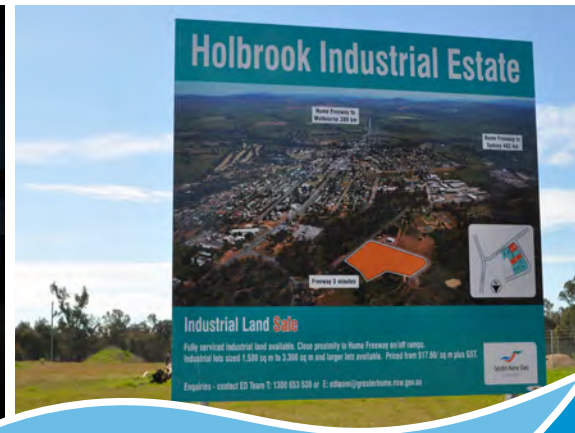




Greater Hume Shire

simply greater



Greater Hume Shire
Economic Development and Social
Plan 2017 - 2022

Live A Greater Life. Strong Businesses, Connected Communities

Executive Summary

The Greater Hume Shire Economic Development and Social Plan 2017 - 2022 articulates strategies to be undertaken to improve the economic and social wellbeing of our shire.

We thank everyone who shared views and ideas in the building of this strategy across the year. There is a wealth of knowledge and expertise in our community and it is pleasing to see people engaging with Council for the growth of our shire.

The strategies contained in this document deliver a key message. While commerce and industry are an important part of the region's growth, so too is quality of life. Council aims to ensure the prosperity of the shire through the continued contribution of its key industries and the diversification of its existing economic base, however this is to be done in line with our rural community character and identity.

Greater Hume Shire must continue to grow, retaining existing residents and attracting new residents through the offer of traditional residential, large residential and rural lifestyle blocks.

There needs to be adequate infrastructure to cater for the changing population. This includes health services, sporting facilities, and some degree of public transportation.

Most importantly, residents want to see the shire retain its character. The streets should be safe, the businesses local, and community cohesion strong and connected. Greater Hume Shire will be differentiated from its neighbours as a shire offering families and retirees a sense of space and a unique and inviting lifestyle so residents can 'live a greater life'.

Greater Hume Shire will be a sustainable shire with strong resilient communities capable of responding to changing economic, environmental and social circumstances.

In delivering its Economic Development and Social Plan, Council will focus on the manageable number of actions that are achievable, which provide significant benefits that are both tangible and measurable.

Introduction

Greater Hume Shire Council adopted its first Economic Development and Social Plan in 2008. That plan was prepared by external consultants IRIS Research. At the time Greater Hume Shire Council and the many and varied communities were facing a number of challenges:

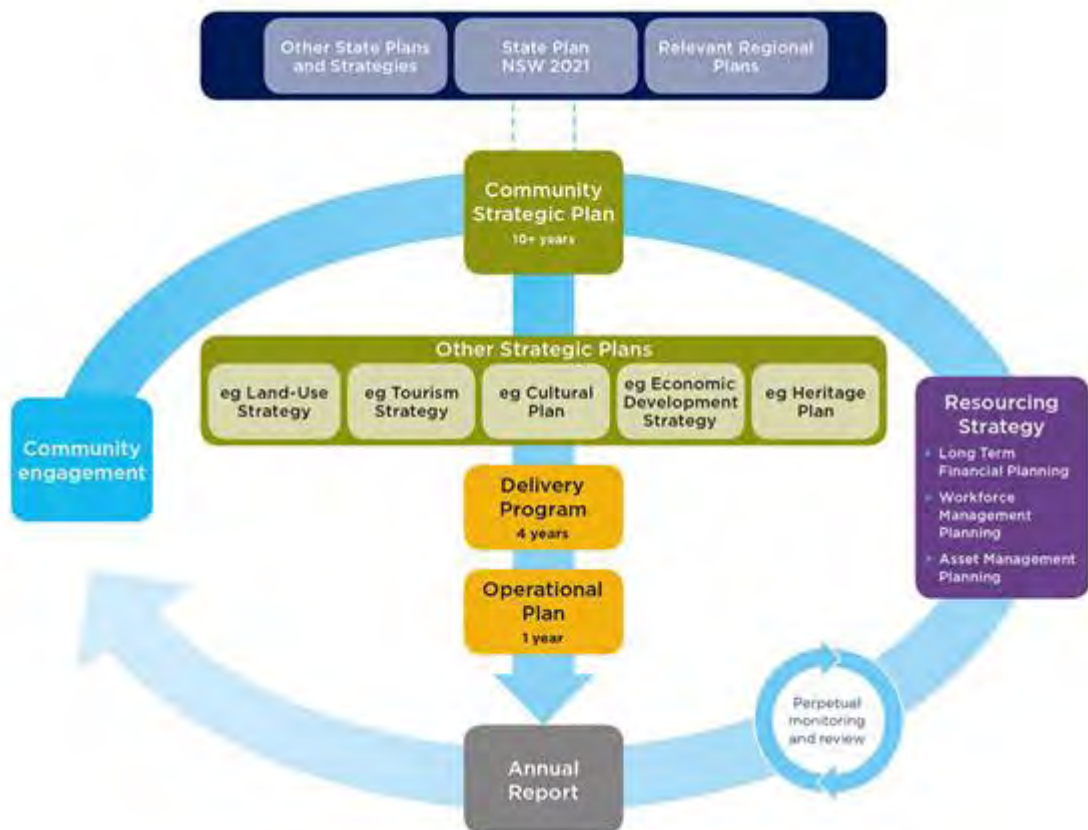
- Setting the economic and social direction for a Council created in 2004
- Recovery from the impacts of severe drought
- Preparing from the Hume Highway bypasses of Holbrook and Woomargama.

By 2014 many of the strategies and actions from that plan had been completed.

Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for education and employment, and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation - that they are inter-connected.

This framework allows our Council to draw our various plans together, understand how they interact and get the maximum leverage from our efforts.

The diagram below outlines the integrated planning process.



In 2010 Council adopted its first Community Strategic Plan “Greater Hume 2030”. This Plan was reviewed following the local government elections in 2012 and is again due for review after the 2016 elections. This draft plan along with a number of other strategic plans will inform the review of Council’s Community Strategic Plan “Greater Hume 2030”.

Late in 2015 the decision was taken to update the Economic Development and Social Plan 2008. It was felt that Council staff could complete the review largely inhouse with the support of an external consultant engaged to undertake extensive stakeholder and community engagement and to ensure the community's knowledge and ideas were taken into consideration in the development of the plan. Michelle Hudson of The Communications Dept was engaged to undertake the community engagement sessions.

From March through to August 2016, Council consulted widely with a number of focus groups representing the following groups

Towns	Youth Council	Villages
Environmental Groups	Localities (2 sessions)	Business & Ag (3 sessions)
Sporting Groups		

Following the development of draft themes, focus group participants were also provided with an opportunity to participate in a survey to further define the most important economic and social development issues for the shire.

The Focus Group Findings report prepared by The Communications Dept is attached as Annexure 1. This document has been included as a reference report for this plan, because it is an important and rich snapshot of the community's thinking. Many of the ideas emanating from the focus group sessions track through to the Strategies and Actions recommended in the plan.

Later in 2016, Councillors and staff were also consulted and asked to rate in importance suggestions raised in the focus group sessions and considered in the development of the plan.

Other documents reviewed to inform the plan included:

- Crowe Horwath Economic Development Research Report 2014
- 2016 Business Survey Report
- 2016 Customer Satisfaction Survey
- REROC Regional Freight Transport Plan
- NSW Department Planning and Environment Draft Riverina-Murray Regional Plan.

The view taken was that the Greater Hume Shire Economic and Social Plan 2017 - 2022 (EDSP) should continue to facilitate a stronger economy and more prosperous local businesses and identify priorities for action to encourage investment and employment growth, while making sure that the shire's attributes are protected.



The plan specifically seeks to target those sectors of the economy identified as having the greatest potential for the future.

However, this plan also has a strong community focus. With lifestyle consistently identified as one of the Shire's greatest assets, there has been significant attention paid to addressing social factors in the plan.

From the engagement process and document review four key themes were identified, those being:

- **Theme 1 - Leading Vibrant, Connected and Inclusive Communities (leadership, policy and communication)**
- **Theme 2 - Promoting Healthy, Inclusive and Resilient Communities (social inclusion, volunteerism, youth and health & wellbeing)**
- **Theme 3 - Sustaining and Growing Our Communities - (economic development, tourism, lifestyle, culture and heritage)**
- **Theme 4 - Building Sustainable and Accessible Communities (infrastructure and facilities, environmental services, natural and built environment).**

Purpose of the Economic Develop and Social Plan

The Greater Hume Shire EDSP presents a tool by which the community can take a coordinated approach to retaining and growing the existing economic base of the area, as well as attracting new investment. As Figure 1 illustrates, as a result of EDSP development process, the local community gains an insight into four key strategic questions:

Figure 1 Four Key Strategic Questions answered by an EDSP



Question 1 Where are we now?

An EDSP identifies the existing opportunities and challenges facing the area's economy

Greater Hume Shire - a region defined by its location

Greater Hume Shire is a prosperous rural shire.

Greater Hume is located in the southern NSW transport corridor between the regional centres of Albury and Wagga Wagga. The shire borders Victoria and linked by the Hume Freeway, Riverina and Olympic Highways. The Main Southern Railway Line traverses the shire. Greater Hume Shire has proximity to the Ettamogah Rail Hub, regional airports are nearby at Albury and Wagga Wagga and offer frequent direct flights to Sydney and Melbourne.

The five towns and six villages dispersed across the shire play a key role in servicing traffic between regional and metropolitan centres while also servicing surrounding agricultural industries and meeting economic and social needs of local residents.

Population remains positively steady at 10, 378 as at 30 June 2016, representing approximately a growth of 3% over the past decade [Source: REMPLAN] with regional growth driven by employment opportunities in service industries, notably education and health [ABS Regional Population Growth].

The shire generated Gross Regional Product (GRP) of more than \$535 Million [Source: REMPLAN].

Agriculture

Agriculture, as the major economic driver, is focused around mixed farming enterprises, primarily grazing and cropping and has developed due to reliable rainfall, topography and fertile productive soils.

Agricultural enterprises include beef cattle production (beef production, commercial and stud stock breeding), sheep (lamb production and growing wool), and the production of grain crops primarily wheat, oats, barley and canola. There are forestry resources based mainly in softwoods plantations in the eastern sector of the shire on rising ground and steep slopes. Boutique wine and small scale olive oil are also produced in the shire.

Agriculture contributes the largest Value Added contribution of \$98M to the shire's economy and is the largest sector for employment with 949 jobs in 2011 [Source: REMPLAN].

Free trade agreements with Asian markets and an increasing global demand for food and fibre ensures that the shire's agricultural sector is well placed to take advantage of market opportunities in meeting future world demand [Source: Economic Profile, Murray-Murrumbidgee NSW Trade and Investment].

Council's Local Environmental Plan 2012 land use zoning and planning controls prevents the fragmentation of productive agricultural land which is critical to the sustainability of the sector.

Construction/Rental Hiring & Real Estate Services

The strength of these sectors is due in part to the shire's location between two provincial cities which this sector services in addition to construction activity in Greater Hume Shire including \$512M Hume Freeway projects at Holbrook and Woomargama which impacts the short term reporting period [Source: Census 2011].

Manufacturing

Manufacturing is a significant industry in Greater Hume Shire contributing \$49.7M to the economy and the sector employed 312 persons in 2011 [Source REMPLAN].

Kotzur is a leading domestic and export manufacturer of bulk handling and storage facilities for the agricultural, mining and manufacturing sectors. Kotzur employ around 100 people at its production facility at Walla Walla.

Geelong Leather, located at Culcairn, operates a tannery utilising a premium wet blue process to produce Aniline full grain leather hides which are exported to produce high quality handbags and footwear. The plant operates seven days a week with a workforce of 60 staff. Hides are sourced from abattoirs in Victoria and NSW. Other by-products are also generated at the tannery and effluent from the manufacturing process is used on site to irrigate over 700 acres of farmland adjacent to the factory producing grain crops and hay/silage.

Other manufacturers in Greater Hume Shire include:

- McHardy Pinter Industries (Jindera)
- PGH Jindera Brickworks
- Boral Resources (Culcairn Quarry)
- Bald Hill Quarry (Holbrook)
- Mulch Smart (garden supplies processor) (Holbrook)
- Albury Galvanising (Jindera)
- Crisfloat Manufacturing (Jindera)
- PJN Steel (Walla Walla)
- Billabong Composting (Little Billabong)
- Hume Country Mill (Walla Walla)

There are opportunities for smaller boutique processing and packaging operations to service specific markets such as stock feed or other agricultural processing.

For specific businesses that require large tracts of land for operational and environmental purposes, Council's RU1 primary production zone still permits industries to be developed with consent.

Health Care and Social Assistance

Health Care and Social Assistance is another important sector in the shire contributing \$19.6M and 210 jobs [Source: REMPLAN].

General hospitals are located at Culcairn, Henty and Holbrook.

Aged care hostels feature in Culcairn, Henty, Holbrook and Jindera. In partnership with Department of Housing, Council operates community housing across the shire. Council also operates the Kala Court Retirement Village in Holbrook. In total Council manages 44 aged and low income residential units across the shire.

The demographic structure of the shire and the region will change over the next 20 years. By 2036, 27% of the region's population will be aged 65 and over, representing an increase of 46% from 2016. As a result, it is expected that demand for age-related services and supporting health infrastructure and public transport will increase and new opportunities arise for increased service provision and employment in the sector

[Source: Draft Riverina Murray Regional Plan, Department Planning & Environment].

Education and Training

Education and Training is an important sector adding to the fabric of the local economy and the shire's communities in general. Families benefit from a choice of public and private primary schooling options in all of the five towns in the shire. There is one public and two private secondary schools in the shire.

The Greater Hume Shire 2016 Business Survey identified that the range of public and private school options available across the shire is regarded highly, and was identified as the second highest response when questioned about main assets of the Greater Hume Shire community as a place to live.

Greater Hume Shire has a total of 17 primary and secondary schools. There are 310 jobs involved in this sector which generates a Value-Added \$30M to the economy of the shire [Source REMPLAN].

Private secondary schools draw students from outside the shire, adding economic benefit and employment, however, there are education leakages outside the shire to Albury in particular. The leakage in part is a result due to the completion of Hume Freeway and access to the Olympic Highway creating shorter commute times to that centre.

Retail

Retail employs 228 people across the shire contributing \$17M Valued Added [Source REMPLAN].

Culcairn, Henty, Holbrook and Jindera have retail businesses suited to small populations (of around 1,000 people) including supermarket(s), café(s), hardware store, pharmacy, butcher, newsagent and banking. In the main, these towns service their respective residential populations, travellers and tourists and the productive rural industries in surrounding districts. There are three car dealerships in the shire at Culcairn, Holbrook and Walla Walla.

Walla Walla currently has a limited retail precinct and has a population of approximately 600 residents. Walla Walla has a General Store/Post Office, Café, machinery and car dealerships. But notable, Walla Walla is home to a number of leading industrial businesses. Walla Walla has a strong German heritage and evidence of this is on display in the main street. St Paul's College, a private Lutheran based private secondary school is based at Walla Walla. Council has approved development consent for a medical practice and pharmacy, scheduled to open mid 2017 in Walla Walla.

Holbrook is the largest town in the shire, with a population over 1,300. Recently bypassed with the completion of the Hume Freeway, the town functions mainly as a thriving service centre for the surrounding districts and national highway traffic. A \$6M Caltex Service development recently opened at the southern end of the town boosting employment with 25 new positions. The town features the iconic HMAS Otway submarine, a major tourist attraction in the shire.

Culcairn with a population of 1,120 is located on the Olympic Highway and services the resident population and surrounding agricultural districts. Geelong Leather tannery is the largest employer in the town. Billabong High School is a rural comprehensive high school at Culcairn, serving the communities of Culcairn, Holbrook, Henty, Walla Walla, Walbundrie, Gerogery, Yerong Creek, The Rock and Woomargama. The school is an important economic contributor to the shire.

Henty the most northern town in the shire has a population of 1,078. Henty is located on the Olympic Highway and services the surrounding rural districts. Strong grain and sheep production is celebrated with the Henty Machinery Field Days, the largest event in the shire, which sees over 60,000 visitors flock to the town annually, providing a major economic injection to retail, accommodation and community organisations of the town.

Henty’s main street features a traditional ‘verandah’ styled shopping precinct of an earlier era. Council will shortly undertake a streetscape improvement project in Sladen Street to improve drainage, install planter beds, footpaths and pavers.

Jindera is the fastest growing town in the shire, with residential developments and rural residential lifestyle estates (see Table 1 New Dwelling approvals 2009 to 2016). Jindera’s population at the 2011 Census was 1,048. With a location with short commute time north of Albury has made Jindera (and Gerogery) localities popular destinations for people wanting a rural lifestyle close to a major regional centre [Source: IRIS Research, GHS ED & S Plan 2008, p.14].

In a retail sense Jindera is well serviced, e.g. supermarket, banking, bakery, butcher, doctor, pharmacy, hotel, hairdresser, tyre/auto centre. A new petrol service station has recently opened. Jindera continues as one area in the shire with strong growth potential.

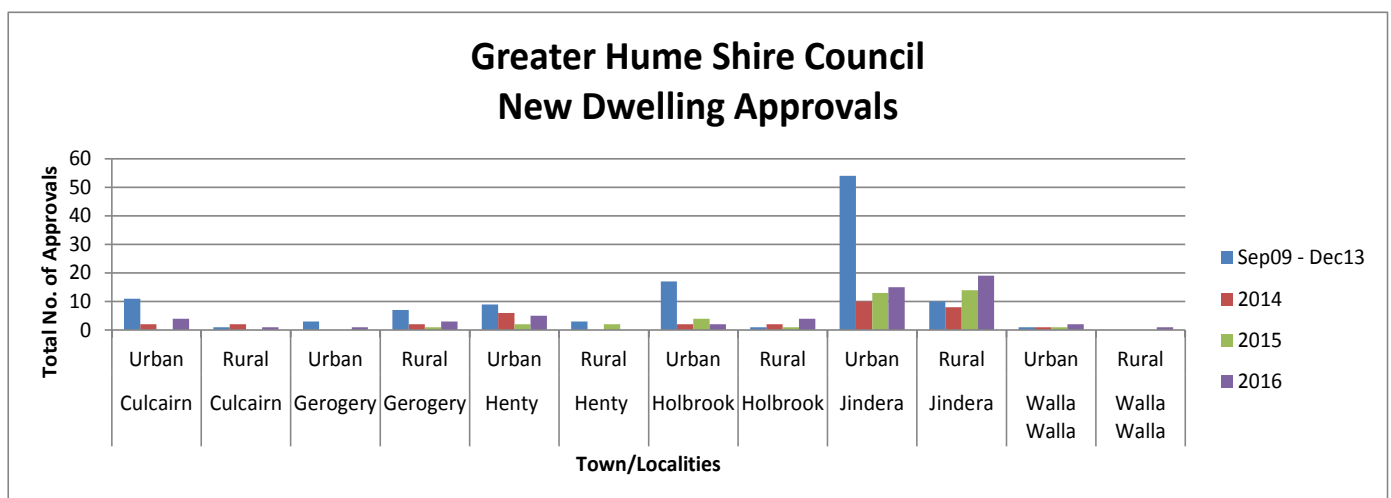


Table 1 - New Dwelling Approvals - Sept 2009 to Sept 2016. To view the New Dwelling Approvals for other villages/localities in the shire please turn to Appendix 1.

Transport

The transport sector currently contributes \$20M (Valued Added) and 173 jobs to the local economy [Source: REMPLAN].

There are existing transport clusters in the shire, notably at Culcairn, Henty, Holbrook and Jindera Industrial Estate.

The transport sector is an attractive sector due to expected rise in new transport and logistics businesses to meet the growth in freight volumes across the state, projected to double by 2030 and triple by 2050 [Source: Transport for NSW 2012 NSW Long Term Transport Master Plan, Sydney]. Greater Hume Shire's location within the national freight corridor means that the shire is well positioned to leverage this opportunity. Strong transport links in the region means that Greater Hume is an attractive location for transport, storage and distribution operations.

Tourism

Tourism is described as 'comprising the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited'. In Greater Hume Shire this industry generated 160 jobs as at Census 2011 and made a Value-Added contribution of \$15.6M [Source: REMPLAN].

Visitor segments include visiting friends and relatives, coach and car travellers traversing the shire breaking their journey, leisure based activities involving water and special interest groups or hobbies (e.g. fishing, water sports, equine, auto/motor bike, history and heritage) and visitors attending major events such as the annual Henty Machinery Field Days and the inaugural 2017 Henty 4WD and Outdoor Adventure Expo. Additional segments include Wirraminna Environmental Education Centre schools and community programs, other school group excursions and business travel (e.g. attending stud stock sales, other field day events).

Visitor attractions include the HMAS Otway Submarine, the Murray River, Lake Hume, Morgans Lookout, Woomargama National Park and museums and major events as mentioned above.

Across the shire there are tourism opportunities, particularly related to riverfront, lake frontage and recreational activities that can be developed [Source: NSW Planning & Environment Draft Riverina-Murray Regional Plan].

Contemporary thinking indicates that events are important drivers of regional tourism [Source: Austrade Tourism Research Australia Events: Drivers of Regional Tourism]. The holding of events provides the opportunity and catalyst for visitors to experience new areas or destinations. As visitors trial or sample what a region or town's offering is, positive and memorable experiences can lead to attendees becoming destination advocates, promoting events through word of mouth, resulting in repeat visitations.

There is also opportunity to develop a local trail product which takes visitors to attractions in each township [Source: Crowe Horwath Economic Development Research Report 2014].

Setting the Context - Situation Analysis

In setting the context, this section of the report articulates the current nature of the Greater Hume Shire economy and briefly describes the social fabric of our shire's population. To explore in more depth the shire's community health and wellbeing profile please read the Greater Hume Shire Community Health and Wellbeing Profile @ <http://bit.ly/2hdMSaP>

A - The Economy

Shire Area: 5,939 km²

Population: 10,378 estimated resident population as at 30 June 2015. Population Centres: 5 Towns: Culcairn, Henty, Holbrook, Jindera, Walla Walla. 6 Villages: Brocklesby, Burrumbuttock, Gerogery, Morven, Walbundrie, Woomargama.

Gross Regional Product \$535M [Source: Latest REMPLAN data incorporating Australian Bureau of Statistics' (ABS) June 2016 Gross State Product, 2013 / 2014 National Input Output Tables and 2011 Census Place of Work Employment Data].

Major Industries (Top 10) by employment are: Agriculture, **Construction**, Manufacturing, Education and Training, Retail Trade, Health Care and Social Assistance, Transport, Postal and Warehousing, Accommodation/Food Services, Public Administration & Safety.

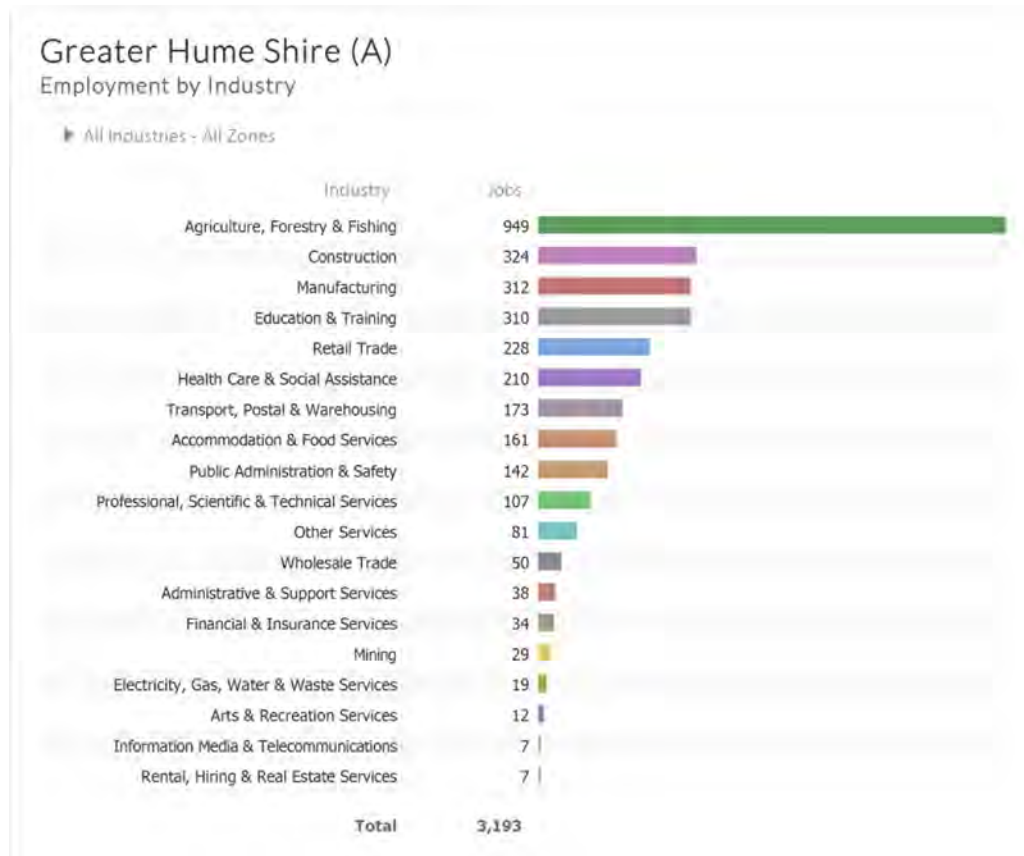
The Hume Freeway bypasses of Woomargama and Holbrook has a one off impact on the contribution of **construction industry to the reporting period (Census 2011)**. The \$265M bypass of Woomargama opened in November 2011 and the \$247M bypass of Holbrook opened in August 2013 [Source: Roads and Maritime Services].

The number of workers working in Greater Hume Shire in 2011 was 3,193. **The number of workers living** in Greater Hume Shire in 2011 was 4,442 [Source REMPLAN].

For the June 2016 quarter, the smoothed (Greater Hume) LGA labour force is 4,317, smoothed LGA unemployment is 179 and unemployment rate is 4.1%, which suggests that there are 4,138 employed people residing in the shire. It should be noted that the Department of Employment Small Area Labour Markets (SALM) data incorporates data from the labour force data which is based on where people reside, not where they work. [Source: <https://employment.gov.au/small-area-labour-markets-publication>].

Employment by Industry

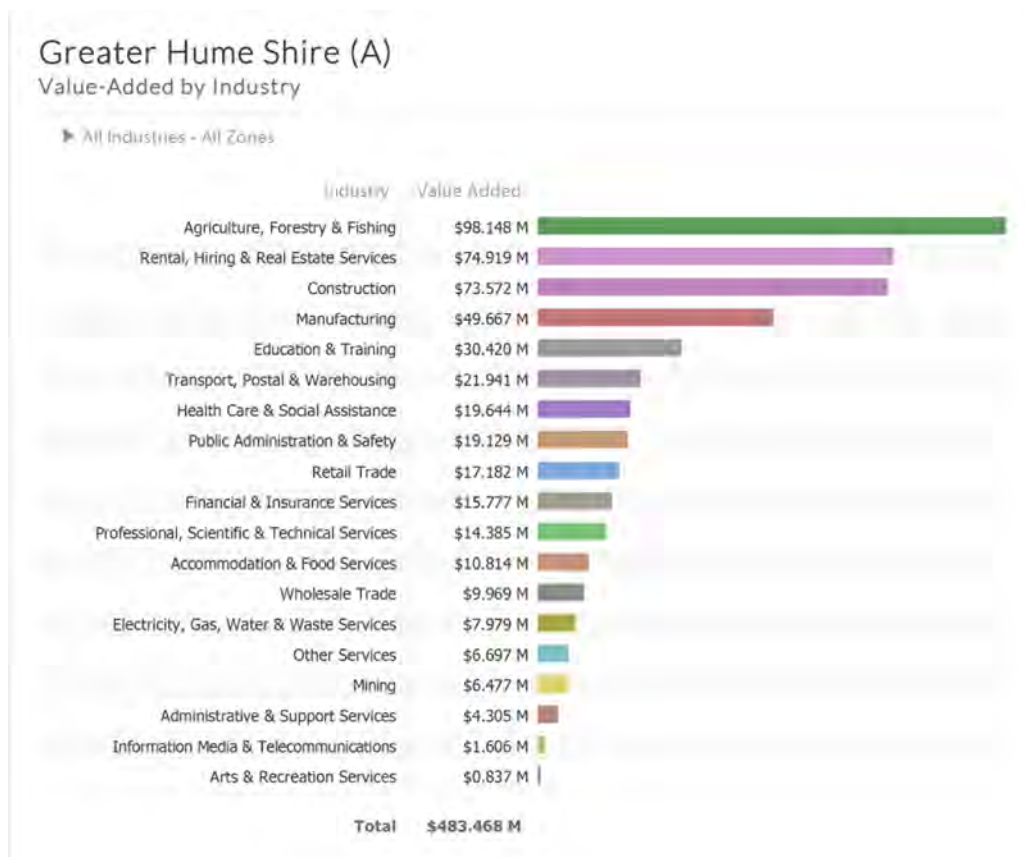
The chart below describes employment by industry in Greater Hume Shire. One third of all jobs in 2011 were in the agricultural sector alone demonstrating the importance of a healthy farm sector being vital to overall economic wellbeing of the shire.



[Source: <http://www.economicprofile.com.au/greaterhume/economy/>]

Value Added

The total value added by the Greater Hume Shire economy is estimated at \$483M. The chart below highlights Value-Added by industry sector which is the major element in the calculation of Gross Regional Product. This chart reveals that agriculture is the major value adding industry in Greater Hume Shire, along with tangible real estate or equipment, and intangible related services, **construction**, manufacturing are also key contributors for the reporting period.



Source: <http://www.economicprofile.com.au/greaterhume/economy/value-added>

Number of businesses - Business Counts (Turnover)

Of a total of 1,497 businesses recorded at June 2015, the following is revealed:

Turnover 0 to \$50k	354
Turnover \$50k to less than \$100k	228
Turnover \$100k to less than \$200k	268
Turnover \$200k to less than \$500k	337
Turnover \$500k to less than \$2m	255
Turnover \$2m or more	55

Source: <http://www.economicprofile.com.au/greaterhume/economy/businesscounts>

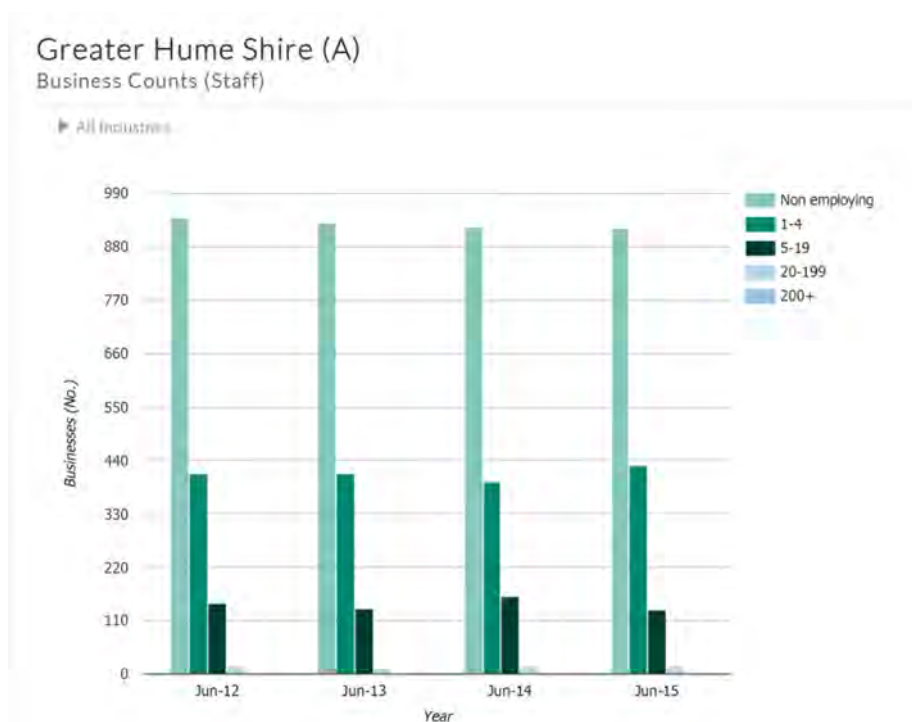
Number of businesses - Business Counts (Staff)

Shown below is the graph depicting Business Counts for Greater Hume Shire which highlights businesses that are actively trading businesses based on ABS Business Register for the four year period to 30 June 2015.

Of a total of 1,497 businesses recorded at June 2015, the following is revealed:

Non employing businesses totalled	919
1 to 4 staff employed	430
5 to 19 staff employed	132
20 to 199 staff employed	16

The chart below demonstrates that for the four year period, the shire has a stable business/workforce.



Source: <http://www.economicprofile.com.au/greaterhume/trends/business-counts/staff>

Industrial and commercial land

Competitively priced land is available in industrial and business zones. Growing industrial estates in Jindera and Holbrook provide flexibility. At Holbrook fully serviced industrial land is available at Council's estate in Millswood Road and Enterprise Drive, Holbrook with services including water, sewer and electricity. Allotments available from 1,500 metres sq to 3,300 metres sq. Jindera Industrial Estate is located south of Jindera, and Council in December 2016 approved development consent and appointed a tenderer to construct a 15 lot expansion to that estate.

Infrastructure

NBN broadband internet is being rolled out across the shire in 2016/2017. Skymuster satellite services are available for rural customers across Greater Hume Shire. A lack of communication infrastructure in some parts of the shire is inhibiting business growth. Council will continue to lobby at all political levels to ensure this message is being heard.

One competitive advantage is that natural gas supply is available in the five major towns in the shire.

Influence of Large Regional Centres

Nearby large provincial regional centres of Albury and Wagga Wagga cushion the economic stability of Greater Hume Shire. It is fair to say that in times of economic prosperity and growth in the regional centres, there is positive spin off to Greater Hume Shire. The largely rural shire and its residents have benefited by close proximity, or satellite position, to larger urban centres.

Residents can enjoy the relatively affordable rural lifestyle available in Greater Hume Shire, while being assured that higher order health care, medical, education and professional services and employment opportunities are available nearby.

B - Health and Wellbeing of Shire residents

In line with the national trend, the Greater Hume Shire has an ageing population. People over the age of 65 years account for 21% of the population compared to 14% for NSW. The region's median age has risen from 35 to 43 since 1998. This is 6 years above the state median of 37 years.

These demographic shifts have significant implications for future economic growth, as they will impact on the availability of labour and reduce the number of skilled workers from which local businesses can draw employees.

Data for the Greater Hume Shire reflects rural Australia. People living in rural and remote areas have less access to health services, travel greater distances to seek medical attention, and generally have higher rates of ill health and mortality than people living in larger cities. This is a result of several factors including socio-economic disadvantage, access to health care services, shortage of health care providers, unhealthy lifestyle behaviours, greater exposure to injury and risks and geographic isolation.

On the positive side, Australians living in rural areas generally have higher levels of social cohesiveness — for example, higher rates of participation in volunteer work and feelings of safety in their community.

The data suggests that an ageing population and socioeconomic status are the two key health determinants impacting on the health status of people living the Greater Hume Shire.

For the full socio-demographic profile of Greater Hume Shire please refer to the Community Health and Wellbeing Profile and Plan on Council's website.

SWOT Analysis

STRENGTHS - Economic		WEAKNESSES - Economic	
1	Stable rainfall / climate underpins strong agricultural industries of wool, meat, grain and softwood production, as rural/agri-business sector is the main economic driver for the shire	1	Small population mass (10,258) spread over a wide geographical area
2	Retail and service businesses are directly and indirectly impacted by a healthy agricultural sector	2	Agricultural sector impacted by weather / seasonal fluctuations e.g. drought, floods
3	Henty Machinery Field Days is the premier event which injects \$87.8M (See Note 1) into the local and regional economy from field day generated sales and service providers and involving food/accommodation and for not for profit volunteer organisation participation	3	Declining population growth in rural areas of the shire
4	Reliable and established local repeat client customer base	4	Small size of local economies
5	Some businesses offer after hours service	5	Stagnating number of businesses in shire over past 5 years
6	Low relative cost of living and doing business in the shire	6	Limited evidence of businesses in the shire partnering together to pitch for bigger projects
7	NBN rollout in 2016/2017 across the shire will assist business efficiency and access to technology	7	Profitability of land development in northern part of the shire (cost of initial infrastructure in comparison to the value of the developed land)
8	Our unique tourist attractions e.g. the submarine, 11 museums, national parks, beautiful drives and countryside/river/lake views and events like HMFDF's plus food and accommodation offers drive economic activity via travellers / visitors traversing the shire	8	Poor telecommunications (phone and internet) in some areas of the shire (in part corrected with the rollout of NBN 2016/2017)
9	Improved streetscapes in all towns and villages enhance visitor experiences and satisfaction impacting positively as more travellers stop and spend	9	Transport costs are higher in small towns, increased cost for delivery of spare parts and supplies than for Albury or Wagga based businesses
10	Industrial land competitively priced when compared to adjacent industrial estates in Albury and/or Wagga	10	Young people leave to obtain tertiary qualifications, some will return in the future but more don't return
11	Shire's location between Melbourne/Sydney, allows trucking accessibility – trips can be taken in 1 day returning to home base in the same day	11	Minimal State Government assistance in attracting industry
12	Motorists can access to national highways Hume Freeway and Olympic Highway routes (for trucks and caravans/tourists)	12	Council has finite resources to be deployed, can't fix all the problems
13	Council has mechanism to communicate with businesses in the shire e.g. business database to disseminate information about council, preferred supplier listings, information re business skills training, etc.	13	Shortages in skilled labour is an impediment to business growth and/or expansion
14	Affordable land and housing in the shire is seeing a shift to mobile, lifestyle driven residents	14	Empty shops in some towns
15	Current LEP - Land use plan which provides development opportunities across the shire	15	Loss of retailers and associated employment opportunities
16	Building/development application approval, Council has streamlined processes with can do pro-business attitude		
17	Council is behind the 'buy local' initiative and promotes the idea of local businesses supporting other local businesses to lift the economic multiplier effect and employment in the shire		
18	Council has strong links with Murray Hume BEC which regularly offer business training/sales training workshops and ongoing business support/business mentoring to improve businesses in the shire		

STRENGTHS - Social		WEAKNESSES - Social	
1	Hospital services available in Culcairn, Henty and Holbrook	1	Difficulty in residents obtaining bank finance (require higher home deposits in some towns)
2	Doctor services available in Culcairn, Henty, Holbrook and Jindera	2	Ageing population in Greater Hume Shire with leakage to larger regional centres
3	Access to higher level health care, i.e. medical specialists, acute hospitals and new cancer centre in Albury/Wodonga	3	Towns not connected socially
4	Ambulance service stationed at Holbrook	4	Lack of local public transport
5	Well serviced communities able to provides services to a future ageing community	5	Volunteer red tape
6	Aged care services available in the shire or nearby in provincial centres to support ageing in place and residential care options		
7	Strong history and heritage embedded in residents (long term residents committed to their communities)		
8	Country living/rural environment		
9	Resilient communities as a result of facing droughts, fires, floods		
1	Communities work in partnership with Council to deliver results through volunteerism, i.e. project delivery, management of public facilities (e.g. sportsgrounds, swimming pools, public halls, etc.)		
11	Community connectedness/sense of community		
12	Council investment in the past in sporting facilities means that sporting opportunities are available across the towns of the shire		
13	Proximity to and easy commute times to regional centres of Albury Wodonga and Wagga Wagga		
14	High quality children services and early education options available in the shire		
15	Quality of schooling options (public and private) in the shire and in the region		
16	Higher education options e.g. TAFE and universities nearby in Albury and Wagga Wagga		
17	NBN rollout occurring in 2016/2017 will positively impact access to information and entertainment options		
18	Safe and friendly community living in the shire		
19	Rural residential living allotments		
20	Sporting interests e.g. netball, football, tennis, golf, lawn bowls, equine, and strong environmental interests e.g. Landcare, Wirraminna Environmental Educational Centre are well provided for		
21	Housing affordability		
22	Lower cost of living in the shire than city or provincial centres		
24	Close to ski fields		

SWOT Analysis

OPPORTUNITIES - Economic		THREATS - Economic	
1	Continued agricultural prosperity will mean demand for goods/services in support services/businesses located in the shire	1	A current and larger looming threat is the size of the loose fill asbestos insulation program and the (current) unknown impacts on the shire and affected residents. Impacts may include possible loss of residents
2	New residential land developments in towns creating affordable priced allotments targeting young families who seek a safe community friendly environment and who desire schooling options and good sporting facilities	2	Future sustained drought conditions will negatively impact on agricultural activity and economic output.
3	Encourage rural lifestyle land developments where land use zoning permits	3	Retail and service businesses are directly and indirectly impacted by a weak agricultural sector
4	Encourage developer(s) to undertake land/housing estate offers in the shire	4	Leakages to larger centres, more local people seeking goods/services in Albury and Wagga due to quick freeway/highway access
5	Undertake Council promotion of GHS on a value proposition platform of - affordable, enjoy country rural lifestyle/city convenience (specialist care, professional services on the doorstep, fresh air, rural lifestyle with access to city services (general and specialist health, education, entertainment, shopping). A focus on development and promotion of this value proposition will attract and retain population in the shire	5	Grocery retailing threatened by national online and home delivery offerings. This is impacting on our supermarkets and food outlets
6	Create complimentary strategies to encourage retiring farmers to retire to Greater Hume Shire	6	Loss of key infrastructure/business services
7	Strategic geographic location in the Albury/Wodonga – Wagga Wagga growth corridor and NSW two largest inland rivers. Provides opportunities for new residents and industry. Leverage this opportunity	7	Insufficient government funding to maintain the road network in shire
8	Undertake promotion of industrial land options available in Greater Hume Shire		
9	Develop industrial areas throughout the shire		
10	Council to consider effective strategies for developer incentives (for a period of time)		
11	Council to offer business start-up grants to encourage start up enterprises in the shire		
12	Access to transport corridors, Hume and Olympic Highways and the Melbourne-Sydney Rail line and airports at Albury and Wagga Wagga		
13	Proposed corridor for Inland Freight Rail project through Greater Hume Shire will result in new economic activity during construction and ongoing		
14	Expand the buy local initiative. Council to continue to actively support and buy local where feasible		
15	Improved telecommunications across the shire – removal of black spots – improve telecommunications making doing business here easier		
16	Culcairn / Henty / Holbrook located on transport highway routes – develop overnight truck parking solutions in major towns		
17	Review and improved parking for trucks and caravans in all towns, directive signage to where facilities and attractions can be found		

OPPORTUNITIES - Economic		THREATS - Economic	
18	Expand transport sector, with focus on small to medium sized trucking operators and logistics. Attract new business to the shire especially service industries servicing the coming growth in freight / expanding transport industry and those technology related businesses that enhance productivity in agriculture		
19	Provision of sewerage reticulation in small villages can drive residential development in those villages		
20	Leverage opportunities for business with the new camping and caravanning expo at Henty MFD site in 2017		
21	A strong business sector will drive a thriving community		
22	Pop up store concept expanded across the shire		
23	Improved road networks in the shire		
24	Development of a local business network – access to skills in the area		
25	Reduce red tape for businesses dealing with Council		
26	With NBN rollout, growth of home based businesses focused to online business platforms		
27	Council's streetscape programs maybe a catalyst to future business opportunities		
28	Broader energy recapture projects		
29	Promote tourism offerings to visit and explore Greater Hume Shire		
30	Continue to build on GHS tourism assets – attract visitors to the shire		
OPPORTUNITIES - Social		THREATS - Social	
1	Market the shire on the premise of law and order, community living, offering a range of schooling options for families to choose from	1	Limited police presence in some towns
2	Maintaining low crime communities for our youth and young families to enjoy safe living environment	2	Lack of community transport for elderly high needs
3	Improved public transport to regional centres	3	The increasing cost of water/electricity for community organisations who maintain sporting facilities, ovals, etc.
4	Promote lifestyle living opportunities (including access to NSW and Vic ski fields)	4	Maintaining volunteer numbers to run community organisations.
5	Development of recreational bike paths around towns and between towns and open space activities to encourage fitness/wellbeing of community/engaged communities/town community connections	5	Conflicts arising as a result of land use for agriculture adjacent or near to rural residential or residential land uses
6	Lower speed limits in smaller towns	6	Engagement, volunteerism and intra relations in local community is not a priority or of interest for residents, due to life cycle stage, dormitory living with work, schooling and sporting interests outside the shire
7	A thriving community will drive a strong business sector		
8	Greater connections between small towns across the shire		
9	Continue Grant assistance for not for profit organisations and workshops to improve grant writing skills		
10	Program to source, induct, train volunteers for the future security of community and not for profits across the shire – 'try out' program for volunteers		
11	Promotion of Landcare as the vehicle to encourage social connection and volunteering in a non-sporting arena to avoid duplication of effort and inefficient use of available funding		

OPPORTUNITIES - Social		THREATS - Social	
12	Improve transport around GHS towns and to and from larger regional centres		
13	Adopt more digital communications with ratepayers, ie use of email		
14	Creating more non-sporting opportunities for youth in the shire ie arts, drama, mental health spheres.		
15	Maintain our unique environmental assets, e.g. hilltops to wetlands with a more organised approach to maintaining natural areas and roadsides		
16	To engage with the community in a way that ensures that community needs are understood and are met		
17	Seek funding to create a position within the organisation for an Environmental Officer		
18	Explore options for solar power installations across the shire to improve long term sustainability for community organisations		
Note 1:	(1) Henty Machinery Field Days Environmental Scan, Key Opportunities and Economic Impact Study. Crowe Horwath, April 2015		

Question 2 Where do we want to be in 2022?

An EDSP sets a vision for taking advantage of opportunities and meeting challenges

A Vision for Future Prosperity

It is important that a vision statement for the social and economic growth strategy, is understood and supported. Council sees that the Vision Statement adopted by Council in 2008 is still relevant and is reproduced below.

This vision has the purpose of ensuring broad stakeholder support for the desired level and type of growth for the area.

The Vision Statement created by Council to guide social and economic growth for Greater Hume is:

‘Greater Hume Shire will be a prosperous rural shire with vibrant sustainable communities offering excellent quality of life, and supported by a thriving agricultural, commercial and industrial base that capitalises on the unique opportunities available through the highest standards of ethics, service and efficiency’.

This statement delivers a key message. While commerce and industry are an important part of the region’s growth, so too is quality of life. Council aims to ensure the prosperity of the region through the continued contribution of its key industries and the diversification of its existing economic base, however this is to be done in line with the rural community character of the region [Source: IRIS Research Greater Hume Shire Economic Development & Social Plan 2008].

Sectors that will lead development

The Shire's economic and social development priorities reflect the following economic and social sectors of strategic importance to the shire, in order of importance:

- **Agriculture - vitally important this sector remains strong, it provides a base platform for economic and social prosperity across the shire and employment.**
- **Manufacturing - key contributor to GRP, employment and the multiplier effect, there are opportunities for diversification and new industries due to the shire's location in the national transport corridor and quality agricultural commodity outputs.**
- **Transport - high potential for growth with the implementation of an effective attraction strategy to grow existing road freight transport clusters.**
- Real Estate - offering of traditional residential, large residential and rural lifestyle blocks to attract new residents. The shire should be promoted on a value proposition of housing affordability, country rural lifestyle, fresh air, safe community living, graffiti free, choice of private/public schools, range of sporting facilities and clubs and access to allied health services, plus accessibility to major regional centres.
- Health and Aged Care - high potential for growth and employment opportunities due to ageing population creating growing demand for services.
- Retail - a vibrant retail sector in our shire is important, especially for our young people, supported by an effective buy local message.
- Education - high quality education options exist across our shire, making an important contribution to our shire's competitive advantage. Schooling options influence young families lifestyle and location of choice decisions.
- Tourism - expanding the number of major events and offering high quality attractions to provide a memorable experience, encouraging trial and repeat visitation, thus expanding economic activity.

The NSW Department of Industry December 2016 report **Regional Economic Growth Enablers** outlines that the regional economy of Albury-Wodonga (an agglomeration of Albury and Wodonga with Greater Hume, Indigo and (former) Corowa Shires as satellites) has probable 'key industry sectors' of Agriculture, Food Product Manufacturing and Road Freight Transport.



Question 3 How will we get there in 2022?

An EDSP maps out clear strategies and actions for achieving the vision and provides structure for the coordination of social and economic development by clearly outlining the roles of a range of agencies and groups



Question 4 How will we know when we have arrived?

An EDSP guides the development of key performance indicators that can be used to set targets to assess progress towards strategic goals



Theme 1 Leading Vibrant, Connected and Inclusive Communities (leadership, policy and communication)		Performance Outcome	By When
Outcome 1.1			
Leadership is demonstrated and encouraged in our communities			
Identified Community Needs			
1.1.1 Engagement by Council to demonstrate Council leadership			
Action 1.1.1.2 Develop and implement the GHSC Communication Plan	Communication Plan is implemented	April 2017	
1.1.2 For Council to lead the strategic direction for each town and village			
Action 1.1.2.1 Develop or update masterplans for all towns and villages	Masterplans developed for all towns across the shire	June 2018	
Action 1.1.2.2 Develop a community development charter and facilitate community workshops in individual towns and villages with a view to implementing a Small Town Revitalisation Initiative (STRIVE) project	STRIVE project implemented	June 2018	
1.1.3 Tap into local talents/skills in business and economic development			
Action 1.1.3.1 Support the development of a Greater Hume Shire Business Forum	GHS Business Forum established	Dec 2018	

Outcome 1.2			
There is open two way communication both with communities and within our communities			

Identified Community Needs			
1.2.1 Implement the planned community engagement processes using various communication strategies			
Action 1.2.1.2 Maintain membership of community engagement peak bodies and networks	GHSC is an active member of IAP2 and staff attend North East Engagement Network 3 times per year	Annually	
Action 1.2.1.3 All councillors and relevant staff to undertake IAP2 and/or other community engagement training	Community Engagement training is completed for all relevant staff and all councillors	Dec 2017	
Action 1.2.1.4 Redesign the format and content of Council's quarterly newsletter to ensure effective and targeted content	Council newsletter is redesigned	March 2017	
Action 1.2.1.5 Develop new website	New website implemented	Dec 2017	
Action 1.2.1.6 Develop a coordinated community engagement database to facilitate electronic distribution of news and events	Database developed and implemented	Dec 2017	
Action 1.2.1.7 Investigate contemporary community engagement techniques to establish a reference group for the testing of proposed projects and ideas	A relevant and accessible reference group is established	Dec 2017	

Theme 2 Promoting Healthy, Inclusive and Resilient Communities (social inclusion, volunteerism, youth, health & wellbeing)	Performance Outcome	By When
Outcome 2.1		
Welcoming, supported and involved communities		
Identified Community Needs		
2.1.1 Encourage more residents to be involved in the Greater Hume Shire and events		
Action 2.1.1.1 Continue to rotate the Australia Day function across towns in the shire	Official GHSC Australia Day function held in a different location each year	Annually Jan
Action 2.1.1.2 Implement the actions out of the Visitor Experience Plan (VEP) to promote the shire's tourism assets and increase visitation	Actions in VEP implemented	30 June 2018
2.1.2 To provide and promote a range of cultural and personal development opportunities for youth		
Action 2.1.2.1 Using youth engagement to develop an annual youth plan of events	Youth plan developed	Annually in April
Action 2.1.2.2. Implement actions and projects detailed in the annual youth plan	Actions implemented from youth plan	Annually
2.1.3 Develop partnerships with schools and other community organisations to deliver and promote youth health and wellbeing programs to youth		
Action 2.1.3.1 Regular communication with local high schools to establish need and partnership opportunities	Participation in annual mental health forum, Youth Inspirations Day and other joint projects	Annually
	Planning meeting held with Billabong High School and St Paul's College to discuss youth health and wellbeing projects	October 2017
2.1.4 Encourage towns and villages to develop and promote new and/or existing events		
Action 2.1.4.1 Implement the actions out of the Visitor Experience Plan (VEP)	Actions in VEP implemented	30 June 2018
	Review undertaken of 2017 camping and caravanning expo at Henty to identify future business and tourism opportunities	30 Sept 2017
2.1.5 Recognise the contribution of volunteers in communities and assist with recruitment and retention		
Action 2.1.5.1 In National Volunteer Week each year, acknowledge and celebrate the shire's volunteers	Volunteers across the shire are recognised and celebrated	Annually
Action 2.1.5.2 Offer annual Work Health and Safety volunteer induction and training	Completion of WHS training for volunteer groups	June 2018
Action 2.1.5.3 Provide advice and support to volunteer community organisations in governance and financial management	The provision of updated information in Council's Management Committee Guidelines. Ongoing advice provided to volunteer groups.	Ongoing

Theme 2 Promoting Healthy, Inclusive and Resilient Communities (social inclusion, volunteerism, youth, health & wellbeing)	Performance Outcome	By When
Outcome 2.2		
We have the services to promote and deliver health and wellbeing for all ages		

Identified Community Needs

2.2.1 Identify opportunities for external grant funding		
Action 2.2.1.1 Seek grant opportunities and advertise on the GHSC website	All grants are advertised on the GHSC website	Ongoing
Action 2.2.1.2 Council actively seeks and applies for grant funding for non-budgeted identified priority projects	Number of projects identified and grants applied for	Annually
2.2.2 Mental and physical health awareness		
Action 2.2.2.1 Partner with community organisations and health services to deliver a mental health program in October each year	Delivery of mental health projects	Oct 2017
Action 2.2.2.2 Develop a 'healthy communities' section of the GHSC website with events and information on getting and staying healthy	"Healthy Communities" section of website developed and maintained	Nov 2017
2.2.3 Improve community transport options		
Action 2.2.3.1 Work with local community transport providers to improve transport options for residents	Hold a planning meeting with local community transport providers and funding body	Oct 2017
Action 2.2.3.2 Investigate new opportunities for community transport under the NDIS and new aged care funding models	Meet with NDIS providers as the scheme is implemented in Greater Hume	March 2018
2.2.4 Continue to support and develop sporting facilities		
Action 2.2.4.1 Provide assistance to sporting clubs in the development of sport and recreation funding applications	Host two grant writing workshops in the shire	Annually
	Promote and provide grant writing assistance to community and sporting groups	Ongoing
Action 2.2.4.2 Promote council's loans to community groups policy to encourage maximum uptake of available low interest loans	Promote scheme through shire newsletter on a quarterly basis and through community email database	Ongoing
Action 2.2.4.3 Formalise and promote Council's practice to provide Council plant and equipment out of hours at no charge	Policy developed and adopted by Council	June 2017
Action 2.2.4.4 Promote and assist with GHSC Community Development Grants to sporting organisations	Host two grant writing workshops in the shire	Annually
	Promote and provide grant writing assistance to community and sporting groups	Annually

Theme 3 Sustaining and Growing Our Communities (economic development, tourism, lifestyle, culture and heritage)	Performance Outcome	By When
Outcome 3.1		
We have prosperous and diverse local businesses and a growing economy		
Identified Community Needs		
3.1.1. Promote industrial development to enhance employment opportunities		
Action 4.1.1.1. Promote the existing industrial land development at Holbrook and Jindera	Promotion plan developed and industrial allotments listed for sale with real estate agents	30 June 2017
Action 4.1.1.2 Assess development opportunities for industrial land development elsewhere in the shire	Feasibility report completed for industrial land development in Henty, Culcairn and Walla Walla	31 Dec 2017
Action 4.1.1.3 Identify potential business growth opportunities within the transport industry	Communications held with existing transport industry participants	30 Sept 2017
	Feasibility study undertaken into transport industry growth opportunities	31 Dec 2018
3.1.2 Promote residential development		
Action 4.1.2.1 Investigate the cost of construction for residential land developments throughout the shire	Review of existing costings undertaken and report to Council on options	31 Dec 2017
Action 4.1.2.2 Review available data of council led residential developments	Study undertaken and report presented to Council of residential developments undertaken by councils	30 June 2018

Theme 3 Sustaining and Growing Our Communities (economic development, tourism, lifestyle, culture and heritage)	Performance Outcome	By When
Outcome 3.1		
We have prosperous and diverse local businesses and a growing economy		

Identified Community Needs

3.1.3. Encourage and support local business to enhance employment opportunities		
Action 4.1.3.1 Implement Stage 2 Buy Local in Greater Hume Shire campaign	Business Directory distributed to the business database	July 2017
	Business Directory promoted to shire residents	July 2017
	Buy Local signage installed in Brocklesby, Burrumbuttock, Gerogery, Woomargama, Walbundrie and Morven	30 June 2019
	Online APP version of business directory investigated and costings established	July 2017
Action 4.1.3.2 Seek interest in a buy local shopping promotion	Consultation undertaken and report presented to Council on feasibility of promotion	30 June 2018
Action 4.1.3.2 Review Council's procurement to promote local purchasing where a fit for purpose and cost effective option is available	Procurement Policy reviewed	30 Sept 2017
Action 4.1.3.3 Council to offer a new business start up grant	Business and Industry Incentive Policy reviewed	28 Feb 2018
Action 4.1.3.5 Promote and support business mentoring and training services	Membership of NSW Business Chamber maintained	Annually
	Two forums held annually in conjunction with Hume Murray BEC	Annually from 1 July 2017
3.1.4 Attract new residents to the shire		
Action 4.1.4.1 Investigate opportunities to benefit from the Evocities strategy	Discussion held with AlburyCity regarding possible partnership	31 Dec 2017
Action 4.1.4.2 Develop an attraction strategy targeting residents in Albury/Wodonga and Wagga Wagga to relocate to the shire	Attraction strategy developed and adopted by Council.	30 June 2018
Action 4.1.4.3 Develop promotional collatorals - ie booklet / video – you tube / facebook / hash tag theme /digital marketing / signage	Promotional materials developed and implemented	30 June 2018

Theme 4 Building Sustainable and Accessible Communities (infrastructure and facilities, environmental services, natural and built environment)	Performance Outcome	By When
Outcome 4.1		
Our infrastructure and facilities meet the needs of our communities		

Identified Community Needs

4.1.1 Ensure investment in the upgrade of road infrastructure is targeted and prioritised		
Action 3.1.1.1 Review and implement Council's Roads Strategy	km of sealed roads resealed annually as measured against current council benchmark	Annually
	Kms of unsealed roads re-sheeted annually as measured against current council benchmark	Annually
	Kms of road reconstruction annually as measured against current council benchmark	Annually
	% of unsealed roads graded as measured against current council benchmark	Annually
4.1.2 Council to investigate opportunities and invest in liveability infrastructure such as cycle ways, footpaths, recreational walking tracks		
Action 3.1.2.1 Implement actions from existing four year cycle ways plan	% of works completed as detailed in the Cycle ways plan	Annually
Action 3.1.2.2 Implement actions from existing capital works program	% of works completed detailed in the capital works program	Annually
Action 3.1.2.3 Seek grant funding to develop a Master Liveability Infrastructure Plan for GHS	Grant application submitted Grant funding obtained	30 June 2018
Action 3.1.2.3 Seek grant funding to develop a Master Liveability Infrastructure Plan for GHS	Master Liveability Infrastructure Plan developed	30 June 2019
4.1.3 Investigate opportunities to reduce the energy and water costs at Council's sporting facilities		
Action 3.1.3.1 Undertake an energy audit of recreational facilities to identify cost savings in things such as lighting, hot water, heating and cooling.	Completion of energy audit	30 June 2018
Action 3.1.3.2 Installation of energy saving infrastructure at recreation grounds across Greater Hume Shire as recommended by the energy audit		Annually
Action 3.1.3.3 Prepare a strategy identifying cost effective watering solutions for recreational facilities	Strategy presented to Council	30 June 2019
4.1.4 Support with long term planning and maintenance at recreation grounds		
Action 3.1.4.1 Develop masterplan for each major recreation reserve	Masterplans developed	30 June 2018
Action 3.1.4.2 Develop service level agreements for each recreational ground within the shire	Service level agreements developed	30 June 2019
4.1.5 Ensure infrastructure and community facilities are accessible and inclusive for all residents of all abilities		
Action 3.1.5.1 For council to support and resource actions and programs specified in the GHSC Disability Inclusion Plan (DIAP)	Refer DIAP	

Theme 4 Building Sustainable and Accessible Communities (infrastructure and facilities, environmental services, natural and built environment)	Performance Outcome	By When
Outcome 4.2		
Our natural and built environments are protected and enjoyed by our communities		

Identified Community Needs

4.2.1 For Council to be proactive in relation to environmental management practices		
Action 3.2.1.1 Develop an environmental management plan for significant environmental sites and recognised high conservation area roadsides	Development of plan, completed and adopted by Council	30 June 2019
4.2.2 Effective management of roadside vegetation		
Action 3.2.2.1 For council to support and resource actions and programs specified in the GHSC Environmental Management Plan	% of actions resourced and completed from the plan	Annually from 1 July 2019
4.2.3 Continue to support effective weeds management (private and public lands)		
Action 3.2.3.1 Actively participate in the Murray Weed Action Plans.	% of Murray Weeds Action Plans meetings attended	Annually

Milestones and Achievements

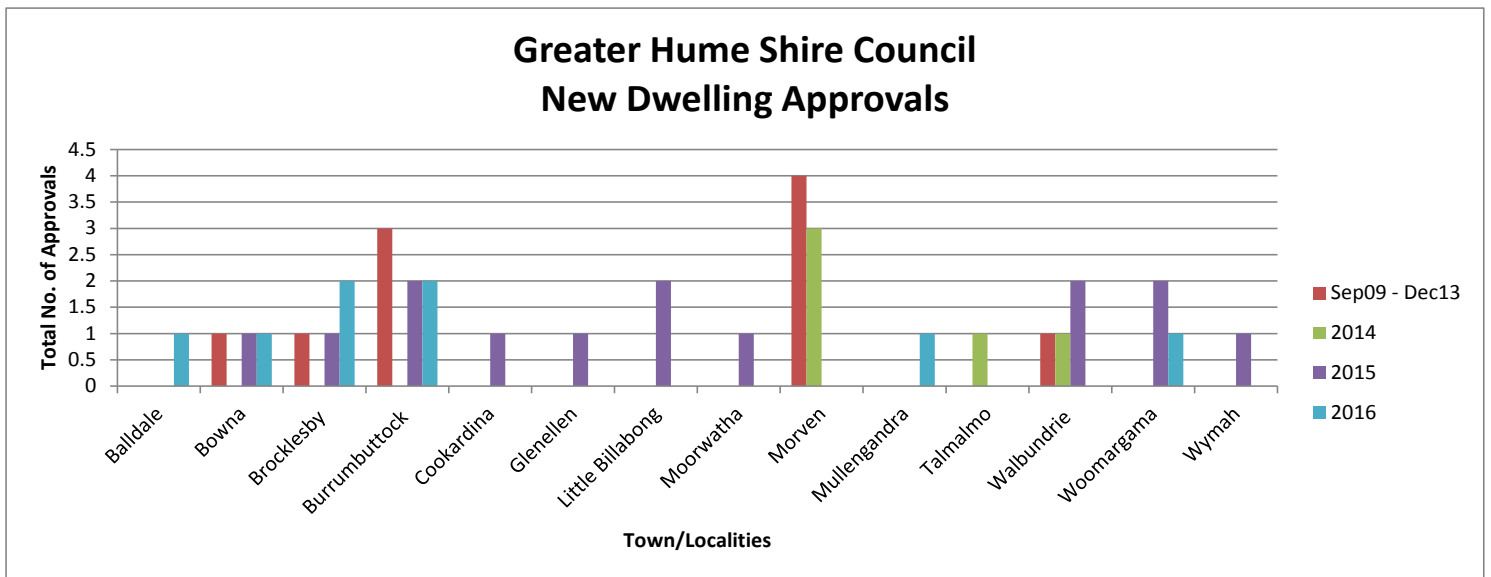
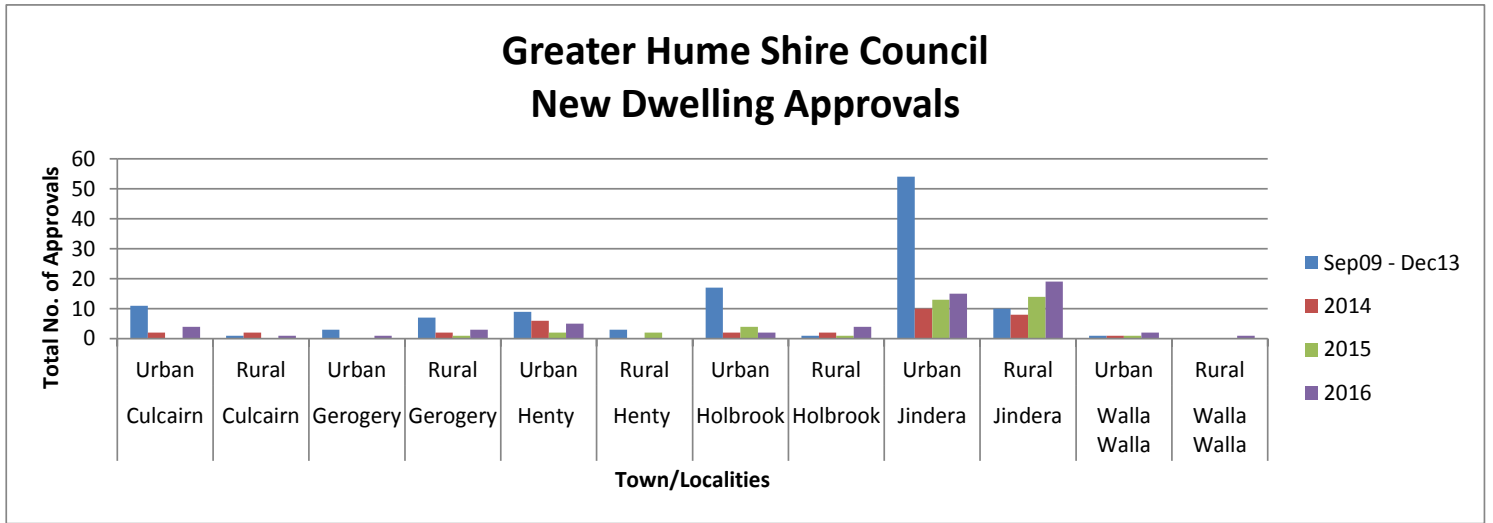
A milestones report will be reported annually to inform Council and the community regarding progresss and achievements of the plan.

It is proposed that this report be presented in the first quarter of each year for the life of the plan, e.g. the first milestone report will be issued in the period July to September 2018 so the community is fully informed of progress along the way.

References:

- IRIS Research, Greater Hume Shire Economic and Social Plan 2008
- Crowe Horwath Economic Development Research Report 2014
- 2016 Greater Hume Shire Business Survey Report
- 2016 Greater Hume Shire Council Customer Satisfaction Survey
- REROC Regional Freight Transport Plan, June 2014
- NSW Department Planning and Environment Draft Riverina-Murray Regional Plan
- Greater Hume Shire Visitor Experience Plan 2014 - 2018
- Austrade Tourism Research Australia Events: Drivers of Regional Tourism - https://www.tra.gov.au/documents/DVS_Events_-_Drivers_of_Regional_Tourism_FINAL_04082014.pdf
- Transport for NSW 2012 NSW Long Term Transport Master Plan, Sydney
- NSW Planning & Environment Draft Riverina-Murray Regional Plan
- Roads and Maritime Services website
- Rural Industry Futures, Megatrends impacting Australian agriculture over the coming twenty years, July 2015, Rural Industries Research & Development Corporation CSIRO
- Economic Profile, Murray-Murrumbidgee, Prepared for the Economic Development Strategy for Regional NSW, February 2015, NSW Trade and Investment
- Regional Economic Growth Enablers, Centre for Economic Development, December 2016, NSW Department of Industry

Appendix 1





**GHS Economic Development & Social Plan
(EDSP)
Review**

Focus Group Findings

March, 2016

**Live a Greater Life -
Strong Businesses, Connected Communities.**



1. PROJECT OBJECTIVE

As input to the development of the 2016 Economic Development & Social Plan (EDSP), Greater Hume Shire (GHS) Council determined a need to undertake community consultation to ensure the plan is informed and grounded by community needs and aspirations. This approach aims to ensure the plan delivered is a plan developed based on input from the GHS community.

2. BACKGROUND

Council's existing Community Strategic Plan was adopted in 2010 and only minor modifications were made following the September 2012 local government elections due to the infancy of the plan. By the time of the 2016 local government elections, the plan will be 6 years old and it is considered appropriate to undertake a comprehensive review.

Strategic documents including the EDSP, the Community Health and Wellbeing Plan, Visitor Experience Plan, Waste Management Strategy and Roads Strategy, form the building blocks of the Council Strategic Plan. The Community Health & Wellbeing Plan and the Visitor experience plan have recently been updated and so focus has turned to the EDSP.

3. APPROACH

The primary means of community consultation and input to the EDSP will be via focus groups and online surveys. This will enable collection of both qualitative and quantitative insights.

3.1 Focus Groups

A total of 10 focus groups were implemented:

Date	Group	Location	Number of Participants
1 March 2016	Towns	Culcairn	15
3 March 2016	Youth Council	Culcairn	8
3 March 2016	Villages	Culcairn	8
7 March 2016	Environmental Groups	Burrumbuttock	8
7 March 2016	Localities	Burrumbuttock	5
8 March 2016	Localities	Holbrook	5
9 March 2016	Business & Ag	Holbrook	11
10 March 2016	Business & Ag	Henty	12
10 March 2016	Sporting Groups	Jindera	10
10 March 2016	Business & Ag	Jindera	4
			86

3.2 Focus Group Format

A mixture of world café (Towns focus group in Culcairn), speed dating and white-boarding (Localities & Jindera Business focus group) formats were used to generate discussion around the key questions, identify key themes, generate ideas for actions and provide feedback regarding criteria for initiative prioritisation.



3.3 Focus Group Questions

a) Villages, Towns, Localities & Youth

1. What do you love about living in GHS?
2. What frustrates you about living in GHS?
3. What's most important to you and your family about where you live?
4. What could Council do to make GHS an even greater place to live?

b) Business & Agriculture

1. What are the advantages to doing business in GHS?
2. What are the challenges/barriers to doing business in GHS?
3. What are the opportunities/ideas for building stronger business in GHS?
4. What can GHS Council do to help you grow your business?

c) Environment

1. What are the environmental strengths of GHS?
2. What are the environmental weaknesses of GHS?
3. What are the opportunities/ideas for driving a greater focus on the GHS environment?
4. What can GHS Council do to help your efforts?

d) Sporting Groups

1. What are the strengths of the sporting sector in GHS?
2. What are the weaknesses/gaps of the sporting sector in GHS?
3. What are the opportunities/ideas for building stronger sporting communities in GHS?
4. What can GHS Council do to help you?

4. KEY FINDINGS

'Country Lifestyle – City Conveniences' was a statement repeated and almost unanimously supported in all focus group sessions. Residents, business operators and youth across the GHS see this as a strength of the shire and want to ensure the rural lifestyle and access to 'city' services (general and specialist health, education, entertainment, shopping etc) is maintained well into the future. They believe a focus on development and promotion of this value proposition will attract and retain population in the area.

The Economic Development and Social Plan spans both business and community sectors. With this in mind, targeted focus groups were conducted for both community groups and business groups (in addition to sporting and environmental groups). The questions for the community and business groups were worded differently in order to capture the needs and priorities of both groups.



What became clear from the discussions in all focus groups was the inextricable relationship between both segments: a thriving community will drive a strong business sector – and vice versa.

Other key social and infrastructure themes emerging from the discussions included:

- A need to maintain and develop community connectedness/social inclusion
- Lack of public transport across the Shire and to major regional centres
- A need to continue to build on GHS tourism assets – attract visitors to the region
- Further lobbying of federal government for more reliable telecommunications
- A continued focus on building and maintaining a high quality road network.

The word cloud below illustrates the dominant themes emerging from the focus group sessions.



Figure 1 – GHS ESDP Focus Groups - Key Words & Themes

4.1 GHS Strengths, Weaknesses, Liveability/Opportunities and Council Support

All focus group participants had the opportunity to contribute their thoughts about the positives and negatives of living and doing business in GHS. They were also asked what factors influence their liveability and what actions or support they would like to see from Council. The feedback is summarised in the table below.



<p>Strengths</p> <ul style="list-style-type: none"> • Country living/rural environment • Community connectedness/sense of community • Location/proximity to large regional centres – access to specialist healthcare, shopping, entertainment • Quality of schools & education • Safe • Quality of existing tourism, environmental and sporting assets/facilities • Cost of living • GHSC easy to do business with (community and business) • Loyal customer base • Access to transport routes (caravans/ tourists and trucks) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of access to local public transport • Quality/reliability of telecommunications • Population – small, aging, leakage to larger regional centres • Rural roads • Tension between rural lifestyle properties and farming properties • Towns not well connected socially; segregated • Volunteer red tape
<p>Liveability Factors (residents)</p> <ul style="list-style-type: none"> • Access to quality education & health services (transport) • Country lifestyle • Social inclusion/community connectedness • Employment opportunity • Safety – low crime <p>Opportunities (businesses)</p> <ul style="list-style-type: none"> • Tourism • Promote benefits of living in the shire • Location – close to Olympic and Hume Highways • Local business network – access to skills in the area 	<p>Council Support/Actions</p> <ul style="list-style-type: none"> • Land use strategy – rural lifestyle blocks, industrial estates • Help with grant applications, connect community groups • Build stronger communities, encourage development • Promote the shire as an option for young families • Improve transport around the GHS towns & to the large regional centres • Adopt more digital communications with ratepayers • Reduce red tape • Support local businesses with support services e.g. IT, training • Help with grant applications

5. KEY THEMES BY GROUP

5.1 Towns

Maintaining rural lifestyles and creating opportunities for community connectedness and social inclusion were important to the Towns. They also saw opportunities for population attraction through the development of rural lifestyle blocks and industrial developments. Towns are keen to see a reduction in the red tape surrounding volunteering opportunities and for Council to invest in promoting GHS as a place to live and work.



5.2 Villages

Similarly to Towns, Villages also valued their rural lifestyle, enjoying the close access to regional cities such as Albury and Wagga for all of the ‘city conveniences’, whilst maintaining their rural/country lifestyle. The Villages also noted transport and roads as areas requiring Council attention, as well as promoting GHS to attract population and employment.

5.3 Localities

Discussions with the Localities brought issues of lack of transport, unreliable telecommunications and the tension between farm operations and residents of neighbouring lifestyle blocks to Council’s attention. Residents in the Localities also raised a desire to see greater leadership from Council in the area of strategy and vision, land use and engagement with GHS communities.

5.4 Youth

Top of mind for the Youth Council representatives were transport, roads, community connectedness and the creation of non-sporting events and opportunities for young people in the Shire. The Youth Council felt they were well supported in the sporting arena, however sought more opportunities in drama, arts and mental health initiatives. The Youth representatives also share a strong sense of community, wanting to see greater connection between the small towns across the Shire, as well as maintaining their safe communities.

5.5 Business & Agriculture

A key theme of the Business & Agriculture focus groups was the inextricable relationship between business and community. A thriving community will build a strong business sector. Business owners and farm operators want Council to promote the Shire as a place to live, attracting and retaining population. They see tourism as an opportunity, wanting to ensure GHS leverages and builds on existing tourism assets. They also want to see investment in locally based business support services, such as training and development, banking and IT services. Tapping into the transport routes (especially for caravans and truck drivers) and developing reliable telecommunications services were also important to this cohort.

5.6 Sporting Groups

Utility costs, maintenance of facilities and assistance with grant applications and general administration were key priorities for Sporting Group participants. Similar to the Towns, Sporting Groups also raised issues regarding inducting, coordinating and sourcing volunteers as a major concern. In particular, the need for succession planning, given the age status of many of the most dedicated volunteers.

5.7 Environment

Two themes emerged as most important to the Environment Focus group: the appointment of a GHS environmental focal point, and the need for a proactive approach to environmental planning (both management and maintenance). Environmental groups such as Landcare provide an opportunity for social connection and volunteering in a non-sporting arena and it was felt that many/most groups are working independently which leads to duplication of effort and inefficient use of available funding.



6. SUGGESTED KEY THEMES

The following are the draft key themes that emerged from the consultation and it will be necessary to build a number of strategic outcomes and objectives to undertake actions identified. A full list of individual focus group participant suggested actions are detailed in Appendix 1 (refer page 22).

Theme 1 – Building Vibrant Connected Communities (leadership, communication, social inclusion, volunteerism, youth and health & wellbeing)

- **Outcome 1.1 – Leadership is demonstrated and encouraged in our communities**
 - **Strategic Objectives ??**
- **Outcome 1.2 – There is open two way communication both with communities and within our communities**
 - **Strategic Objectives ??**
- **Outcome 1.3 – Welcoming, supported and involved communities**
 - **Strategic Objectives ??**
- **Outcome 1.4 – We have the services to promote and deliver health and wellbeing for all ages**
 - **Strategic Objectives**

Theme 2 - Building Stronger Communities (economic development, tourism, promotion, culture and heritage)

- **Outcome 2.1 – We have prosperous and diverse local businesses and a growing economy**
- **Outcome 2.2 – Our communities are places where people want to visit and stay**
- **Outcome 2.3 – Our communities are promoted as great places to live, work and visit**
- **Outcome 2.4 – Our culture and heritage are protected and enhanced**

Theme 3 - Building Sustainable Communities (infrastructure and facilities, environmental services, natural and built environment)

- **Outcome 3.1 – Our infrastructure and facilities meet the needs of our communities**
- **Outcome 3.2 – Our environmental services promote growth whilst retaining our quality of life**
- **Outcome 3.3 – Our natural and built environments are protected and enjoyed by our communities**

7. CRITERIA FOR DECISION MAKING

Focus group participants were asked to contribute to the assessment criteria used for prioritisation and decision making in relation to action and initiative implementation. Implementation costs, time to implement and implementation barriers were all supported as essential considerations, however, participants also asked Council to consider:

- Scale of impact (size of positive impact, either to many or to few)
- Projects that deliver multiple outcomes
- Return on investment
- Time to provide payback/return on investment, and
- Project has an identified owner/driver

Others suggestions included:

- Does it meets an identified need/gap
- Is it an essential service?
- Are there partnership opportunities?
- Will it drive improvements/progress?
- How complex is the project – is it achievable?
- What is the cost of NOT doing it?

7.1 Decision Making & Prioritisation Scorecard

GHSC may consider a multi-criteria assessment scorecard to assist in decision making and prioritisation across competing economic development and social projects. Additional definitions would accompany the ‘High’, ‘Medium’ and ‘Low’ rankings to determine relevant scores.

Using the input gathered from the focus groups undertaken, an example may be as follows:

ACTION ITEM:			
Assessment Criteria			
Cost to implement	High	Medium	Low
	1	2	3
Barriers to implementation	High	Medium	Low
	1	2	3
Time to implement	High	Medium	Low
	1	2	3
Scale of Impact	Low	Medium	High
	1	2	3
Number of people positively impacted	Low	Medium	High
	1	2	3
Number of Outcomes Delivered	Low	Medium	High
	1	2	3
Does it meet an identified/ expressed need?	Low	Medium	High
	1	2	3
Total Score			

**The
Communications
Dept.**



Action Scoring/Prioritisation:

Score	Action Priority
7 - 11	Low
12 - 16	Medium
17 - 21	High

APPENDIX 1: FOCUS GROUP RAW DATA

Key Themes:

	KEY THEMES
Towns	<ul style="list-style-type: none"> ● Business/industrial development ● Community connectedness/social inclusion ● Rural lifestyle/safety ● Essential services (healthcare) ● <i>Environment</i> ● <i>Education</i>
Youth	<ul style="list-style-type: none"> ● Transport ● Activities & events for youth, not sport related ● Road conditions ● Value sense of Community
Villages	<ul style="list-style-type: none"> ● Community/Rural Lifestyle (Town appearance) ● Transport ● Roads ● Employment ● Education & Recreation ● <i>Recycling</i>
Environment	<ul style="list-style-type: none"> ● Environmental Focal Point <ul style="list-style-type: none"> - Coordinate across environmental groups - Harness volunteer power - Capacity build - Environmental advocate within Council - Environmental Officer within GHSC? Or External ● Environmental planning – management & maintenance ● Rural lifestyle blocks ● <i>Roadside plans (1)</i> ● <i>Tree Planting on reserves (1)</i>
Localities 1	<ul style="list-style-type: none"> ● Councillor/Council community engagement, leadership ● Electronic communications & information sharing ● Right to farm/land use ● Country lifestyle – country living, city conveniences ● Strategic direction ● <i>Shire wide identity (1)</i>
Localities 2	<ul style="list-style-type: none"> ● Telecommunications ● Lifestyle ● Roads ● Transport ● Rubbish ● Council access & responsiveness



	KEY THEMES
Business & Ag 1	<ul style="list-style-type: none"> • New opportunities for Economic Development • Population attraction & retention • Build on existing assets • Training & Skills Development • Tourism • Public Transport
Business & Ag 2	<ul style="list-style-type: none"> • Truck/Caravan Parking • Transport • Telecommunications • Local Business/Shire • Shire Promotion • Local business services (including training support) • Employment opportunities (including for youth) • Location/land availability & utilisation • Population/employment
Business & Ag 3	<ul style="list-style-type: none"> • Face to face communication from GHSC, relationship Building • Creating community connections • Local business group/network • Good support from GHSC - responsive
Sporting Groups	<ul style="list-style-type: none"> • Cost of Utilities (Water & Electricity) • Volunteers – succession strategies • Help with Grants • Good facilities – help to maintain them • Insurance


Feedback to 4 Questions

	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
Towns (15)	<ul style="list-style-type: none"> • Rural environment • Lifestyle • Country living • Fresh air (no pollution) • Most towns have community leaders • Sensible garbage collection • Safe communities • Low crime rates • Good education facilities • Relatively low council rates • Sport • Good weather • Friendly communities • Honest people • Traditional residents • Opportunity to develop communities • Interaction • Safe for families • Opportunities 	<ul style="list-style-type: none"> • No trains or bus service daily • Lack of business participation in community (mixed) • Lack of general interest in shire from residents (eg Jindera) • Lack of opportunity for volunteers (mixed – comments on challenges relating to red tape for volunteers) • Poor health services • No permanent police • Rural roads • No chemist or doctor in small towns • New people not joining in 	<ul style="list-style-type: none"> • Good climate • Education services • Family counselling • Clean water • Clean environment • Opportunity availability • Lifestyle • Country living • Health services • Freedom of worship • Interpersonal relationships • Safety • Essential services accessible • Accessible to regional areas • (but far enough away not to feel crowded) • Good shopping facilities • Cheaper housing • Good health service • Places to socialise • Socialisation • Work opportunities • Accessibility to Albury (still protected) • Having community leaders • Police presence 	<ul style="list-style-type: none"> • Housing blocks • Rural lifestyle blocks • Industrial area/Industrial development • Help with grants • Helpful staff • Recreational paths (connecting with adjoining towns) • Build stronger communities • Encourage residents to be part of GHS • Encourage development • Build & support community social aspects • More money – have a definite, sure income stream from all living in GHS • Develop an industrial area in Henty • Support each town's festivals • NOT join with any other Council • More activity for Youth • Release LEP (rezoning completed) • Encourage young families to



	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
			<ul style="list-style-type: none"> • Easy to travel on roads 	leave cities and large towns for better lifestyle <ul style="list-style-type: none"> • Education opportunities • Clean water ways • Long term planning
Youth (8)	<ul style="list-style-type: none"> • Community action against violence • Sense of community • All communities help each other • Amount of sport available & the opps that follow • Safe living environment (peaceful, quiet, no violence) • High level education • Elderly care • Community support • Some access to pools, shops • Small size of communities – easy to get around, everyone knows you • Options of primary schools • Healthcare 	<ul style="list-style-type: none"> • Shops close early • Poor road quality • Limited to access to things such as cinemas • Not enough youth services (e.g. mental health services) • Hard to find a job (limited opps & all going for the same jobs) • Limited extra curricula activity for youth (outside sport) • Lack of range in opportunity • No access to TAFE • Less access to gyms and sport 	<ul style="list-style-type: none"> • Family history • Education access & value • Community safety • Social opportunities • Peaceful environment • Good healthcare 	<ul style="list-style-type: none"> • Transport to activities & events outside & within GHS • Events for young adults • Opportunities not related to sport • Better road maintenance • More artistic opportunities, events & groups • Mental & physical health awareness • Gym
Villages (8)	<ul style="list-style-type: none"> • Central to Albury/Wagga, Melb/Syd • Supportive communities • Good climate, reliable rainfall • Peace & quiet & not crowded • Good sporting facilities • Good rural land 	<ul style="list-style-type: none"> • Lack of communication around shire, villages & towns • No return of phone calls by council • Non availability of public transport for people with health issues 	<ul style="list-style-type: none"> • Close to city, but still rural • Quality of life (safety, nature, tranquillity) • Community: involvement, sense of belonging, sporting opportunity • Space 	<ul style="list-style-type: none"> • Information signs as you come into a town • Communication between GHS and ratepayers • Maintain sense of belonging • More recycling eg depot or shop • Employment opportunities



	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
	<ul style="list-style-type: none"> • Easy to meet people & people are friendly • Moderate living costs • High quality small schools 	<ul style="list-style-type: none"> • More availability of library van • Availability of local work around rural areas • Families moving, not staying in the community • Lack of upgrading of rural roads • People not vocalising their opinions will sit back and let someone else do it • Risk of losing infrastructure due to lack of local support e.g. Post office • Unable to pay bills at local post office 	<ul style="list-style-type: none"> • Buy most things in the shire • Ratepayers should be heard by council, fast response to concerns. Otherwise loss of population 	<ul style="list-style-type: none"> • Keep up good work on beautification
Environment (8)	Strengths <ul style="list-style-type: none"> • High awareness of environmental issues • High activities on environmental issues • Rural area/open spaces • Creeks/wetlands • Woomargama National Park, Billabong Creek • Wirramina; HLCN • Hilltops to wetlands • Natural road side areas/vegetation • Good tree cover in areas 	Weaknesses <ul style="list-style-type: none"> • Lack of council contract/ responsibility e.g no Enviro Officer • Enviro groups working separately from each other • Roadside Vegetation • Lack of mgmt. plan • Lack of mapping/ registering important areas • Council works impacting veg/ lack of works • Driving activity – council missing link between groups & 	Ideas/Opportunities <ul style="list-style-type: none"> • More organised approach to maintaining natural areas & roadside • Including community groups & consulting with them re council infrastructure & assets • Parks & gardens attractive for locals & visitors • Build on existing projects e.g. landcare, 10 mile creek, Wirramina, Jindera Wetlands, & further projects • A dedicated environmental 	Council Actions <ul style="list-style-type: none"> • Communication with Council • Who is the conduit/go to person? • Who is the enviro officer? Will they listen/ respond? Will they take interest e.g fruit fly control • Support Economic (\$) & social (promotion optties, facilitate groups) • Provide grant \$ • Support grant applications • Proactive Management



	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
	<ul style="list-style-type: none"> • High support for Enviro Groups • Experts & scientists within the GHS • Threatened species oppty including southern pigmy perch 	<ul style="list-style-type: none"> • funding bodies • Limited knowledge within Council & Commtty • Connection between assets – overall shire mgmt. plan? • Minimal interest from Council on fruit fly control • Env Factors • Inconsistent rainfall • Extreme temps 	<ul style="list-style-type: none"> • officer – defined responsibilities (leadership role), better communication, more consultation e.g. workshops 	<ul style="list-style-type: none"> • Weeds • Roadside vegetation • Have a management & maintenance plan for environmental assets • Reserves • Roadside vegetation • Good veg areas e.g. billabong frontage, Walbundrie Hills, Walla swamp, cemeteries with HCV veg
Localities 1 (5)	<ul style="list-style-type: none"> • Rural community/ lifestyle • Country living • Close to larger regional centre & far enough away • Close to Albury for specialist healthcare, shops, dining – close enough access so do not need to expand/invest within the localities • Cost of living – reasonable rates – good balance between rates & services • Sport availability – social inclusion • Volunteering optties – e.g fire brigade (creates commtty connections) • Access to the Murray River 	<ul style="list-style-type: none"> • Identity – what is GHS? Which towns are included? (some boundary confusions) • Balance between rural lifestyle vs ‘right to farm’ • Tension between farm ops & rural lifestyle blocks • Land use – need to have a clear direction, vision, strategy for future – then provide education once this is in place • More digital comms – what’s happening across GHS (gather emails, social media strategy) • Electronic rates notice – bill payment online • Lack of interactive website • Wards System – narrows representation / leadership 	<ul style="list-style-type: none"> • Country living with city conveniences • Country lifestyle with employment optties • Transport – location between Sydney and Melbourne • Education • Access to specialist healthcare • Need access to, but doesn’t have to be on your doorstep • Recreation optties • Industrial services • Safe community • Sense of community • People help each other 	<ul style="list-style-type: none"> • Implement electronic comms & services • Provide leadership • Electronic problem box • Tap into local talents/skills in business, economic developmt • Develop interest/awareness of Council/GHS by local community members • Community consultation – engagement by Council – demonstrate Council leadership.



	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
		choice • Lack of consistency with planning		
Localities 2 (5)	<ul style="list-style-type: none"> • Peace & quiet • People/community • People help each other • Location to major regional centres • Access to movies, dining, specialist healthcare • ‘Just far enough away’ • Shire staff accessible – local staff, local service 	<ul style="list-style-type: none"> • Lack of community transport – especially for elderly, hi-needs healthcare • Remoteness/isolation • Location ‘in between’ (Albury, Wagga) has challenges e.g. transport, healthcare, mobile services • #s on mailboxes – rural addressing – implications for emergency services • Infrequent mail service • Mobile reception • Landline reception in some areas • Internet access • Can’t access fibre optic cables on property • Rubbish collection services e.g. community skip bin 	<ul style="list-style-type: none"> • Access to transport to medical services / healthcare • Lifestyle – natural environment • Safety • Community connectedness • Freedom of lifestyle 	<ul style="list-style-type: none"> • GHS to be a voice for the community with state/fed govt authorities • Road improvements – esp for increased freight/vehicle loads • Email communication as another option • Roadside vegetation, maintenance • Garbage disposal in outer lying areas
Business & Ag 1 (11)	<ul style="list-style-type: none"> • Location in a regional context – Albury/Wagga • Established local repeat client-customer base • Highway proximity – easy access, exposure to numbers of 	<ul style="list-style-type: none"> • Leakage to larger centres – more local people bypassing Holbrook • Small population – smaller market base, fewer staff • Aging population – spend less, 	<ul style="list-style-type: none"> • Stronger communities • Networking • Database – purchase local, trust, quality control • Increase population/tourism – farm stays, points of interest 	<ul style="list-style-type: none"> • Population growth <ul style="list-style-type: none"> - Attracting new customers - Bringing skilled labour - Attracting new businesses - Affordable cost of living in GHS (promote it)



	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
	people <ul style="list-style-type: none"> • Reliable freight services • Stable climate • Low relative cost of living • Well services with age/vet services • GHS provides limited obstacles to achieve business & community objectives 	lower volume of purchases <ul style="list-style-type: none"> • Staff – skills shortage & availability • Technology – mobile coverage poor, internet access poor (both getting worse), ADSL oversubscribed, satellite poor download • Distance between centres • Size if the shire – low pop/sq km • Segregated towns – sport rivalries • Knowledge of skills/business available/options • Business support services & training services • Availability of trades people • Lots of empty shops/businesses – poor look • People leaving the area, moving to regional centres • Loss of young people • Advertising is expensive • Not focused on retaining population • Limited services – no competition – price takers • Roads – quality 	<ul style="list-style-type: none"> • Availability of funding • Promote the benefits of living in the shire – school, facilities • Assist small businesses to relocate • Build/support local groups/sporting to have facilities that people are prepared to travel to • Maps of GHS & points of interest • Building Plan – build a housing estate to encourage families to move to GHS; house blocks or lifestyle blocks • Encourage existing businesses to expand • Tourism as an economic driver 	<ul style="list-style-type: none"> - Create more residential land • Infrastructure <ul style="list-style-type: none"> - Maintain roads - Create tourism destinations - Coordinated roadside weed controls • Support Services <ul style="list-style-type: none"> - For local businesses e.g. mgmt. & financial training - Coordination of training - Support for community groups – commty groups bring investment & tourism to local region (HLCN has attracted \$4m to region in 4 years) • Tourism <ul style="list-style-type: none"> - More community events - Support from council



	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
Business & Ag 2	<ul style="list-style-type: none"> • Convenience – location to major & regional city services • Communicating with locals • Transport – train line • Town sizes & location/proximity to each other • Local knowledge • After hours service/availability • Each town has their own identity, infrastructure • Businesses support each other 	<ul style="list-style-type: none"> • Perceived higher cost & narrow range • No passing traffic – Sladen St • Slow internet (telecoms) • Remote & low population • Maintaining staff/ more professionals • Lack of transport (esp for elderly) • Availability of services (perception) – intro pack for new residents • Keeping families in the shire • Lots of ideas/not enough skilled volunteers • Communication between towns – acting as ‘one’ – shop local within GHS • Upskilling opportunities/ training • Keeping young people – need to create employment opps for young people • Business support – IT, banking, training & dvmt • Perception/image of local vs skilled professional • Caravans come into the town to use the dump points and leave without spending any 	<ul style="list-style-type: none"> • Location relating to transport – Olympic Way, Hume Hwy, Railway • Promote that GHS has adequate housing, schools & people to draw on • Cheaper land/housing – encourage business • Support plans to invest/develop new business • Minimise red tape • Possibility of drawing from two state budgets e.g. Bunnings have both NSW and VIC budgets • Strong support of local business • Volunteer base to be valued highly • Address internal road system – esp weight/tonnage variations – support truck driver services 	<ul style="list-style-type: none"> • Transport <ul style="list-style-type: none"> - Between towns in shire - To major centres - For older people - Facilitate connections • Invest/upgrade road infrastructure • Reduce costs & red tape • Invest in facilities • Provide parking/signage • General shire promotion • Encourage/support local businesses • More support for caravans – especially parking for ‘out of towners’ • Encourage more professional people & services to come! • Help support sporting facilities • Welfare support improved – ambulance • GHS as a local employer – keep jobs local • Business management training held locally. • Towns to collaborate to hold one large ‘show’ per year in the Shire, with the show location rotating each year.



	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
		money.		
Business & Ag 3	<ul style="list-style-type: none"> • Supportive, local community - Buy local • Like minded people – want to see rural people succeed • Lower land value – competitive advantage • Access to 120k people in Albury • Country lifestyle, city conveniences • Local business community helps each other • Informal support – formal needed? • GHSC supportive of local business • GHSC approachable – improvement after amalgamation 	<ul style="list-style-type: none"> • Being competitive with Albury based businesses • Commercial ‘leakage’ to Albury • Other areas – distance/couriers/freight a challenge 	<ul style="list-style-type: none"> • Intro pack for new families – available at the PO • Website – keep it updated • Face to face communication – relationship building 	<ul style="list-style-type: none"> • Continue to build relationships & connect face to face • Support a GHS chamber of commerce • Training needs? – need to validate • Council business visits schedule
Sporting Groups (10)	<ul style="list-style-type: none"> • Hardworking volunteers • Vast variety of sport • Fairly good facilities • Opportunity to get good coaches • GHS trying with new water schemes & new facilities eg Henty skate park • GHS help with grant 	<ul style="list-style-type: none"> • Not enough volunteers • Lack of maintenance • Lack of water • Cost of water/electricity • Insurance costs too much • Help from GHS to get grants • Vandalism is a problem • Declining populations 	<ul style="list-style-type: none"> • Govt & Council support – grants & funding • Strong committees/leadership • <u>Volunteers</u> • Council support for maintenance of facilities • School encouragement to join local sporting group 	<ul style="list-style-type: none"> • Costs too much to water grounds • Lack of volunteers to do the work • Support with grant applications • Make larger equipment more available across the shire e.g. front end loader



	Love about GHS	Frustrated about GHS	Important to Liveability	What can Council do?
	<p>applications</p> <ul style="list-style-type: none"> • Good community spirit amongst different sporting clubs • Country kids take the opportunity to use good facilities 	<ul style="list-style-type: none"> • Higher education is out of town • Retirement for volunteers is not an option • Distance – travel • Costs of sport 	<ul style="list-style-type: none"> • Less paperwork – make life easier for committees • Reduce cost of water/power (solar) to groups • Availability of swimming pools/skate parks • Walking/cycling track for community use • Coaching classes – from bigger towns • Support for children competing at state • Sporting scholarships from Council • Strong coaches will encourage learning & better participation • Acknowledgement of leadership e.g. Australia Day (esp youth) 	<ul style="list-style-type: none"> • Help/support with maintenance at rec grounds • Volunteer support – cut red tape • Specialty training for volunteers • Chainsaws • Chemicals • Solar electricity at rec grounds across GHS



Participant Suggested Actions

FOCUS GROUP	ACTIONS
Towns	<p><u>Business/Industry Development</u></p> <ul style="list-style-type: none"> • Rural lifestyle blocks to be encouraged • Develop 40 acres north of Henty into an industrial development • Designated industrial areas • Main St businesses to be encouraged to look better, continue upgrade of main Sts • Work with council & community to develop land for applicable requirements i.e. industrial, rural lifestyle blocks • Industrial opportunities need to be explored • Develop industrial areas • Promote land availability – particularly industrial • Open up DA on small lot (existing) <p><u>Community Connectedness</u></p> <ul style="list-style-type: none"> • when ideas are created for eg festival, Council to help with activities • GHS needs to attract health service professionals • Advise & help community groups with applying for grants • Media awareness • Training opportunities/leadership courses • Youth to become involved in developing new ideas (leaders of the future) • All communities to work together (not them vs us) – communities to network ideas from each other • Encourage social interaction – special events • Community consultation • Use GHS & community websites to promote businesses, community, activities • Grow and develop using the positives of our shire i.e. safe, rural, family, sport, education <p><u>Rural Lifestyle</u></p> <ul style="list-style-type: none"> • Council to develop areas for lifestyle blocks to encourage young families to move – more school children, more teachers, businesses to benefit (employ more staff) <p><u>Consultation with health services</u></p> <ul style="list-style-type: none"> • Work with Council to engage better essential services i.e. Children services, doctors • Continual enhancement of medical facilities <p><u>General</u></p> <ul style="list-style-type: none"> • Education • Advertising & promoting GHS • Getting transport options • An insurance (Master Plan) for all Club and committees (inclusive) which is applicable for all & could be filled in by one person (solicitor, employee) on behalf of all • Keep rates low • Work to reduce red tape



FOCUS GROUP	ACTIONS
	<ul style="list-style-type: none"> • Never forget basics – roads, sewerage, footpaths • More support in enhancing local environment
Youth	<p><u>Transport</u></p> <ul style="list-style-type: none"> • More transport for more opportunities that are not necessarily sport related • Transport for activities to different towns – could be activities, work, education • Bus between towns in GHS • Access to TAFE • ACCESS <p><u>Non-sport Activities</u></p> <ul style="list-style-type: none"> • Drama club/artistic opps for those to break out of their shells (no judgement) which is good for new youth members and for those who aren't necessarily sport orientated. • Events for young adults • Bootcamp, flying fox <p><u>General</u></p> <ul style="list-style-type: none"> • Mental & physical health awareness • Job opportunities – even just do things to help • Town awareness and sharing of ideas and activities – what's not in one town may be in another • Family history – interview old families, town founders, put a history book together for young people to learn town histories. • A cinema
Villages	<p><u>Community/Rural Lifestyle (Town appearance)</u></p> <ul style="list-style-type: none"> • Actions to maintain a sense of belonging • Continued focus on keeping towns tidy <p><u>Population/Employment</u></p> <ul style="list-style-type: none"> • Attract new businesses/create employment opportunities • Education & Recreation <p><u>Recycling</u></p> <ul style="list-style-type: none"> • <i>More recycling e.g. depot or shop</i> •
Environment	<p><u>GHS Environmental Officer/Point of Contact</u></p> <ul style="list-style-type: none"> • Seek funding to support a dedicated environmental person to contribute to all Council business & help communications with community (share between Tumbarumba & GHS) • MLLS? – they support some groups with \$ now & run community grants • What about a model like the old ERNWAG where shires contribute to funding one? • How about a PT Environmental Officer (could be working PT for another enviro org) who could start actioning the things we talk about • We need a contact at Council to help answer questions/coordinate NRM groups in the shire and hold, drive mgmt. and responsibilities of council



FOCUS GROUP	ACTIONS
	<p>owned land and council can see 355 committee</p> <ul style="list-style-type: none"> • Resource/role – develop partnerships with other agencies/bodies – sharing resource & costs to enable this role • Council facilitating focus groups/planning of management between community groups for key assets • Joint proposal with Council & Groups for funding a Enviro Officer position • Develop a contact list of ‘experts’ in area that Groups need to get advice eg. Weeds/pest mgmt., veg suppliers, consultants to develop plans etc • Identify funding opps • Identify partners • Council fund other bodies/agencies to undertake the role • Merge role with existing GHSC role • Employ a person who is familiar with GHS environment and its challenges and whose social and mgmt. skills enables him/her to communicate effectively and investigate identified projects. • Assist coordination of various groups to develop ideas to work together to achieve goals & obtain any grants available • GHSC to elect to opt out of enviro planning/support role & allow other agencies/bodies to undertake this role – i.e. no input into Community Group, support/planning and therefore forgo possible harnessing of ‘volunteer power’ <p><u>Environmental planning – management & maintenance</u></p> <ul style="list-style-type: none"> • Assume responsibility for environmental assets • Accept help from community with the management plans for reserves • Acknowledge the benefits the improvement in comms & environmental mgmt. can have to all council business • Enviro planning – use consultant to develop mgmt. plan in conjunction with other local groups/agencies/bodies • Seek extra funding to undertake this planning <ul style="list-style-type: none"> • Better balance between environment and health and safety issues in regard to trees both on private and public land • Better communication for GHSC • More tree planting in Jindera • Wirramina is driving for a Jindera wetland
<p>Localities 1</p>	<p><u>Strategic Direction / Leadership</u></p> <ul style="list-style-type: none"> • More flexibility to sub-divide land in areas where population is falling • Strategic plan & direction with clear & obtainable outcomes • If not already required to – ask councillors to complete company directors course or undertake leadership courses • Council to show leadership on issues affecting/relating to rate payers • The right councillors, there for the community and the council • Knowing where the council is going <p><u>Right to Farm</u></p> <ul style="list-style-type: none"> • better awareness by hobby farmers i.e media campaign & education of hobby farmers or potential hobby farm buyers • Effectively lobby NSW Farmers & state govt re land use, right to farm issues • Work with the likes of LLS/NSW Farmers to education lifestyle rural



FOCUS GROUP	ACTIONS
	<p>residents on farming issues</p> <ul style="list-style-type: none"> • Find a place for both ‘farms’ and ‘lifestyle’ living – a balance of both • Reviewing of policies & decisions on how they affect right to farm • Definite borders between urban & rural • Encourage growth in certain areas, not just everywhere. <p><u>Digital Communications</u></p> <ul style="list-style-type: none"> • Review & improve council social media strategy & policy • Use of email to send information • Adoption of more e-commerce solutions <ul style="list-style-type: none"> • Country/City – no need to duplicate what Albury has to offer <ul style="list-style-type: none"> • Shire wide identity – councillors that know the whole shire and <u>understands</u> each area
<p>Localities 2 (5)</p>	<p><u>Better Telecommunications</u></p> <ul style="list-style-type: none"> • Lobbying state govt for functional telecommunications <p><u>Better Roads</u></p> <ul style="list-style-type: none"> • Upkeep & improvement of local roads & bridges when heavier & more frequent log trucks & timber related trucks use them • More sealed roads • Maintaining roads <p><u>Rubbish collection services</u></p> <ul style="list-style-type: none"> • Rubbish collection point (or drop off) <p><u>Transport</u></p> <ul style="list-style-type: none"> • Weekly or when needed, communal transport to medical facilities to either Albury or Wagga • Lobbying state government re community transport for rural residents <p><u>General</u></p> <ul style="list-style-type: none"> • Continue to live a rural lifestyle • Council to continue to communicate effectively as they have been doing
<p>Business & Ag 1 (11)</p>	<p><u>Tourism</u></p> <ul style="list-style-type: none"> • Evaluate existing assets & ensure signage & basic facilities are present & maintained (display boards, history, background, directional signs from main roads, bins etc) • Promote & develop what we already have – a lot of facilities are looking old & need to be brought back up to a good standard • Promote & develop our natural beauty within the shire – farmstays, B&Bs etc • Develop a ‘theme’ for our shire that will attract people to come & see what we have e.g. Autumn in Bright • Signage on highways – promotional benefits & tourism, attract visitors from outside the area to stop • Promotion of tourism • An initiative around farm tourism, helping & supporting people to create farm tourism businesses • Electronic billboards on Hume Hwy & Olympic Hwy for promoting



FOCUS GROUP	ACTIONS
	<p>community events – not private business but community groups</p> <ul style="list-style-type: none"> • Investment or co-investment in natural assets around the region e.g. Morgan’s Look Out <p><u>Economic Activity</u></p> <ul style="list-style-type: none"> • Industrial hub for Holbrook • Continue to promote industrial estate • Survey rural community to see if there is a common service or job that can be combined to achieve economy of scale • Support local groups develop strategic plans & implement them e.g. Holbrook Equine Centre • Database of businesses in GHS – website • List of businesses in the area <p><u>Population Attraction & Retention</u></p> <ul style="list-style-type: none"> • Promote advantages of living in GHSC & ease of access to major centres • Building development estate to attract population growth • Plan new sub-divisions
<p>Business & Ag 2 (12)</p>	<p><u>Truck/Caravan Services</u></p> <ul style="list-style-type: none"> • Authorised bus driver training • Shower for trucks/caravans in rest area • More parking for trucks/caravans • Sign at dump area to advise where to get paper, morning tea, milk, bread etc • Better facilities for caravans & trucks to stay & spend. • Truck/caravan parking & infrastructure improvements • Improve information & access for travellers through shire towns. <p><u>Transport</u></p> <ul style="list-style-type: none"> • Internal roads • Investigate uniformity of regulations to assist local companies but also external businesses we rely on in rural areas • Provide easy access for youth to travel within the shire • Improved mobile phone coverage and internet speeds • Subsidise a transport provider for transport between shires & to local Cities – to make this service viable. • Advertise community transport, make people aware of options • Increase access for more efficient, larger heavy vehicles. More payload, less trips. <p><u>Telecommunications</u></p> <ul style="list-style-type: none"> • Faster internet speeds and mobile coverage • Push installation of NBN • Address black spot & seek / support funding • Improve internet service • Push for better coverage • Fast tracking increased internet/mobile coverage to entice business <p><u>Land Availability & Utilisation</u></p> <ul style="list-style-type: none"> • We have plenty of affordable business & private land available – promote to bring new business to town • Council to open sub division for industrial & residential • Make it attractive, subsidise fees that will be make up in the long terms



FOCUS GROUP	ACTIONS
	<p><u>Local Business Support</u></p> <ul style="list-style-type: none"> • Develop a communication network between businesses which may assist in reducing the costs involved in education & training within GHS – e.g. 5 businesses together rather than sending to Albury/Wagga • Promote towns as half way points to offer training facilities between major regional centres – offer accommodation & up to date conferencing equipment • Business education/training • Local business support – Kevin Bascome • Subsidise business to start/grow <p><u>Shire Promotion</u></p> <ul style="list-style-type: none"> • Promote attractive house and land packages • Get in early with new families before they seek doing business out of the shire • Greater promotion by GHS of local businesses/services • Attract more industry to shire to create employment • Incentives to attract more business to each town – e.g. better rates, better access, less red tape • Promote what is available in each town <p><u>Employment</u></p> <ul style="list-style-type: none"> • Losing younger generation to Albury/Wagga. Need to keep some local to ensure Shire does not turn into a retirement village <p><u>General</u></p> <ul style="list-style-type: none"> • GHSC & Billabong HS are large employers – how many live within the Shire? • Utilise & promote better facilities that we do have • Appoint/designate ONE particular facilitator for this project • Provide/increase the local welfare support • Capitalise on existing infrastructure eg railway line, highway
<p>Business & Ag 3 (4)</p>	<p><u>F2F Communication from GHSC</u></p> <ul style="list-style-type: none"> • Visits from GHS personel – introducing your Council (photos & blurb) • Council rep to visit business or groups each year or two • GHSC instigate visits to local businesses • Council to continue to visit businesses – personal contact • Council to continue to be approachable on daily basis or via forums <p><u>Community Connections</u></p> <ul style="list-style-type: none"> • Town/region specific new resident packs – distributed by local store/PO/Shire office • Help establish information packs with information on things like available Drs, Schools, school bus runs, tip times, various shop trading hours etc • Community forum – build relationship with newer communities through pools/sport/schools where younger members are active • Encourage the use of council service centres – people don't always know where to go re issues • Look at producing or help communities to produce information packs <p><u>Establish GHS business group/network</u></p> <ul style="list-style-type: none"> • Develop local business group supported by GHSC staff – maybe dinner at



FOCUS GROUP	ACTIONS
	<p>Pub or like to kick it off. Local personnel to make initial contact & invitation</p> <ul style="list-style-type: none"> • Council to help establish a chamber of commerce • Develop working group of businesses to focus on (Jindera) business and its requirements <p><u>General</u></p> <ul style="list-style-type: none"> • Develop a specific tourism event e.g. heritage day/Weekend • Maybe look further into tourism promotion
<p>Sporting Groups</p>	<p><u>Water/Electricity Costs</u></p> <ul style="list-style-type: none"> • Money to water ovals • Supporting funding requests • Make more water available • Increase capacity of storage of recycled water – greater use for facilities • Organise GHS wide function/installation of solar electricity to alleviate costs • A bigger water facility for recycled water in Culcairn – put more water on grounds. • Reduce costs, reduce solar costs by GHSC dealing with electricity company • Clubs pay small levy, Shire can do paperwork for grants • Solar panels/water tanks at each facility • Install solar panels to lower electricity costs <p><u>Facility Maintenance</u></p> <ul style="list-style-type: none"> • Maintain maintenance • Maintain mowing • Make equipment available eg front end loader • Lending equipment and manpower for ongoing maintenance in off season is valuable • Designated council maintenance person on call 24/7 • Increasing yearly maintenance grant to rec grounds to reflect true cost of facility maintenance • Grants dollar for dollar for maintenance • Have someone to help with facility maintenance <p><u>Grant Applications/Administration</u></p> <ul style="list-style-type: none"> • Help with grant applications • Lessen paperwork e.g BAS • Employ someone to coordinate and fill in grant applications <p><u>Volunteers</u></p> <ul style="list-style-type: none"> • Council encourage volunteer involvement – workshops?, incentives – nomination of volunteer of the month? <p><u>Insurance</u></p> <ul style="list-style-type: none"> • Council consult MP's/Govt on ways to help with costs – reduce costs • Bulk insurance application <p><u>General</u></p> <ul style="list-style-type: none"> • Pony Club – ages 2.5 to 23 – full family involvement. Money raised is spent locally • Need more communication with local media to help promote activities • Keep families involved by providing funding for sport • Council talking to groups more about what they want in the future and someone from Council working for groups to get funding for groups.

**The
Communications
Dept.**



FOCUS GROUP	ACTIONS
	<ul style="list-style-type: none"> • Provide an opportunity for young people to be involved in community based events is of great importance • Sport is important because it allows people to participate in an activity which benefits both their physical & mental wellbeing.


Decision Making/Prioritisation Assessment Criteria

	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7	Priority 8
Towns	Cost	Time	Barriers	# people impacted	Stakeholder Influence	Ownership/ Driver in place	Identified need/ demand	Community impact e.g. essential service
Villages	Cost	Time	Barriers	Scale of impact	Ownership/ Driver in place	Need/gap/ demand (urgency) * balance between small impact to many vs high impact to few		
Environment	Cost of no action	Curb gradual tide – avoid tipping point/threshold of no return	Legislative requirements (impact to environment)	Will it drive improvements / progress	Are there partnership opps?	Owner/driver	Informed decision making	
Localities 1	ROI (\$, social impact) = #1	Cost	Time	Barriers	# people impacted	Complexity – simple/ achievable		
Localities 2	Cost	Time	Barriers	Scale of Impact – social impact	Essential services	Ownership/ driver		



	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7	Priority 8
Business & Ag 1	Price/cost	Time – quick win	Barriers	Scale of impact – positive & negative	Payback time (time to ROI)	Projects that deliver multiple outcomes – provide a platform for other projects		
Business & Ag 2	Cost	Time	Barriers	Scale of Impact	ROI – incl payback time			
Business & Ag 3	Cost	Time	Barriers	Scale of Impact	Multiple outcomes			
Sporting Groups	Cost	Time	Barriers	Scale of impact (social)	Multiple outcomes			