job-creating industries and businesses to, and in, coal-reliant regions
- advise the Minister on priorities and investments to support job creation and investment in coal-reliant regions
- work with government agencies to coordinate and support development of job creating industries in coal-reliant regions
- engage with the local authorities and other local stakeholders to support development of advice to the Minister
- represent the views of the Future Jobs and Investment Authorities within government and across coal reliant regions
- chair the Future Jobs and Investment Board, with the Board to report annually to the NSW Parliament on progress against the NSW Government's commitments.

The Future Jobs and Investment Advocate will be appointed following an open and transparent recruitment process.

Office of the Future Jobs and Investment Authorities

The Future Jobs and Investment Authorities will be supported by a central office to coordinate delivery. The standalone office will support the work of the Future Jobs and Investment Authorities and will have teams based in each coal-reliant region. The office will:

- coordinate and attract investment into coal-reliant regions, in collaboration with the Commonwealth Government, Office for Regional Economic Development, Department of Enterprise, Investment and Trade, Austrade and local councils
- undertake investment opportunity analysis to support the attraction of job creating industries to coal-reliant regions, and identify major projects that will generate significant economic benefits to direct government efforts and support
- support stakeholder engagement in each region, alongside local authorities, and work closely across government to coordinate initiatives in each region
- coordinate strategic planning and place-based activities in each region, in consultation with Department of Planning Housing and Infrastructure, councils, unions, industry and community groups
- coordinate NSW Government initiatives, and engagement with the relevant federal government agencies, including the Net Zero Economy Agency and proposed Net Zero Authority
- support reporting and administrative functions of the Future Jobs and Investment Advocate, including annual reporting to NSW Parliament
- provide secretariat functions for the Future Jobs and Investment Authorities and the Future Jobs and Investment Board.

Future Jobs and Investment Board

The Future Jobs and Investment Board will create opportunities for local authorities to plan, coordinate and work across government. The Board will be chaired by the Future Jobs and Investment Advocate, and include representation from industry associations, unions, relevant government agencies, and the Chairs of each Local Authority.

The Future Jobs and Investment Board will be responsible for monitoring implementation of the work program for the Future Jobs and Investment Authorities and ensure the transparency and accountability of the Future Jobs and Investment Authorities and relevant government agencies in delivering outcomes for coal-reliant regions.



Wollongong

Future of the Expert Panels

The Expert Panels have provided valuable advice to the NSW Government, including advice on strategic priorities to inform the NSW Government's approach to supporting coal-reliant regions. Their expertise and advice have informed the development of the NSW Government's proposed pathway to establishing the Future Jobs and Investment Authorities.

As part of the NSW Government's commitment to ensuring local communities are directly embedded in the future approach, the Expert Panels will be replaced by the proposed Future Jobs and Investment Authorities. The Future Jobs and Investment Authorities will include broader representation than the current Expert Panels to support broader inclusion of community views, and current Expert Panel members will be invited to apply.

Future Jobs and Investment Fund

A Future Jobs and Investment Fund would utilise existing funding currently allocated for the Royalties for Rejuvenation Fund. The funding allocation will be \$22.5 million each year, consistent with the current commitment, with an additional \$2.5 million allocated towards operating expenses supporting the Future Jobs and Investment Authorities.

The Future Jobs and Investment Fund is proposed to be focussed on incentivising significant investments in coal-reliant communities, prioritising the creation of new jobs and new industries. This could include co-investment in infrastructure, business case funding for major, game-

changing investments, training packages linked to specific new investments, and other incentives to attract private sector investment into new industries.

Under current arrangements, funding through the Royalties for Rejuvenation Fund cannot be accessed until 2028–29, or until the fund reaches \$250 million. The NSW Government will assess opportunities to use this funding source to support the work of the Future Jobs and Investment Authorities.

Collaboration

The Future Jobs and Investment Authorities will work closely with other NSW Government agencies and local government and build on existing actions supporting regional economic development to support targeted investment attraction in coal-reliant communities. The NSW Government will also continue to work closely with the Australian Government, in particular the Net Zero Economy Authority to ensure investment is aligned to the needs of coal-reliant regions and the work of the 2 bodies is complementary.

The plans and initiatives of the Future Jobs and Investment Authorities will be developed with input from workers, employers, and community, with local authorities to ensure that the needs and views of all stakeholders inform the forward work program of the NSW Government.

The NSW Government will also consider ways to leverage other programs and opportunities such as the Australian Net Zero Economy Authority, National Reconstruction Fund, Powering the Regions Fund and other partnerships and industry investment, including industry-levied funding sources associated with coal.

Legislation

Current arrangements

The Mining Act 1992 establishes the Royalties for Rejuvenation Fund, which is a \$25 million commitment each year. The Mining Act 1992 also requires the Minister to establish an Expert Panel for each affected coal mining region.

Proposed arrangements for establishing the authorities

Legislative reform is proposed to establish priorities and the governance structure of the Future Jobs and Investment Authorities. The legislation will set out clear objectives, functions and accountability and reporting measures, to provide a clear mandate for the work of the Future Jobs and Investment Authorities across government and within the community. This will provide certainty on the direction and priorities of the NSW Government and ensure a clear mandate to coordinate and deliver on outcomes.

The proposed legislative reform will repeal the current provisions for the Expert Panels and Royalties for Rejuvenation Fund, and introduce new legislation to establish the local authorities, Future Jobs and Investment Authorities, Future Jobs and Investment Board, and the Future Jobs and Investment Fund.

The legislation will also set clear objective for the role of the Future Jobs and Investment Authorities in coordinating workforce support, industry development, investment attraction, post-mining land use, and coordination with federal, state and local government.

The legislation will also set out clear reporting and other accountability measures for the Future Jobs and Investment Board, including annual reporting to the NSW Parliament.

Approaches in other jurisdictions

New South Wales is not the only state facing the challenges of managing structural change with a shift away from coal production. Other jurisdictions in Australia and around the world are adopting approaches to manage the transition for affected communities.

Victoria

The Victorian Government established the Latrobe Valley Authority in 2016 as a place-based organisation reporting directly to the Minister for Regional Development. The authority was established in response to planned closures of 2 operational coal mines, set for closure in 2028 and 2035, and closure and decommissioning of the Yallourn and Loy Yang A power stations and in 2028 and 2035, impacting about 1100 workers.

The authority has operational and budgetary autonomy but with no statutory powers.

Governance includes a Project Control Group, which includes representation from councils, Regional Development Victoria and the Latrobe Valley Authority.

The authority's functions include providing support for workers impacted by industry closures, business incentives to support growth and job creation, stimulus investments in community facilities and events, capability building, including supporting skills, business capability and support for community organisations, and investment attraction in targeted industries.

Western Australia

The Western Australian Government established the Collie Delivery Unit in 2018, operating as a unit within the Department of Premier and Cabinet, with no statutory powers. The unit was established in response to planned closures of 2 operational coal mines in 2030 and associated power stations. The total impacted workforce across mines and power stations is about 1,200.

The Collie Transition Fund is designed to grow new and emerging industries, attract major industrial projects and support and transition local workers and support local businesses.

Governance arrangements include a Just Transition Working Group, with representation from state government, councils, unions, employers and the community.

Canada

The Canadian Government is seeking to establish a Sustainable Jobs Secretariat through legislation in response to a 2016 commitment to phase out coal-fired power generation by 2030. The total impacted workforce across power generation and thermal coal mining industry is about 3,400.

The Sustainable Jobs Bill seeks to legislate a Sustainable Jobs Secretariat as a dedicated function within Employment and Social Development Canada; a Sustainable Jobs Partnership Council to provide government with independent advice; and development of a Sustainable Jobs Action Plan every 5 years from 2025.

This includes commitment to establish the Sustainable Jobs Secretariat and funding for unions to lead the development of 'green' skills, and establishment of a Sustainable Jobs Training Centre.

The functions for the Sustainable Jobs Secretariat will be to coordinate government policies and programs, implementation of the Sustainable Jobs Action Plans, and act as a 'one-stop-shop' for workers, employers and the local community, and lead engagement with provinces, territories and other stakeholders.



Narrabri

Guiding questions

6. Do the proposed principles to govern the Future Jobs and Investment Authorities align with your region's vision for how the Future Jobs and Investment Authorities should work?
7. How should the NSW Government ensure that relevant stakeholders, including workers, industry and local communities provide input into how the government supports the future for coal-reliant regions?
8. How can the NSW Government best use the proposed local authorities to ensure local views are represented?
9. How should the timeline of planned mine consent expiry and indicated power station closure dates across each region inform the allocation of the Government's resources to support the Authorities?
10. What skills or expertise should members of each Local Authority have to effectively inform decisions on priorities for each region?
11. Is there anything else that should be included in the proposed operating model for the Future Jobs and Investment Authorities?
12. What types of investments should the NSW Government prioritise for funding?

6. Measuring success

Clear governance, reporting and accountability measures are critical to the successful implementation of the Future Jobs and Investment Authorities.

Driving investment to create jobs will be the key success measure for the Future Jobs and Investment Authorities, which will be measured by:

- job creation, particularly creation of similar value that provide continued direct and indirect economic benefits
- productive investment in each region through the growth of engine industries and activation of new industries
- coordination across all levels of government and with local communities to maximise opportunities and deliver effective outcomes.

These success measures are central to the governance and work program of the Future Jobs and Investment Authorities, and will drive real, tangible outcomes and benefits for coal-reliant regions that are targeted and measurable.

The Future Jobs and Investment Board will be responsible for annual reporting on the work of the Future Jobs and Investment Authorities, and will focus on these success measures, and will include reporting on activities undertaken in each region, expenditure from the Future Jobs and Investment Fund, and stakeholder engagement. Annual reports will include specific information on committed projects, expenditure, jobs created, and investments made. These reports will be publicly available, and tabled in NSW Parliament, to ensure strong transparency and community involvement in reporting arrangements.

Guiding questions

13. **Are there other tangible outcomes that the Future Jobs and Investment Board should focus on to help deliver and measure benefits over time?**
14. **Are there any other key elements that should be included in the Future Jobs and Investment Board's annual reporting?**
15. **Are there other accountability or transparency measures the NSW Government should adopt to ensure the Future Jobs and Investment Authorities deliver on the objectives?**
16. **Do you have any further suggestions for how the NSW Government can support coal-reliant communities?**

Next steps

The NSW Government will consider all feedback as it considers the best way to support the future for coal-reliant communities. Once consultation has concluded, we will share the outcomes of this engagement process through a consultation report.

Appendix

Summary of questions

1. What other impacts should the NSW Government consider in preparing for a decline in coal demand?
2. What are the most important things the NSW Government should be doing now to help your specific region?
3. What should be the key priorities for the NSW Government and the Future Jobs and Investment Authorities in supporting coal-reliant regions?
4. Are there other key outcomes or success measures that should be the focus for the Future Jobs and Investment Authorities?
5. What else could the NSW Government consider as part of the strategic work program to support the objectives of the Future Jobs and Investment Authorities?
6. Do the proposed principles to govern the Future Jobs and Investment Authorities align with your region's vision for how the Future Jobs and Investment Authorities should work?
7. How should the NSW Government ensure that relevant stakeholders, including workers, industry and local communities provide input into how the government supports the future for coal-reliant regions?
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15. Are there other accountability or transparency measures the NSW Government should adopt to ensure the Future Jobs and Investment Authorities deliver on the objectives?
16. Do you have any further suggestions for how the NSW Government can support coal-reliant communities?

