

Live A Greater Life

Growing and connecting our rural communities



Greater Hume Shire



Community Strategic Plan
2017 - 2030

Community Strategic Plan

Live A Greater Life

Contents

Acknowledgement of Country	3
What is a Community Strategic Plan	4
Community Engagement Strategy – are we on track?	6
Our Community Profile	9
Our Communities	11
Vision	14
Our Guiding Principles	15
Measuring Our Progress	17
Strategic Directions	18
Theme 1 - Leadership and Communication	20
Theme 2 - Healthy Lifestyle	24
Theme 3 - Growth and Sustainability	28
Theme 4 - Good Infrastructure and Facilities	32
Abbreviations	37
Baseline Data	38

Acknowledgement of country



Greater Hume Shire Council acknowledges the Wiradjuri people as the traditional owners of the land and pays respect to Wiradjuri Elders past and present.

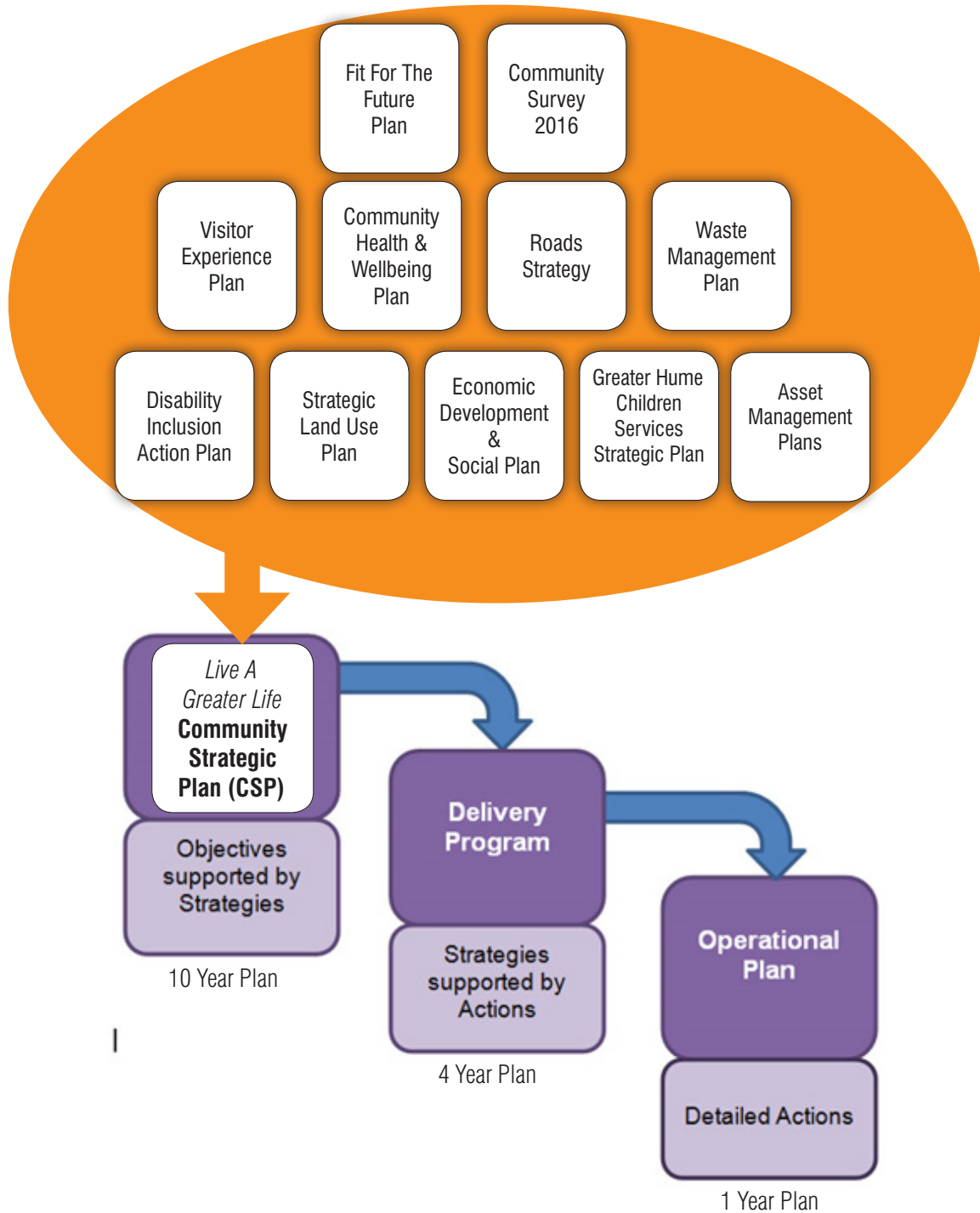
What is a Community Strategic Plan?

Our 2030 Community Strategic Plan (CSP) *Live A Greater Life* outlines our community's main priorities and aspirations for the future and describes the strategies for achieving these aims. It captures a shared vision for the Greater Hume Shire community and integrates all other council plans. These plans have been determined by the community through a range of consultations and conversations.

The CSP is the highest level strategic plan that Council will prepare and includes the community's role in making our vision a reality. According to the Local Government Act 1993, a review of the Community Strategic Plan must be undertaken following election of a new Council. The Integrated Planning and Reporting Framework legislation is embedded in the Local Government Act 1993 and requires Council to prepare and implement a CSP. Integrating each of Council's plans into the CSP guarantees Council will resource the priorities and aspirations into a four year Delivery Program and a one-year Operational Plan. While Council has a custodial role in governing the CSP on behalf of Greater Hume Shire, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long term objectives of the Plan

The CSP aligns with the NSW Premier's Priorities allowing us to access grant funding opportunities and lets us show how Greater Hume will contribute to each of these priorities.





Community Engagement Strategy – are we on track?

Council is committed to improving quality of life in Greater Hume Shire through the involvement of the community in development of policies, 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 in relation to its draft CSP. Known as *Live A Greater Life*, the Community Strategic Plan (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 wanted a simpler, more concise community plan. This review has resulted in a more user-friendly, easy to understand plan written for the community incorporating refined strategies and objectives. Live a Greater Life reflects what the community wants and more importantly how Council and community will achieve the identified goals and aspirations.

Life a Greater Life is central to what we do as a whole community, and:

- Defines the long-term vision our community is working towards
- Identifies the partnerships for reaching that vision
- Sets out principles and values that will guide our community
- Provides a long-term structure to define what will be done

The theme for community consultation is shown below in Figure 1.

Figure 1
Are we on track?



Community Satisfaction

Every two years Council commissions a community survey to provide an understanding of the perceptions and needs of the local community with respect to both Council's services, facilities and customer service.

Community Survey 2016 indicated 62.1% of residents were either satisfied (49.7%) or very satisfied (12.4%) with Council's overall performance. This resulted in an overall mean satisfaction score of 3.68 out of 5, which is a medium level satisfaction score.

Improved community survey responses have been listed as performance criteria against many of the strategies in the CSP. Council will be utilising the 2018 and 2020 survey responses to measure the impact of the CSP.

Purpose of the Community Engagement

It is intended that the Community Engagement Strategy will give the community a clear understanding from this point of how Council intends to engage the community and present the ideas and community aspirations gathered to date.

These insights have been gathered over the past three years and reflected in the sub-plans and how those strategies have migrated upwards to be contained within the revised CSP.

Community Engagement Activities

The following community engagement strategies were undertaken from March to June 2017.

- Six local pop up community presentations - post card feedback mechanism shown below
- Community engagement strategy available on the website for comment
- Copies available at our Office locations for comment
- Social media posts
- Public Notices advertising for feedback
- Councillor workshops
- Formal draft
- Public exhibition
- Final draft CSP adopted by Council in June

Figure 2
Postcard

The postcard is titled "Community Strategic Plan" and "Live A Greater Life" with the tagline "Growing and connecting our rural communities". It contains a survey titled "Are we on track?" with a "YES" option. Below this is a "What have we missed?" section. At the bottom, there are fields for "Name:" and "Email/Phone", a checkbox for "I agree that Council can communicate with me via email", a "SUBMIT" button, and the Greater Hume Shire logo. A footer note states: "Please note this postcard may be used as a formal submission E: mail@greaterhume.nsw.gov.au or free post to REPLY PAID 99, HOLBROOK NSW 2644".

What we've done so far

During the past three years Council has undertaken extensive community engagement with residents and the community resulting in a number of important plans. These 'sub plans' have informed the new *Live A Greater Life* CSP document –

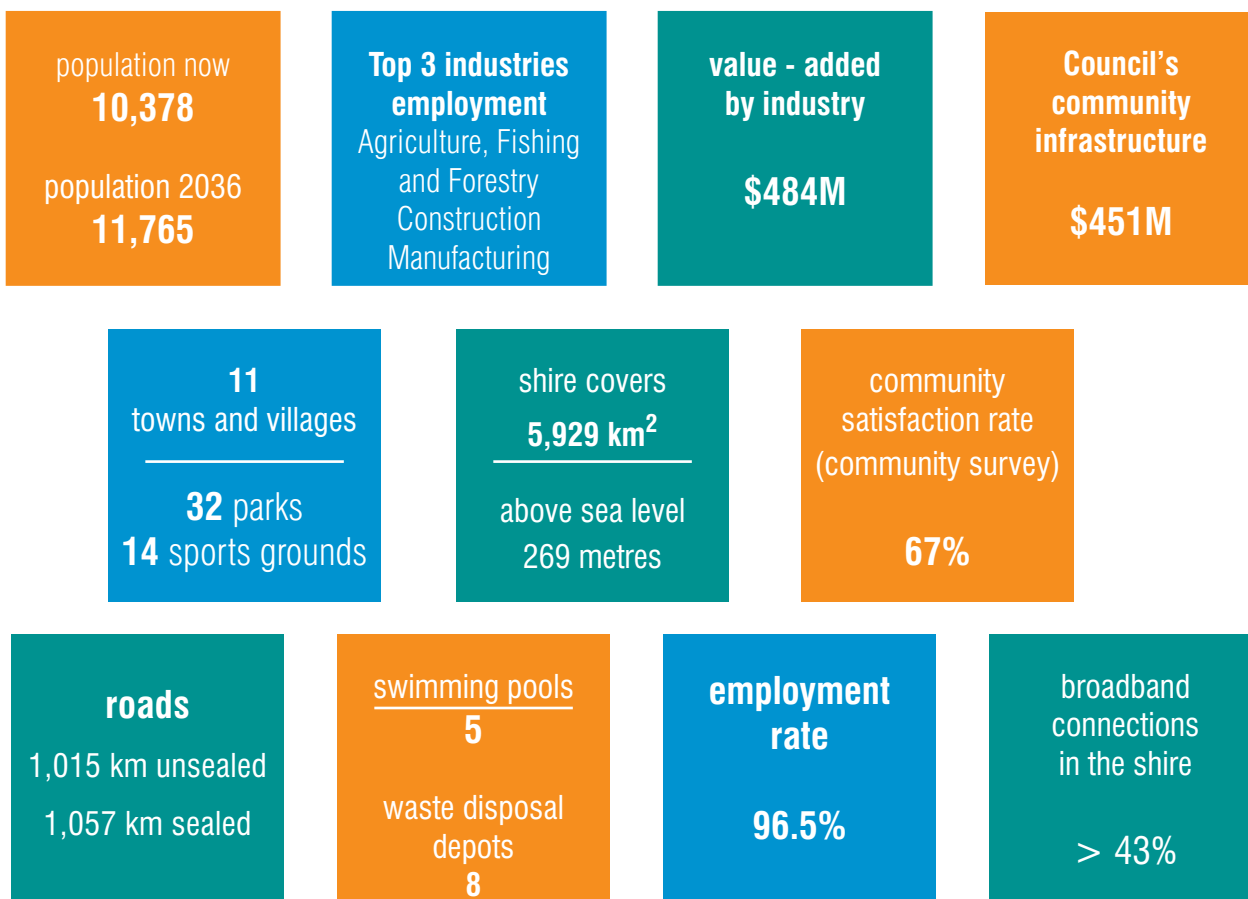
Sub Plan	Description
Fit for the Future	Describes the changes to improve GHS's capacity to deliver quality services and infrastructure into the future
Visitor Experience Plan	Outlines strategic opportunities to develop a unique and welcoming visitor experience
Community Health and Wellbeing Profile and Plan	Describes GHS's commitment to leading policies and developing programs, partnerships and infrastructure to improve the health and wellbeing of the community
Economic Development and Social Plan	Articulates strategies to be undertaken to improve the economic and social wellbeing of our community
Roads Strategy	Outlines how Council will maintain and improve an extensive sealed and unsealed road network across the Shire
Strategic Land Use Plan	Guides land use and provides opportunity for development across the Shire
Waste Management Strategy	Outlines Council's waste management and recycling processes
Greater Hume Children Services Strategic Plan	Outlines the plan to grow quality family day care services where small groups of children are provided with quality education and care in the homes of registered and accredited educators in a warm, nurturing, friendly and safe home-like environment
Disability Inclusion Action Plan	Describes Council's plan to support the fundamental right of choice for people with disability to choose how they live their lives, to access opportunities and enjoy the benefits of living and working in our community

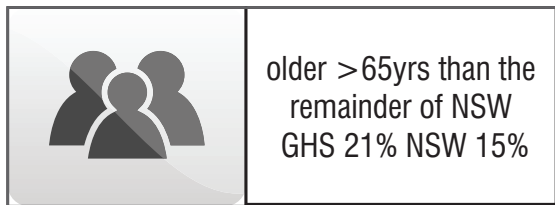
Our Community Profile

Greater Hume Shire is located in southern New South Wales, bordering with Victoria and the local government areas of Wagga Wagga, Albury, Federation, Lockhart, and Snowy Valleys Councils. It is roughly rectangular in shape, approximately 110km from east to west and 60km north to south. It is ideally linked by highways to Canberra, Sydney and Melbourne. The Main Southern Railway Line traverses the shire, with proximity to the Ettamogah Rail Hub and regional airports nearby at Albury and Wagga Wagga.

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. A growing number of transport operators base their business operations in the shire due to affordable land and proximity to the NSW transport corridor. The shire has a strong manufacturing sector with small to medium sized businesses dispersed across the shire.

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 growing numbers of residents who work in Wagga Wagga or Albury / Wodonga who have chosen an affordable rural and community lifestyle in Greater Hume Shire.





Median age
43 years



Avg personal
income \$479/wk



significantly more people
volunteering GHS 26%
NSW 18%

less people
born overseas
and speak
languages
other than
English
at home than
NSW



extremely low
crime rate

same proportion of
Aboriginal people
as NSW

has pockets of
disadvantage

Greater Hume Shire is among the 50% least disadvantaged LGAs in Australia, the SEIFA score (2011 ABS) was 989 ranking it 341 in Australia and 102 in NSW.

Between 2011 and 2026, the age structure forecasts for Greater Hume Shire indicate:

- 8.9% increase in population under working age
- 43.2% increase in population of retirement age, and
- 0.8% decrease in population of working age

Our Communities



CULCAIRN

Population: 1,121*

Known as the 'Oasis of the Riverina' Culcairn is a busy agricultural centre which is enhanced by its heritage buildings. The town offers numerous recreational facilities and is home to Billabong High School.



HENTY

Population: 1078*

Henty is famous for the major event in the shire, the Henty Machinery Field Days which attracts many thousands of visitors to the town and the event. The story of the header invented at Henty in 1914 is featured at the Headlie Taylor Museum.



HOLBROOK

Population: 1,335*

Recently bypassed, Holbrook functions as a thriving service centre for the surrounding districts and national highway traffic. The town features the HMAS Otway Submarine, a major tourist attraction.



JINDERA

Population: 1,048*

Jindera is the fastest growing town in the shire. A location with a short commute to the regional city of Albury has made Jindera a popular destination for people wanting a rural village lifestyle with strong community participation.

* Population Estimate ABS March 2011

Our Communities



WALLA WALLA

Population: 583*

Walla Walla is home to a number of leading industrial businesses. Walla Walla has a strong German heritage. St Paul's College is a private secondary school established in the town.



BURRUMBUTTOCK

Population: 170

Burrumbuttock is home to the award winning Wirraminna Environmental Education Centre, a 4ha park set on an old stock reserve and public watering place. The 4 hectare park features a large dam, wetlands, natural woodland and native garden beds.



BROCKLESBY

Population: 150

At Brocklesby you can learn about the Avro Anson story dating back to 1940, when two training planes were involved in a mid-air collision, and take in the village atmosphere.



GEROGERY AND GEROGERY WEST

Population: 200

Gerogery and Gerogery West are two villages also experiencing strong growth in the shire, due to proximity to Albury Wodonga and rural residential lifestyle opportunities and village atmosphere.

* Population 2011 Census

Our Communities



MORVEN

Population: 50

Morven located midway between Culcairn and Holbrook features the Round Hill Hotel and offers a large allotment village lifestyle. Numerous new homes have been constructed in recent times.



WALBUNDRIE

Population: 50

Walbundrie is at the cross roads of the Riverina. In times past Walbundrie was a thriving gold rush town of several thousand people. Today the village is a rural service centre with a thriving sporting community providing a great family lifestyle. Walbundrie Annual Show held in October each year attracts thousands.



WOOMARGAMA

Population: 150

Woomargama is a picturesque village nestled in the foothills of the Woomargama National Park with access to the Upper Murray region.

* Population 2011 Census

Our vision for the future

*Partnering to advance our
rural communities*



Our Guiding Principles

Inclusive

We will

- 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

Consultative

We will

- 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 for 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

Accountable

We will

- Implement leading Governance strategies
- Be financially responsible
- Have the capability and capacity to achieve our vision

Liveable

We will

- Promote and preserve our history, heritage, culture and natural environment
- Provide and advocate for accessible and affordable housing, spaces 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

Growth

We will

- Facilitate the growth of industry and business to achieve our vision
- Advocate for outcomes that benefit the interests of 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



Mayor Greater Hume Shire, Cr Heather Wilton conducting the sod turning ceremony for the Jindera Community Centre with a captive audience of students

Measuring our progress

While *Live a Greater Life* is a long term document for the future of our community, it is important to keep checking regularly whether Council and all other partners are making progress to achieve the aims set in the Community Strategic 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 appropriate services to the community.

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.

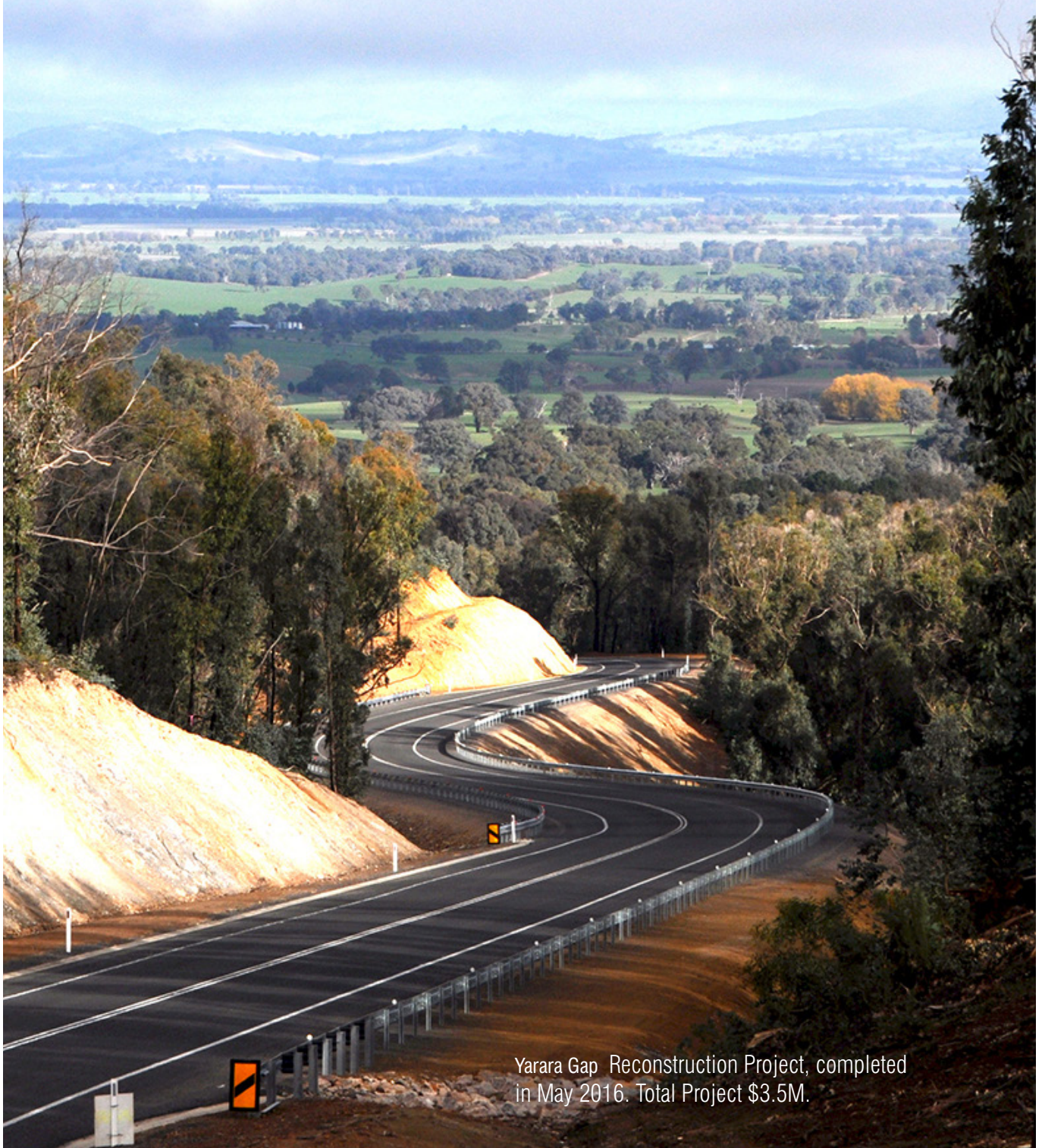
What is Council's role in implementing the plan?

Council has multiple roles in the delivery of the Community Strategic Plan. The specific activities Council will undertake to achieve the objectives and strategies are listed in its Delivery Program and Operational Plan.

Broadly, Council's role includes being:

A leader	to plan and provide direction through policy and practices
A provider	of physical infrastructure and essential services
A regulator	of development, community health and safety and the environment
A partner	with community, private and government organisations
A supporter	and advocate of the community it represents
A promoter	of the Greater Hume Shire as a place to live, work, visit and invest

Strategic Directions



Yarara Gap Reconstruction Project, completed in May 2016. Total Project \$3.5M.

Snapshot

Theme 1: Leadership and communication

Objective: We lead a vibrant, connected and inclusive community

Outcomes for Theme 1

1.1 Leadership and advocacy is demonstrated and encouraged in our communities

1.2 There is open and two way communication both with communities and within our communities, the community is consulted on decisions that affect them and consultation processes are inclusive.

1.3 Residents feel a sense of belonging, are able to reach their potential, work productively, and there is a sense of mutual respect, inclusiveness, ownership and pride in their community

Theme 2: Healthy lifestyle

Objective: We create healthy, inclusive and resilient communities, acknowledge our volunteers and value our youth

Outcomes for Theme 2

2.1 Welcoming, resilient and involved communities

2.2 We have the services to promote and deliver health and wellbeing for all ages

2.3 Volunteering is inclusive, well acknowledged and supported

2.4 Residents feel safe

Theme 3: Growth and Sustainability

Objective: We are revitalising our communities, welcoming visitors, growing our economy and promoting the lifestyle, culture and heritage offered in our communities

Outcomes for Theme 3

3.1 We have prosperous and diverse local businesses and a growing economy

3.2 Our towns and villages are revitalised

3.3 Increased number of visitors enjoy our shire

Theme 4: Good infrastructure and facilities

Objective: Our development and maintenance is sustainable, accessible, environmentally responsible and enjoyed by our community

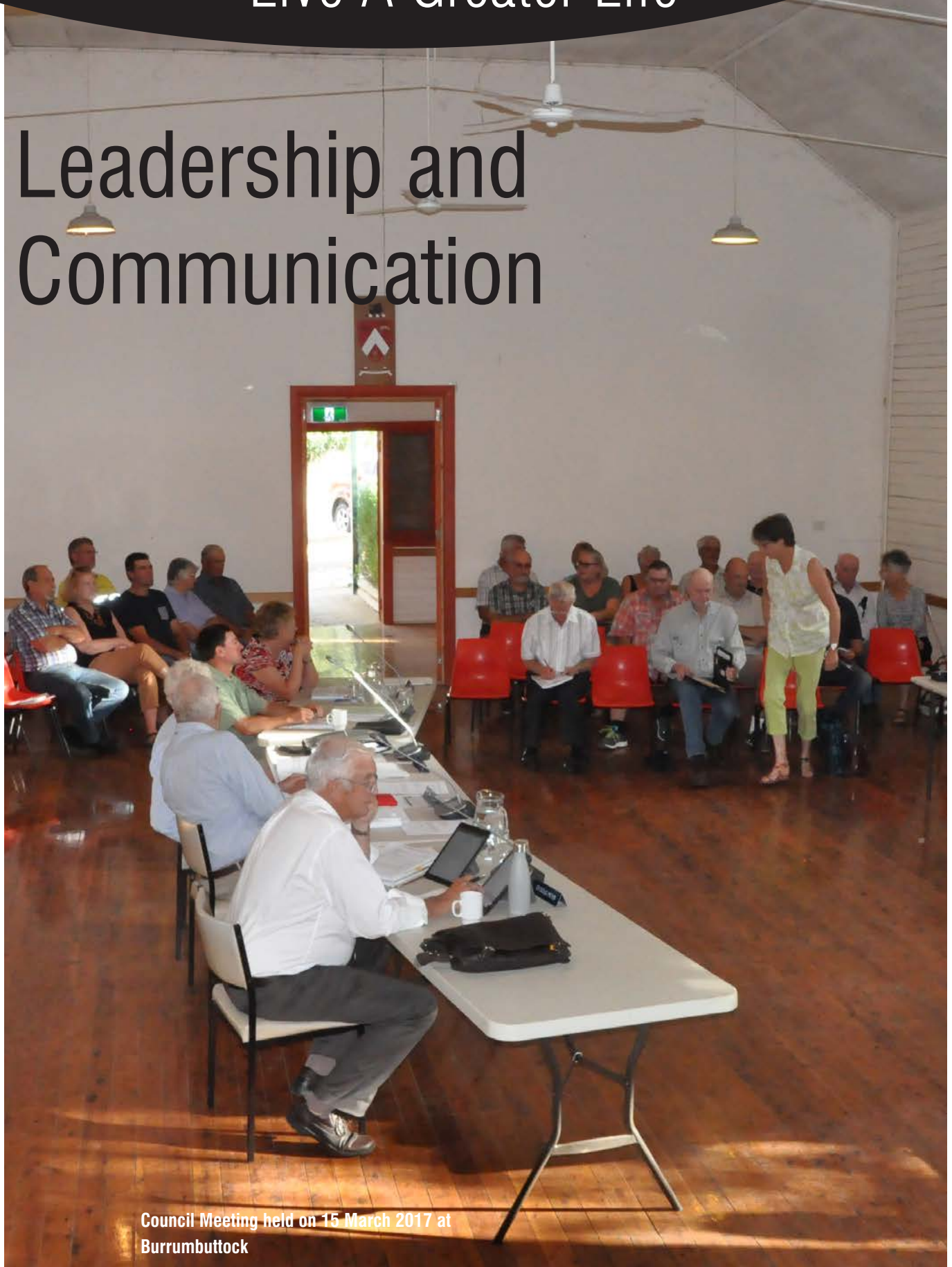
Outcomes for Theme 4

4.1 Infrastructure and facilities meet the needs of our communities

4.2 Our natural and built environments are protected and enjoyed by our communities

4.3 We minimise the impact on the environment

Leadership and Communication



Council Meeting held on 15 March 2017 at
Burrumbuttock

Leadership and Communication

Objective: We lead a vibrant, connected and inclusive community

Premier's Priorities: Improving Government Services, Better government and digital services, Delivering strong budgets

Our outcome is have leadership and advocacy demonstrated and encouraged in our communities

Strategy Plan and lead good governance having a clear framework for strategic planning, policies, procedures and services standards, and financial sustainability with effective financial management that is transparent and accountable

Measuring our progress

- Improved Community Satisfaction
- Compliance with statutory reporting
- >90% Annual operational plan implemented
- Service standards are met
- Annual budget review undertaken and variances qualified and reported to Council quarterly
- Annual financial statements are completed on time and comply with all required standards

Strategy Council is responsive to community needs and priorities

Measuring our progress

- Implementation of a customer action request management system
- Improved response times & increased community satisfaction
- Increased number of grants provided by Council
- Increased number of grants received for specific projects

Strategy Successfully engage Australian and State governments to advocate on issues important to the community

Measuring our progress

- Number of representations made
- Increased satisfaction with leadership and advocacy

Strategy Strong relationships and effective partnerships

Measuring our progress

- REROC membership maintained
- Increased number of partnerships/memberships with regional organisations & neighbouring councils

Our outcome is open and two way communication both with communities and within our communities, the community is consulted on decisions that affect them and consultation processes are inclusive

Strategy Accessible and inclusive Communications Strategy and active use of the Community Engagement Tool including the effective use of current and emerging digital technologies

Measuring our progress

- Communications Strategy & CET implemented
- Implemented new and updated website compliant with accessibility requirements

Leadership and Communication

Objective: We lead a vibrant, connected and inclusive community

Premier's Priorities: Improving Government Services, Better government and digital services, Delivering strong budgets

Our outcomes is that residents feel a sense of belonging, are able to reach their potential, work productively, and there is a sense of mutual respect, inclusiveness, ownership and pride in their community (Also refer to Theme 4 Infrastructure & Facilities)

Strategy Council's values, actions and decisions are inclusive
Access and Inclusion Reference group established
Community Health and Wellbeing Alliance continues

Measuring our progress

- >90% Implementation of the DIAP & CH&W, ED&S Plans

Leadership and Communication

Council Role

Specific activities Council will undertake to achieve these objectives and goals are listed in its Delivery Program and Operational Plan

Community Role

- Read the GHS Residents Guide
- Join the proposed Community Reference Group
- Read Council's quarterly newsletter and stay up to date on news relating to Council activities
- 'Follow' the Council Facebook page
- Read the Council's Annual Report
- Participate in community forums and conversations
- Provide feedback to Council
- Participate in surveys
- Get to know Council and how it supports the community
- Become informed about Council business
- Attend a Council meeting
- Get to know Council's website
- Discuss your ideas and suggestions for the future with a Councillor
- Get involved with a community group
- Volunteer in the community
- Participate in, volunteer at, or attend community events

Who are our partners?

Council has a responsibility to work with a number of partners and to advocate to other levels of government on behalf of the community. Potential partners in achieving this objective will include Federal and State Government agencies, service providers and community groups such as:

- Australian and NSW Government departments
- Community Committees
- Community Development Committees and Community Forums
- Greater Hume interagency networks and community service providers
- Local Government NSW
- Media outlets
- Neighbouring councils
- NSW Regional Departments
- Office of Local Government
- NSW Police
- Riverina Eastern Regional Organisation of Councils (REROC)

Healthy Lifestyle



Healthy Lifestyle

Objective: We create healthy, inclusive and resilient communities, acknowledge our volunteers and value our youth

Premier's Priorities: Improving service levels in hospitals, lifting wait times for planned surgeries, reducing youth homelessness, creating sustainable social housing. Tackling childhood obesity, Reducing domestic violence, Protecting our kids. Improving education results, boosting apprenticeships, improving Aboriginal education outcomes

Our outcome is welcoming, resilient and involved communities

Strategy Welcome people from diverse cultures to live, work and settle in GHS

Measuring our progress

- ABS reflects diversity

Strategy Local education and local career opportunities

Measuring our progress

- 5% staff are trainees/cadets/ apprentices
- Annual Work Inspirations Day
- Continual partnership with TAFE NSW

Our outcome is that we have services to promote and deliver health and wellbeing for all ages

Strategy Continue the Community Health and Wellbeing Alliance and implement the CH&W Plan

Measuring our progress

- Active CHW Alliance
- CH&W Plan Implemented

Strategy Develop a GHS Youth Plan and continue Youth Advisory Committee

Measuring our progress

- Youth Plan developed

Strategy Continue to support the enhancement of children services across the Shire

Measuring our progress

- Number of FTE children in care
- GHCS Strategic Plan Implemented

Strategy Develop a Memorandum of Understanding with Community Transport provider to improve CT

Measuring our progress

- MOU in place accessible and affordable CT in GHS
- Improved community satisfaction with transport

Healthy Lifestyle

Objective: We create healthy, inclusive and resilient communities, acknowledge our volunteers and value our youth

Premier's Priorities: Improving service levels in hospitals, lifting wait times for planned surgeries, reducing youth homelessness, creating sustainable social housing. Tackling childhood obesity, Reducing domestic violence, Protecting our kids. Improving education results, boosting apprenticeships, improving Aboriginal education outcomes

Strategy Advocate for safe work practices and employment standards

Measuring our progress

- Lost time due to injury
- Sick leave <6days/FTE
- Annual staff satisfaction
- Promote healthy workplace programs
- Participate in annual local government professionals benchmarking survey

Our outcome is that volunteering is inclusive, well acknowledged and supported

Strategy Council acknowledges, partners and supports community committees and organisations and celebrates volunteering

Measuring our progress

- Celebrate National Volunteer Week
- Volunteer Groups provided with support
- Partnerships established
- Continue community grants program

Our outcome is that our residents feel safe

Strategy Street lighting is effective and energy efficient

Measuring our progress

- Reduced energy costs
- Capital works program implemented

Strategy Implement Road Safety Strategy

Measuring our progress

- Reduction in MVAs, injuries & fatalities

Strategy Engage community in developing and expanding accessible pedestrian cycle ways and walking track networks

Measuring our progress

- Community inform Annual Pedestrian and Access Mobility Plan (PAMPS)
- Continuous Accessible Path and Travel (CAPT) principles applied
- Increased Community Satisfaction (DIAP)

Healthy Lifestyle

Council Role

Specific activities Council will undertake to achieve these objectives and goals are listed in its Delivery Program and Operational Plan

Community Role

- Enjoy your local park or sportsground
- Embrace a healthy lifestyle
- Participate in, volunteer at, or attend community celebrations and events
- Visit and use a Council facility
- Chat to your neighbour
- Volunteer in your community
- Support community safety programs
- Be a responsible pet owner
- Promote positive youth role model
- Embrace diversity
- Drive safely
- Read GHS Community Health and Wellbeing Plan

Who are our partners?

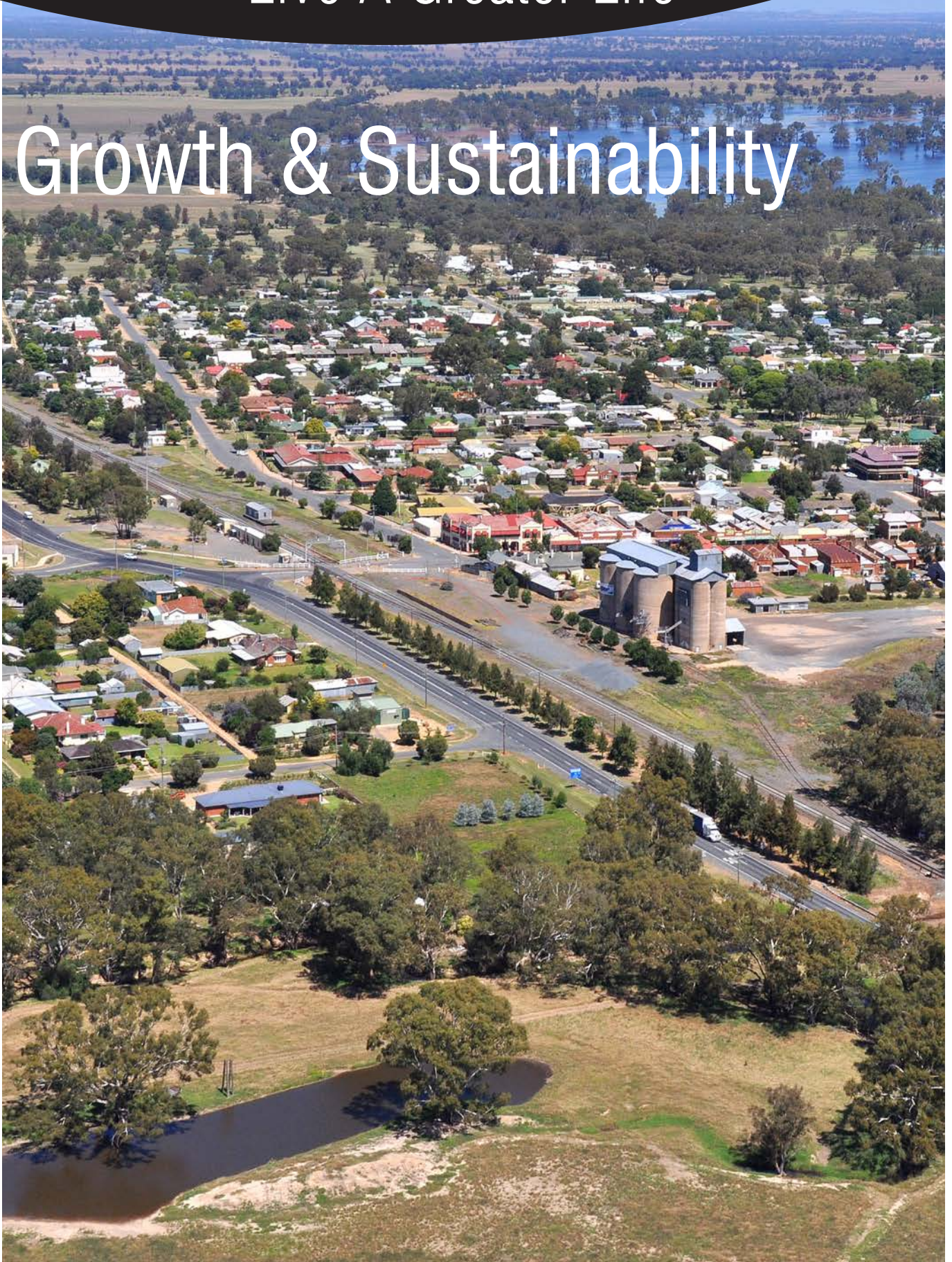
Council has a responsibility to work with a number of partners and to advocate to other levels of government on behalf of the community. Potential partners in achieving this objective will include Federal and State Government agencies, service providers and community groups such as:

- Community Committees
- Community Development Committees and Community Forums
- Community Transport providers
- Department of Education and Communities
- Emergency Services
- Family and Community Services
- Greater Hume interagency networks and community service providers
- Local sporting clubs and groups
- Local Government NSW
- Lockhart Shire Council
- Murrumbidgee Local Health District and other health providers
- Murrumbidgee Primary Health Network
- Museums and Galleries NSW
- National Parks and Wildlife Service
- NSW Regional Departments
- NSW Police
- Office of Local Government
- Riverina Eastern Regional organisation of Councils
- Roads and Maritime Services

Community Strategic Plan

Live A Greater Life

Growth & Sustainability



Growth & Sustainability

Objective: We are revitalising our communities, welcoming visitors, growing our economy and promoting the lifestyle, culture and heritage offered in our communities

Premier's Priorities: Encouraging business investment, make it easier to start a business. Improving government services, accelerating major project assessment

Our outcome is that we have prosperous and diverse local businesses and a growing economy

Strategy Transport Industry Development Strategy

Measuring our progress

- Transport Industry Development Strategy Recommendations implemented

Strategy Partner with local, state and national departments and organisations to grow and expand accessible and inclusive local business.

Measuring our progress

- 2 to 3 local business development forums

Our outcome is that towns and villages in the shire are revitalised

Strategy Develop a new Strategic Land Use Plan for the shire

Measuring our progress

- New Strategic Land Use Plan
- Implementation of Economic Development and Social Plan

Strategy Implement inclusive and accessible Small Town Revitalisation Initiatives for all villages and towns as part of the Master Planning Process

Measuring our progress

- STRIVE implemented
- Community Charter approved

Strategy Develop a New Resident Attraction Strategy for GHS & expand new residential estates

Measuring our progress

- Population growth
- Increased number of new housing approvals

Our outcome is increased number of visitors enjoy our shire

Strategy Maintain membership of regional tourism organisations that add value

Measuring our progress

- Tourism operators participate in leadership programs
- Increased number of bookings

Strategy Develop a local tourism operator forum and strategy

Measuring our progress

- Local operator forum established
- GHS Visitor Experience Plan implemented

Growth & Sustainability

Council Role

Specific activities Council will undertake to achieve these objectives and goals are listed in its Delivery Program and Operational Plan

Community Role

- Shop locally
- Obtain a copy of the GHS Business Directory
- Read the GHS Economic Development and Social Plan
- Get involved in Small Town Revitalisation Initiative (STRIVE) Projects
- Participate in Council's community and business consultations
- Participate in tourism events
- Enjoy local entertainment options
- Pursue and promote learning opportunities
- Create opportunities for apprentices, trainees and work experience
- Use Council facilities
- Know what to do in an emergency
- Be active in commenting on new developments
- Visit local tourist attractions
- Embrace new industries and businesses

Who are our partners?

Council has a responsibility to work with a number of partners and to advocate to other levels of government on behalf of the community. Potential partners in achieving this objective will include Federal and State Government agencies, service providers and community groups such as:

- Australian Government Department of Employment
- Community Committees
- Community Development Committees and Community Forums
- Department of Education and Communities
- Department of Industry, Innovation and Science
- Department of Planning
- Destination NSW
- Destination Riverina Murray
- Local industry
- Local transport operators
- Murray Regional Tourism Board
- NSW Business Chamber
- NSW Department of Premier and Cabinet – Trade & Investment
- NSW Small Business Commissioner
- NSW Regional Departments
- Office of Local Government
- Regional Development Australia
- Riverina Murray Business Enterprise Centre
- Riverina Eastern Regional Organisation of Councils
- TAFE NSW Riverina Institute



Community Strategic Plan

Live A Greater Life



Good infrastructure & facilities

Good infrastructure & facilities

Objective: Our development and maintenance is sustainable, environmentally responsible, accessible and enjoyed by our community

Premier's Priorities: Building infrastructure, Keeping our environment clean, Reducing violent crime, Reducing adult re-offending, Reducing road fatalities, Reducing domestic violence

Our outcome is that infrastructure and facilities meet the needs of our communities

Strategy Develop and implement five-yearly Asset Management Strategy and Plans

Measuring our progress

- Assets are reviewed on a 5 year cycle

Strategy Engage the community to develop Recreation Plans describing accessible and age friendly public facilities in our spaces and places

- > **Parks Playgrounds and Reserves**
- > **Public Toilets**
- > **Sporting Fields**
- > **Swimming Pools**
- > **Public Halls**

Measuring our progress

- Completion and implementation of a Recreation Plan in consultation with community
- Improved community satisfaction
- Special needs groups are involved in planning and design

Strategy Affordable, accessible housing supports the needs of the community

Measuring our progress

- Maintain social housing

Strategy Engage the community in a 10 Year Roads Strategy Plan

Measuring our progress

- Improve community satisfaction with our road network
- KMs of road resealed
- KMs of unsealed road gravel resheeted
- 10 Yrs Capital Works Program Implemented

Strategy Improve streetscapes of our towns and villages

Measuring our progress

- Increased Community Satisfaction
- Streetscape improvements included in annual budget

Strategy Expand waste water strategies into villages

Measuring our progress

- Design and costings estimated for villages (waste water treatment systems)

Strategy Develop a Storm Water Capital Works Program

Measuring our progress

- Storm Water Capital Works Program is developed and implemented

Good infrastructure & facilities

Objective: Our development and maintenance is sustainable, environmentally responsible, accessible and enjoyed by our community

Premier's Priorities: Building infrastructure, Keeping our environment clean, Reducing violent crime, Reducing adult re-offending, Reducing road fatalities, Reducing domestic violence

Our outcome is that infrastructure and facilities meet the needs of our communities

Strategy Mitigate against natural disasters (Flood and Bushfire Management)

Measuring our progress

- Flood Plain Risk Management Plan Implemented
- Bushfire Risk Management Plan Implemented

Our outcome is that our natural and built environments are protected and enjoyed by our communities

Strategy Sustain partnerships to preserve and promote the value of the natural environment.

Measuring our progress

- Projects are funded and partnerships maintained

Our outcome is that we minimise the impact on the environment

Strategy Waste Management Strategy incorporates recycling and carbon reduction actions

Measuring our progress

- 2018 -2022 Waste Management Strategy

Strategy On-site Sewerage Management systems are environmentally sustainable

Measuring our progress

- Implementation of the On-site Sewerage Management Plan

Strategy Best practice waste water management

Measuring our progress

- % Compliance with best practice framework

Strategy Best practice weed management

Measuring our progress

- Weed risk assessment and management plan implemented

Strategy Drive energy efficiency with implementation of renewable and efficient assets and resources

Measuring our progress

- % reduction in energy/fuel/power consumption
- Participate in REROC energy saving initiatives

Good infrastructure & facilities

Objective: Our development and maintenance is sustainable, environmentally responsible, accessible and enjoyed by our community

Premier's Priorities: Building infrastructure, Keeping our environment clean, Reducing violent crime, Reducing adult re-offending, Reducing road fatalities, Reducing domestic violence

Our outcome is that we minimise the impact on the environment

Strategy Manage water resources and water quality responsibly

Measuring our progress

- Deliver annual water saving promotion.
- Improved water supply performance
- % Compliance with best practice framework
- Number of water quality complaints below the State median
- Typical Residential Bill below the state median
- increase % of waste water recycled and re-used

Strategy Manage and protect significant environmental assets across the shire

Measuring our progress

- Roadside Vegetation Management Plan developed and implemented
- Support for Wirraminna and local Landcare groups maintained

Good infrastructure and facilities

Council Role

Specific activities Council will undertake to achieve these objectives and goals are listed in its Delivery Program and Operational Plan

Community Role

- Be active in commenting on new development
- Reduce, reuse and recycle
- Use water thoughtfully
- Choose energy efficient appliances and vehicles
- Be responsible in the disposal of waste
- Get involved in activities that assist to protect the environment
- Report illegal dumping
- Develop a bush fire survival plan
- Volunteer for emergency services
- Volunteer for community clean up campaigns

Who are our partners?

Council has a responsibility to work with a number of partners and to advocate to other levels of government on behalf of the community. Potential partners in achieving this objective will include Federal and State Government agencies, service providers and community groups such as:

- Albury City Council
- Committees of Council
- Department of Primary Industries
- Environmental Protection Authority
- Landcare
- Local environmental organisations and groups - Wirraminna Environmental Education Centre
- Murray Local Land Services
- NSW Rural Fire Service
- Office of Environment and Heritage
- Riverina Eastern Organisation of Councils
- Riverina Water County Council
- Roads and Maritime Services
- State Emergency Services

Abbreviations

ARTC	Australian Rail Track Corporation
ABS	Australian Bureau of Statistics
CET	Community Engagement Toolkit
CH&W Plan	Community Health and Wellbeing Plan
CT	Community Transport
DIAP	Disability Inclusion Action Plan
DPI	Department of Primary Industries
ED&S Plan	Economic Development and Social Plan
EPA	NSW Environmental Protection Authority
FTE	Full time equivalent
GHSC	Greater Hume Shire Council
GHS	Greater Hume Shire
LEP	Local Environmental Plan
LG	Local Government
LLS	Local Land Services
Mgt	Management
MRT	Murray Riverina Tourism
PwD	People with Disability
RDA (Murray)	Regional Development Australia (Murray)
REROC	Riverina Eastern Organisation of Councils
RFS	NSW Rural Fire Service
RMS	Roads and Maritime Services
SES	State Emergency Services
VEP	Visitor Experience Plan

CSP Baseline Data

The following base line measures will be used against each Outcome in conjunction with the Performance Measures described in the Plan.

Data Sources

1. Community Survey (every 2 years)
2. Australian Bureau of Statistics (every 5 years)
3. NSW Bureau of Crime Statistics and Research (every 2 years)
4. NSW Health Statistics (approximately 3-4 yearly)
5. NSW Planning and Environment

Theme: Leadership and communication	Measure/s	Baseline	Data Source
Objective We lead a vibrant, connected and inclusive community			
Outcomes for Theme 1			
Leadership and advocacy is demonstrated and encouraged in our communities	Council leadership and advocacy Council responsiveness to community needs	3.47 ¹ 3.30	1
There is open and two way communication both with communities and within our communities, the community is consulted on decisions that effect them and consultation processes are inclusive.	Consulting with the community Informing the community of council decisions	3.42 3.56	1
Residents feel a sense of belonging, are able to reach their potential, work productively, and there is a sense of mutual respect, inclusiveness, ownership and pride in their community	Sense of belonging Pride in the community Customer service provided to residents by Council staff	20% ² 4.19 (82.6%) 3.85	

¹ IRIS Research (2016) Greater Hume Shire Council Community Survey expressed as a mean score, the averaged rating describing the overall agreement, importance or satisfaction rating (Range: 1-5)

² IRIS Research (2016) Greater Hume Shire Council Community Survey 20.1% of residents stated they liked the community spirit and sense of belonging that exists in the Greater Hume Shire

Theme: Healthy lifestyle	Measure/s	Baseline	Data Source
Objective: We create healthy, inclusive and resilient communities, acknowledge our volunteers and value our youth.			
Outcomes for Theme 2			
Welcoming, resilient and involved communities	Population Population profile (Ethnicity)	10,258 (ABS 2015) 6% (ABS 2011)	2
We have the services to promote and deliver health and wellbeing for all ages	Provision of service and facilities for older people Provision of services and facilities for youth Provision of library services Youth satisfaction (18-24 yrs) pg56 Population <24 yrs Updated GHSC Area Health Profile	3.75 3.06 4.02 2.96 31.6% (ABS 2011) Health & Wellbeing Plan 2015	1 2 4
Volunteering is inclusive, well acknowledged and supported	% of population that volunteer	26% (ABS 2011)	2
Residents feel safe	Provision of footpaths and walking paths Safety: Existing Residents, New Residents Crime Trends http://bocd.lawlink.nsw.gov.au/bocd/cmd/crimetrends/DateInput	3.38 1.8% 2.2%	1 3
Theme: Growth and Sustainability	Measure/s	Baseline	Data Source
Objective: We are revitalising our communities, welcoming visitors, growing our economy and promoting the lifestyle, culture and heritage offered in our communities			
Outcomes for Theme 3			
We have prosperous and diverse local businesses and a growing economy	Promoting economic development SEIFA Socio-economic Indices for Areas Median weekly household income Median monthly mortgage repayments Median weekly rent Town planning and timely processing of building applications Benchmark against other councils	3.36 989 (ABS 2011) \$1181 (ABS 2011) \$1200 (ABS 2011) \$150/wk (ABS 2011) 3.47	1 2

Theme: Growth and Sustainability	Measure/s	Baseline	Data Source
Outcomes for Theme 3			
Our towns and villages are revitalised	Appearance of towns and villages Liveability Rural lifestyle: Existing residents Rural lifestyle: New residents Relocate to GHS for work Affordability: Existing residents Affordability: New residents	3.71 4.20 (80.1%) 31.7% (reason for living here) 24.4% (reason for relocating) 22.5% (of new residents) 10% 11%	1
Theme: Growth and Sustainability	Measure/s	Baseline	Data Source
Objective: We are revitalising our communities, welcoming visitors, growing our economy and promoting the lifestyle, culture and heritage offered in our communities			
Outcomes for Theme 3			
Increased number of visitors enjoy our Shire	Promotion of tourism Food safety in local eateries and restaurants Protection of heritage values and buildings Maintenance of public toilets	3.43 3.90 3.78 3.68	1
Theme: Good infrastructure and facilities	Measure/s	Baseline	Data Source
Objective: Our development and maintenance is sustainable, accessible, environmentally responsible and enjoyed by our community			
Outcomes for Theme 4			
Infrastructure and facilities meet the needs of our communities	Maintaining town roads Maintaining sealed rural roads Maintaining unsealed rural roads kms of Road Resealed kms of Unsealed Roads	3.19 3.04 2.74	1
Our natural and built environments are protected and enjoyed by our communities	Provision and maintenance of parks, playgrounds and reserves Provision and maintenance of public swimming pools Provision and maintenance of sporting fields Protection of wetlands, natural environment and wildlife	3.91 3.78 3.87 3.76	1
We minimise the impact on the environment	Waste collection Noxious weeds management and control on public land	4.01 3.06	1