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Greater
Hume
Council

live a greater life

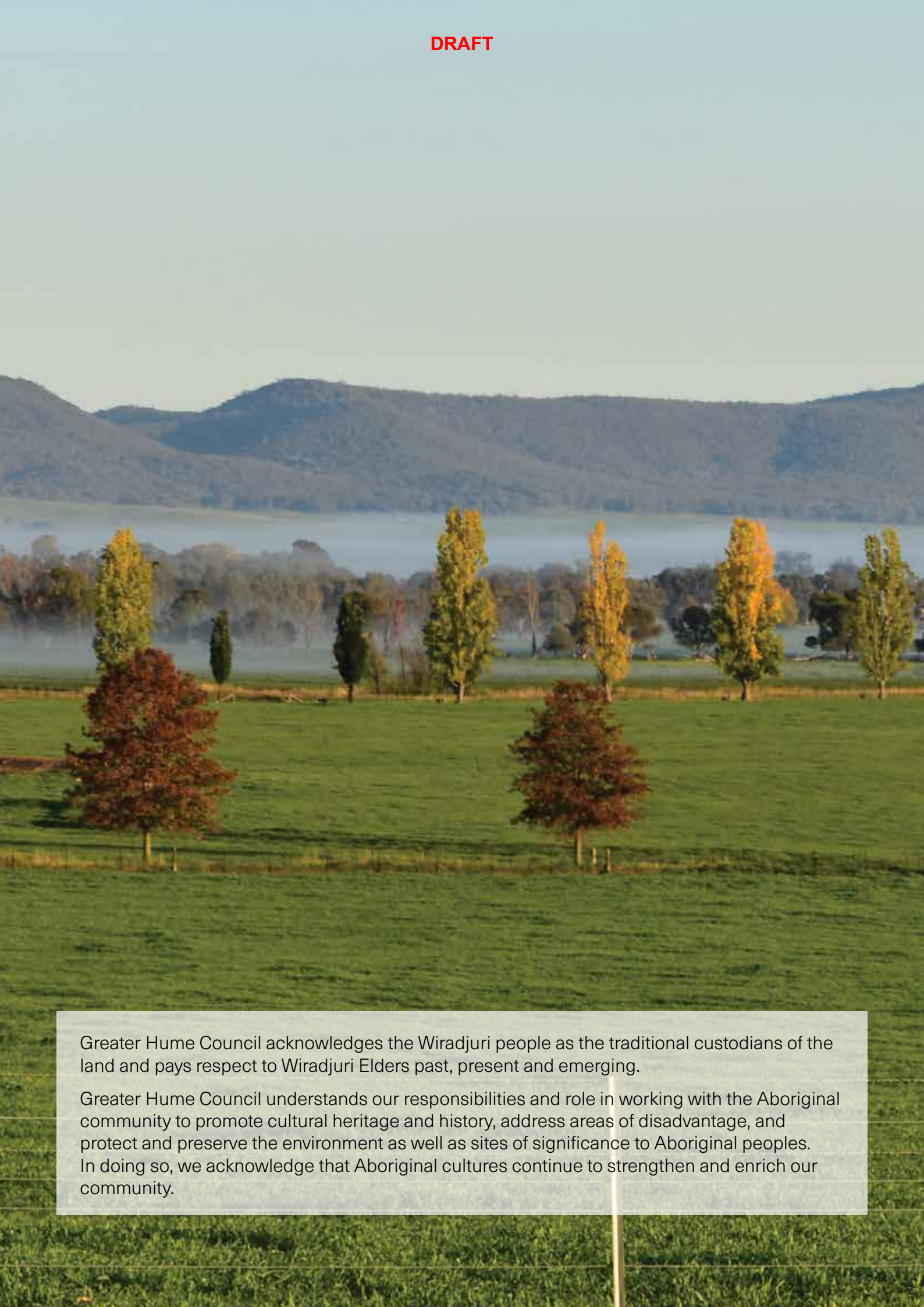


Community Strategic Plan 2022 - 2032

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Greater Hume Council acknowledges the Wiradjuri people as the traditional custodians of the land and pays respect to Wiradjuri Elders past, present and emerging.

Greater Hume Council understands our responsibilities and role in working with the Aboriginal community to promote cultural heritage and history, address areas of disadvantage, and protect and preserve the environment as well as sites of significance to Aboriginal peoples. In doing so, we acknowledge that Aboriginal cultures continue to strengthen and enrich our community.

OUR LOCAL GOVERNMENT AREA

Greater Hume Council was established in 2014, from the former Culcairn and Holbrook Shire Councils.

Greater Hume has three wards: North, East and West. Three councillors have been elected to represent each ward.

Greater Hume area spans 5939km2 and is made up of five towns and seven villages, dispersed across the three wards.



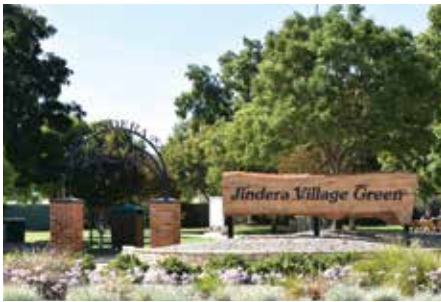
CULCAIRN



HENTY



HOLBROOK



JINDERA



WALLA WALLA



BOWNA - WYMAH - TALMALMO



BURRUMBUTTOCK



BROCKLESBY



GEROGERY AND GEROGERY WEST



MORVEN



WALBUNDRIE



WOOMARGAMA

OUR VISION



“Partnering to advance our rural communities in harmony with our natural environment”



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“the natural diversity
within the shire”

“Loads of wonderful things on
our doorstep. We don't have to
drive far to get there.”

“the level and quality of schools”

“close proximity to larger cities in
Albury and Wagga Wagga”

“the small towns and
community strength”

“Country living, with all
services not too far away”

What do you love about Greater Hume?

“I love the climate and
the quality farming
country”

“I love the
opportunities
available to all to
work and prosper”

“The great area between the mountains and
the plains”

“always working on how to
improve communities”

“friendly, picturesque, liveable”

“Diverse offerings of history,
culture and places of interest
across the shire”

“Welcoming and
homey”

“I love the sense of community”

DEFINING GREATER HUME

Greater Hume Council is located in southern New South Wales, bordering with Victoria and the local government areas of Wagga Wagga, Albury, Federation, Lockhart and Snowy Valley Councils.

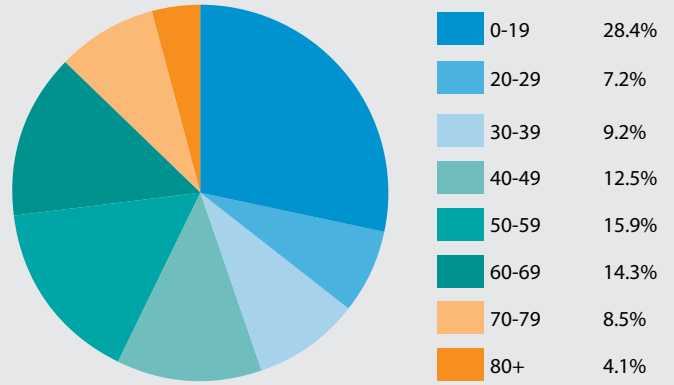
The five towns and six villages dispersed across the shire play a key role in servicing traffic between regional and metropolitan centres while also servicing productive rural industries of mixed farming enterprises, primarily grazing of beef, lamb and wool production, and grain production of wheat, oats, barley and canola.

There are forestry resources based mainly in softwoods plantations in the eastern sector of the shire. Boutique wine and small scale olive oil also feature as emerging industries.

There are numerous stunning views across the rolling hills landscape. Greater Hume residents enjoy the benefits of a rural lifestyle, space and liveability.

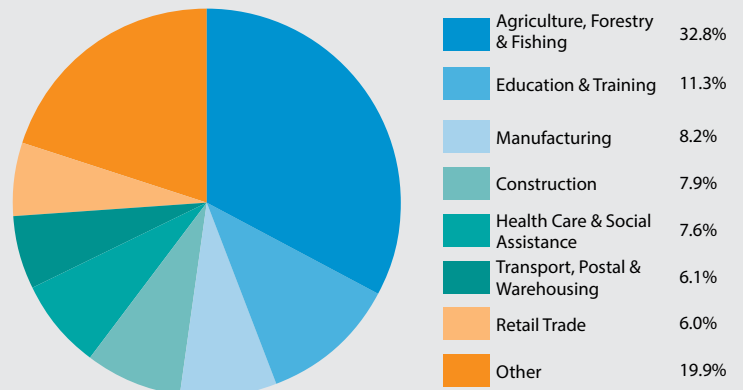
There are continued opportunities to grow the shire population due to its location. Albury / Wodonga and Wagga Wagga have a major influence on the shire through employment, and access to higher level goods and services. There are a growing number of residents who work in Wagga Wagga or Albury / Wodonga but enjoy the relatively more affordable rural and community lifestyle available in the shire.

Age Groups



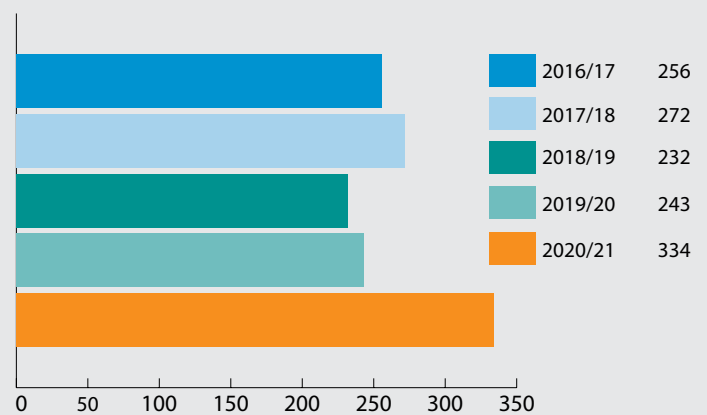
2016 ABS Census QuickStats: LGA13340

Industry Sector by Employment



2016 ABS Census QuickStats: LGA13340

Total Number of Development Applications



Greater Hume Council: Total Number of Development Applications (2016 - 2021)



WHAT IS THE COMMUNITY STRATEGIC PLAN?

Our 2032 Community Strategic Plan (CSP) *Live a Greater Life* identifies our communities' priorities, aspirations and vision for the future, the strategies for achieving these aims and how we measure our progress.

The CSP is the highest level strategic plan that Council prepares and includes the communities' role in making the vision a reality. In accordance with the Local Government Act 1993, Greater Hume Council have reviewed the CSP following the 2021 election of Council. As part of the Integrated Planning and Reporting Framework, the integration of Council's plans into the CSP guarantees Council will resource the priorities and aspirations into a four year Delivery Program and one-year Operational Plan.

The CSP has been designed to:

- reflect the feedback from the community during the engagement phase;
- integrate Council's activities and services with community aspirations;
- identify the partnerships for achieving our outcomes;
- provide a long-term structure to define what is to be done.

In order to achieve the above the Plan seeks to ask and answer the following questions:

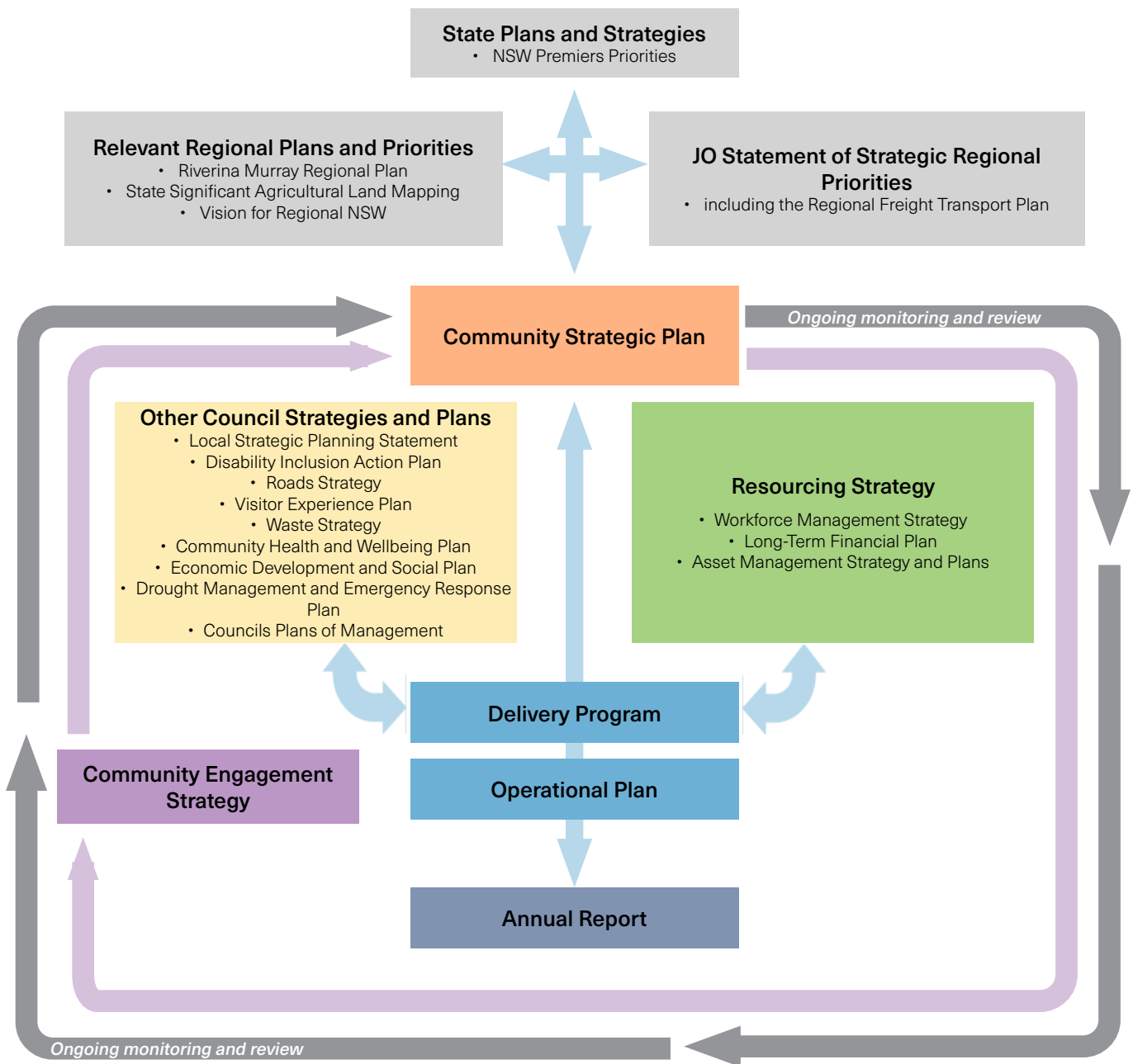
- Where are we now as a community?
- Where would we like to be in 10 or more years' time?
- What can we do to reach our goals?
- How will we know if we are on track?

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of Greater Hume, it is not wholly responsible for its implementation. Other partners such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivery the strategies of the Plan.

Community groups, sporting organisations, individual community members and other levels of government can use this Plan to guide the way in which they deliver services and invest resources toward achieving the community goals.

The last three years have been very challenging for our community firstly with the Black Summer bushfires and then very shortly after the global pandemic - COVID-19. Every cloud has a silver lining however and for rural Australia it has led to a renaissance in living outside Capital Cities and Greater Hume communities are well placed to capitalise on extraordinary growth opportunities over the term of this Plan.

THE INTEGRATED PLANNING & REPORTING FRAMEWORK



The IP&R diagram has been updated to reflect the 2016 amendment to the Act. The Resourcing Strategy has been moved closer to emphasise the important role that resource planning must play in delivering the council's strategic objectives.

While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the financial, asset and workforce planning undertaken by council as part of the Resourcing Strategy. Any community endorsed changes to council's strategic direction and priorities should be reflected in resource planning and allocation.

Community engagement has been expanded to encompass the entire IP&R process. This reflects new requirements, extending the Community Engagement Strategy to all aspects of council engagement, not just the Community Strategic Plan. Additional requirements under the Environmental Planning and Assessment Act 1979 to prepare a Community Participation Plan can be incorporated into a council's wider Community Engagement Strategy.

Monitoring and review continues to play an important role in the whole IP&R process, as reflected in the diagram.

Office of Local Government - Integrated Planning & Reporting Guidelines

COMMUNITY ENGAGEMENT

Council is committed to improving quality of life in Greater Hume through the involvement of the community in development of policy, programs and services. Council is also committed to ensuring that all views are considered through inclusive deliberation and active involvement of the community. This engagement guide articulates how Council has engaged the community for the CSP. The CSP reflects the Greater Hume community's long term priorities and aspirations and forms the foundation for all Council operations and subsequent plans.

During our consultation it became clear that community members are seeking responsive, reliable services to nurture the lifestyle, health and wellbeing of the individual and community as a whole.

Community Engagement Activities

The following community engagement strategies were undertaken from October 2021 to March 2022.

- Local pop stalls in the five larger towns
- Community Strategic Plan Survey available on the website
- 'Big Ideas' submissions available on the website
- Social media posts
- Public Notices advertising for feedback
- Councillor workshops
- Community Development Committee Focus Groups

“More opportunities for social inclusion of people with dementia, ageing and disability”

“More land for Subdivision”

“better access to services”

“Greater development of town and village infrastructure”

“More History, culture and Places of Interest”

“More walking & bike tracks”

“Faster development of infrastructure, footpath, drainage and playgrounds”

What would you change about Greater Hume?

“More things to do”

“Work better together”

“Cafe culture, better food”

“Build better children’s playgrounds”

“Waste collection for farming properties”

“Diversity in housing options”

“Create job opportunities so young people stay in the shire”

“invest in the smaller centres”

UNDERSTANDING THIS DOCUMENT

STRATEGIC THEME

The Strategic themes are the key areas that the community would like Council to focus on achieving, in collaboration with the community and various partners.

OUTCOME

Outcomes are the results that support the strategic theme. Outcomes are more specific but still focus on the end result, rather than on how to get there.

STRATEGIES

The strategies define the specific actions to achieve the outcomes. The strategies will form the basis of Council’s delivery plan.

INDICATORS

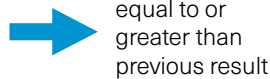
The indicators help to measure progress toward achieving the strategies.

2019 SURVEY RESULT

These indicators are the result of the Greater Hume Council 2019 Community Satisfaction Survey. These indicators will serve as a benchmark for the 2032 plan.

2032 TARGET

The 2032 target is measured against the 2019 survey result. The arrows indicate the desired trend for the life of the plan.



COUNCIL ROLE

Against each of the outcomes, the role/s that Greater Hume Council will undertake has been identified.

These roles are:

ADVOCATE

Council's role is to help promote publicly and lobby responsible stakeholders, where appropriate.

LEAD

Council's role is to directly lead / deliver services or provide facilities.

PARTNER

Council's role is to support the undertakings of other stakeholders where appropriate.

UNDERSTANDING THIS DOCUMENT

STRATEGIC THEME

HEALTHY COMMUNITIES

Our lifestyle and services nurture the health and wellbeing of the individual and community as a whole.

Outcome	Strategies	Indicators	2019 Survey Result	2032 Target	Council Role
Our communities are welcoming and inclusive to support diversity and social connectedness	Foster inclusive communities where everyone can participate in community life.	Perception of residents 'they live in an inclusive community'	3.8	→	
	Empower and support vulnerable and disadvantaged community members to participate in community life.	Perception of residents 'Greater Hume is a better place to live compared to other areas'	4.1	→	
Our infrastructure and services are aligned to the health, wellbeing and safety needs of the community	Provide the facilities, spaces and activities that support wellbeing, active and healthy communities.	Satisfaction rating: • 'provision and maintenance of parks, playgrounds, reserves and community facilities'	3.8	→	
		• 'provision of services and facilities for older people'	3.6	→	
	Plan and provide services and infrastructure for a changing and ageing population.	• 'I feel safe where I live'	4.4	→	
		• 'provision and maintenance of sporting fields and recreational areas'	3.8	→	
Our connection to the local culture and environment fosters positive relationships and learning for sustained health benefits	Ensure the community has access to a wide range of learning spaces, resources and activities.	Satisfaction rating 'provision of library and community services'	4.1.	→	
	Support children's education and care services to ensure a strong foundation for lifelong learning.	Increasing number of children and quality of care with Greater Hume Children Services	EFT at 30 June	→	
	Increase, preserve and promote awareness of the community's history and heritage.	Satisfaction rating 'protection of heritage values and buildings'	3.6	→	

YOU SAID:

“Country people have, on average, far greater health issues than people in more urban environments. People will choose to remain or move to country towns which offer healthy outdoor areas - safe, secure and easily accessed - with good health services”



YOU SAID:

“those in our community need encouragement to take part in making healthy soil and taking responsibility themselves for growing health food”

HEALTHY COMMUNITIES

Our lifestyle and services nurture the health and wellbeing of the individual and community as a whole.

Outcome Where do we want to be?	Strategies What will we do to get there?	Indicators How will we know we've arrived?	Benchmark	2032 Target	Council role and who can help
H1 Our communities are welcoming and inclusive to support diversity and social connectedness	Foster inclusive communities where everyone can participate in community life.	Perception of residents 'they live in an inclusive community'	3.8	→	LEAD PARTNER Partners: • NSW Grow • Aged and disability support organisations • MLHD • Community Organisations (e.g. Mens Sheds) • Community
	Empower and support vulnerable and disadvantaged community members to participate in community life.	Perception of residents 'Greater Hume is a better place to live compared to other areas'	4.1	→	
H2 Our infrastructure and services are aligned to the health, wellbeing and safety needs of the community	Provide the facilities, spaces and activities that support wellbeing, active and healthy communities.	Satisfaction rating: • 'provision and maintenance of parks, playgrounds, reserves and community facilities'	3.8	→	LEAD ADVOCATE Partners: • Federal and State Governments • Aged and Community Support Providers • NSW Police • Peak sporting bodies
	Plan and provide services and infrastructure for a changing and ageing population.	• 'provision of services and facilities for older people'	3.6	→	
		• 'I feel safe where I live'	4.4	→	
		• 'provision and maintenance of sporting fields and recreational areas'	3.8	→	
H3 Our connection to the local culture and environment fosters positive relationships and learning for sustained health benefits	Ensure the community has access to a wide range of learning spaces, resources and activities.	Satisfaction rating 'provision of library and community services'	4.1.	→	LEAD PARTNER Partners: • Federal Government • State Library of NSW • RRL • NSW Education • DPIE • Museums and Galleries
	Support children's education and care services to ensure a strong foundation for lifelong learning.	Increasing number of children and quality of care with Greater Hume Children Services	EFT at 30 June	→	
	Increase, preserve and promote awareness of the community's history and heritage.	Satisfaction rating 'protection of heritage values and buildings'	3.6	→	

YOU SAID:

“To encourage our children to stay around and welcome new people to our community we need places of work and new opportunities for them”

YOU SAID:

“We need the small towns to thrive and bring more people into our region”

GROWTH & PROSPERITY

Our community growth maximises our location and strengths to enable prosperity for all.

Outcome Where do we want to be?	Strategies What will we do to get there?	Indicators How will we know we've arrived?	Bench- mark	2032 Target	Council role and who can help
G1 Our towns and villages are championed to stimulate economic growth, investment and employment opportunities	Strengthen economic viability and connections beyond Greater Hume.	Perception of 'Greater Hume is a better place to work than other areas'	3.4	↑	LEAD Partners: • State Government • Federal Government • Community Development Committees • Business Communities • Service Providers • Developers
	Promote Greater Hume as a great place to live, work, visit and invest.	Number of new residential and industrial lots created	Total lots as at 30 June	↑	
	Support business and industry to be economically, socially and environmentally responsible.	Satisfaction rating 'Council's promotion of economic development'	3.3	↑	
		Number of new businesses	REMPPLAN	↑	
G2 Our liveability boosts quality of life for today's and future generations	Support local job creation by creating industrial areas and employment opportunities.	Satisfaction rating: • 'appearance of towns and villages'	3.8	→	LEAD Partners: • Community Development Committees • Business Communities • Education Providers (e.g. TAFE) • Service Providers
	Encourage social enterprises and businesses to grow local employment.	• 'people in Greater Hume are generally proud of their area'	4.2	→	
	Improve streetscapes of our towns and villages.	• 'it is affordable to live in the region'	4.1	→	
		• Greater Hume as a place to live, work and visit is well thought of by outsiders'	3.8	→	
G3 Our region's highlights are celebrated, maintained and promoted to enhance our visitor experience	Enliven community life by delivering and supporting events, public art, cultural celebrations and entertainment.	Satisfaction rating: • 'maintenance of public toilets and community facilities'	3.7	→	LEAD PARTNER Partners: • Federal and State Government • Destination NSW • Murray Regional Tourism • Community Development Committees • Local businesses
	Pursue a high standard of planning, urban design and development that supports urban centres and rural localities.	• 'the region offers a good mix of entertainment options'	3.1	↑	
	Promote the diversity and quality of retail offerings and local products.	• 'town planning and timely processing of development applications'	3.1	↑	
		• 'Council's promotion of economic development'	3.3	↑	
		• 'Council's promotion of tourism and development of a quality visitor experience'	3.6	→	

YOU SAID:

“It is essential that we look towards sustainable, happy and healthy ways of living”

YOU SAID:

“Good infrastructure and facilities really set the tone for the townships and in many ways improve the general experience of living in or visiting a space. It’s important to maintain infrastructure and improve facilities where possible.”

NATURAL & BUILT ENVIRONMENT

Our natural and built environment is preserved and maintained in harmony with sustainable practices.

Outcome Where do we want to be?	Strategies What will we do to get there?	Indicators How will we know we've arrived?	Bench- mark	2032 Target	Council role and who can help
N1 Our infrastructure and facilities are maintained and built in harmony with the natural environment	Develop and implement long term Asset Management Plans for all infrastructure categories.	Satisfaction rating: • 'appearance of towns and villages' • 'provision and maintenance of public swimming pools and community facilities' • 'waste management operations'	3.8 3.9 3.8	→ → →	LEAD ADVOCATE PARTNER Partners: • State Government • Federal Government • Community • HalveWaste
	Expand waste water treatment systems into villages.	Waste water treatment systems introduced into villages	Schemes completed	→	
	Support local adoption of clean energy solutions.	Reduction in residential grid energy consumption	Solar Installation Dashboard	↑	
	Encourage and provide local reuse and recycling infrastructure.	Reduction in Waste to Landfill	HalveWaste	↓	
N2 Our road and transport network is maintained and accessible	Maintain and Review 5-year Strategic Road Strategy.	Satisfaction rating: • 'maintaining town roads' • 'maintaining sealed rural roads' • 'maintaining unsealed rural roads'	3.2 2.8 2.6	↑ ↑ ↑	LEAD PARTNER Partners: • Federal Government • State Government
N3 Our communities share responsibility to increase sustainability and minimising our environmental impacts	Develop planning and operational controls to protect and support a sustainable environment.	Satisfaction rating: • 'the protection of wetlands, natural environment and wildlife' • 'noxious weed and vermin management and control throughout Council area' • Reduction of residential properties subject to flooding	3.7 3.1 Flood mapping	→ ↑ ↓	LEAD PARTNER Partners: • State Government (LLS) • National Parks and Wildlife Service • Landcare and environmental groups

YOU SAID:

“Communication and community consultation with support from local governance will be of critical importance to recognise future opportunities”

YOU SAID:

“We need people with big ideas who can implement them and lead the community to embrace ideas and run with them”

LEADERSHIP & COMMUNICATION

Our leadership and communication cultivate confidence in our future direction.

Outcome Where do we want to be?	Strategies What will we do to get there?	Indicators How will we know we've arrived?	Bench- mark	2032 Target	Council role and who can help
L1 Our decision making is inclusive, collaborative and encourages ownership of the future	Support local decision making through transparent communication and inclusive community engagement.	Satisfaction rating: <ul style="list-style-type: none"> 'Council consulting with the community' 'Residents have the opportunity to have a say on important issues' 	3.2 3.6	↑ →	LEAD Partners: <ul style="list-style-type: none"> Community
L2 Our communication is open, effective and purposeful to connect and educate our community	Support leadership and mentoring initiatives that build and strengthen the capacity of individuals, businesses and communities. Collaborate with partners to deliver positive outcomes for the community, economy and environment.	Satisfaction rating: <ul style="list-style-type: none"> 'informing the community of council decisions' 	3.2	↑	LEAD PARTNER Partners: <ul style="list-style-type: none"> Community Community Development Committees Service Providers Federal and State Government Business Community
L3 Our leadership and advocacy is responsive to the needs of our diverse community	Undertake integrated, long term planning and decision making, reflective of community needs, resources and aspirations. Ensure responsible, sustainable, ethical and open local government. Deliver efficiency, effectiveness and probity in Council processes and services	Satisfaction rating: <ul style="list-style-type: none"> 'overall satisfaction with Council' 'Council leadership and advocacy' Council's responsiveness to community needs' 	3.5 3.3 3.3	→ ↑ ↑	LEAD Partners: <ul style="list-style-type: none"> State Government Community

OUR GUIDING PRINCIPLES

<p>Inclusive</p>	<p>We will:</p> <ul style="list-style-type: none"> • Recognise that people understand and express themselves in different ways • Share information in a way that everybody can understand • Provide services that are inclusive and accessible for everyone enabling people to live more independently and to participate in community life • Welcome and embrace diversity
<p>Consultative</p>	<p>We will:</p> <ul style="list-style-type: none"> • Use digital methods and open collaborative approaches to consult in the policy-forming and decision making process, tailoring consultation to the needs and preferences of particular groups, such as older people, younger people or people with disabilities that may not respond to traditional methods • Make it easier to the community to contribute their views, and use clear language and plain English in consultation documents • Reduce the risk of 'consultation fatigue' by making sure we consult efficiently and effectively
<p>Accountable</p>	<p>We will:</p> <ul style="list-style-type: none"> • Implement leading Governance strategies • Be financially responsible • Have the capability and capacity to achieve our vision
<p>Liveable</p>	<p>We will:</p> <ul style="list-style-type: none"> • Promote and preserve our history, heritage, culture and natural environment • Provide and advocate for accessible and affordable, housing, and spaces, places and services that enhance the health and wellbeing of our community • Revitalise our towns and villages and promote the benefits of a rural lifestyle to our neighbouring cities • Welcome new residents and provide an enjoyable visitor experience • Be environmentally responsible
<p>Growth</p>	<p>We will:</p> <ul style="list-style-type: none"> • Facilitate the growth of industry and business to achieve our vision • Advocate for outcomes that benefit the interests of the Greater Hume shire • Successfully apply for grants and funding to grow our communities • Initiate and sustain strong partnerships and relationships with our neighbours and government departments

MEASURING OUR PROGRESS

While the CSP is a long term document for the future of our communities, it is important to keep checking regularly whether Council and all other partners are making progress to achieve the aims set in the plan. Having tangible, measurable milestones for the short-term and monitoring the success in achieving these objectives will confirm that Council has moved forward with its plan to deliver programs and services to the community.

Predominantly current benchmarks are derived from the 2019 Community Satisfaction Survey, however for some benchmarks other indicators are used (e.g. HalveWaste, REMPLAN).

The success of the plan is reported every four years at the end of the term of the current Council. The plan is then fully reviewed and endorsed every four years in line with local government elections to ensure that it stays relevant to the community's changing circumstances.

Our progress will be measured using the following data sources:

- Community Satisfaction Survey (2024)
- Australian Bureau of Statistics
- NSW Bureau of Crime Statistics and Research
- NSW Health Statistics
- NSW Planning, Industry and Environment

ALIGNMENT TO STATE AND REGIONAL PLANS

This plan is prepared taking into account the broader State and Regional plans and priorities that influence what happens locally. In particular, the following documents were considered in the development of this plan:

- NSW Premier's Priorities
- Riverina Murray Regional Plan 2036
- Riverina Joint Organisation's Regional Strategic Priorities
- Riverina Joint Organisation's Regional Freight Transport Plan
- Draft State Significant Agricultural Land Map
- NSW Primary Industries Climate Change Research Strategy
- A Twenty-Year Economic Vision for Regional NSW
- Murrumbidgee Local Health District - Health Atlas 2019
- NSW Waste and Sustainable Materials Strategy 2021

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