

**MINUTES OF THE ORDINARY MEETING OF GREATER HUME SHIRE COUNCIL
HELD AT THE CULCAIRN COUNCIL CHAMBERS, BALFOUR STREET, CULCAIRN
AT 4.30 PM ON WEDNESDAY, 20 FEBRUARY 2013**

9. STREET NUMBERING AT GEROGERY

3327 RESOLVED [Quinn/Schoff]

That:

1. Council adopt the Gerogery street numbering proposal as detailed in **ANNEXURE 5**,
2. correspondence be forwarded to each landowner advising of the street numbering in Gerogery and encourage its use.

CORPORATE AND COMMUNITY SERVICES

Item 1 dealt with earlier in the meeting.

2. INTEGRATED PLANNING & REPORTING REVIEW

3328 RESOLVED [Osborne/McInerney]

That the Greater Hume Shire Council Community Strategic Plan as amended be adopted.

Cr Quinn requested that his opposition to the motion be recorded.

3. FINANCIAL INVESTMENTS

Report prepared by Director Corporate & Community Services – David Smith

COUNCILLOR OSBORNE MADE A DECLARATION OF A NON PECUNIARY INTEREST IN THE MATTER NOW BEFORE THE COUNCIL AND LEFT THE CHAMBER AT 6.320PM PURSUANT TO SECTION 45(1) OF THE LOCAL GOVERNMENT ACT 1993 AND TOOK NO PART IN THE DISCUSSION ON THE MATTER. THE REASON BEING IS THAT COUNCILLOR OSBORNE IS A DIRECTOR OF THE FINANCIAL INSTITUTION WHICH IS LISTED IN THE REPORT.

3329 MOTION [McInerney/Meyer]

That Council's Investment Policy be amended as follows:

Section 1 (d) Maximise earnings from authorised investments and ensure the security of Council funds by diversifying deposits across the major banks whilst also maintaining a level of support for banks/financial institutions located with Greater Hume Shire.

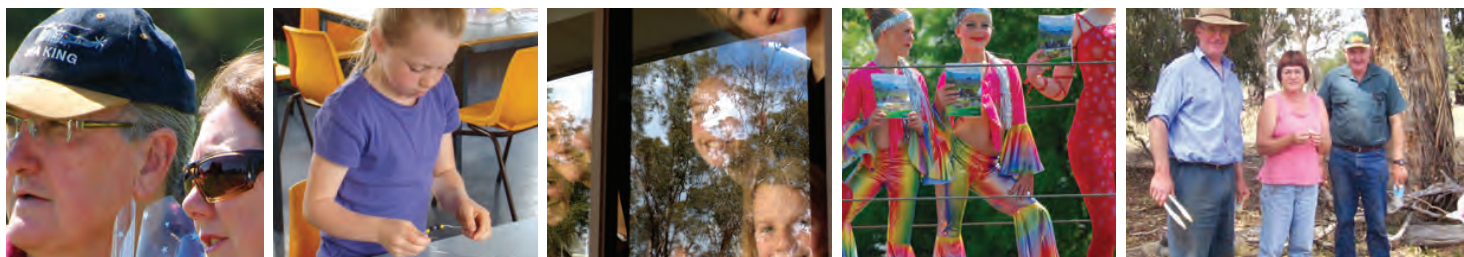
*Close your eyes and think about what you were doing in 1990
A lot has happened in that short period
Then think about what could happen in the next 20 years
– to the year 2030
Seems a long time away doesn't it?
But it's not*



Greater Hume Shire
simply greater

Community Strategic Plan

Greater Hume 2030



Foreword

With great pleasure, we invite your review and comment on this document, *Greater Hume 2030*. This is the Greater Hume community's draft Community Strategic Plan for the next 20 years. To succeed, it needs your involvement and input.

Many residents have already played a key part in getting the Plan to this point. During August and September 2010, more than 200 people throughout the Shire participated in workshops conducted as part of the consultation for *Greater Hume 2030*.

The draft Plan outlines changes you have said you would like to see by the year 2030 and, just as importantly, what you do NOT want to see occur over the next 20 years. The community engagement was successful in identifying numerous opportunities, challenges and common priorities, grouped together into the key themes of:

- Community leadership focussing on ***"simply greater ideas by our great people"***
- Social issues related to sustaining ***"a simply greater place to live"***
- Economic issues related to achieving ***"a simply greater place to work"***
- Environmental issues related to becoming ***"simply greater natural surroundings"***.

Please let us know your views on the directions proposed. All submissions will be considered and changes to the Plan made on the basis of your feedback. Council's Delivery Program (4 years) and Operational Plan (1 year) will seek to deliver as much as possible of the adopted Community Strategic Plan.

Cr Heather Wilton,
Mayor

Cr Doug Meyer,
Deputy Mayor

Cr Karen Schoff

Cr Stuart Heriot

Cr Tony Quinn

Cr John McInerney

Cr Jenny O'Neill

Cr Annette Schilg

Cr Denise Osborne

An Introduction to Greater Hume Shire

SECTION SUMMARY: Greater Hume Shire has the “best of both worlds”. The population has access to city services and facilities whilst living in a country environment.

Our location has assisted the development of our economy which will be influenced by a number of factors.

Greater Hume Shire services the:

- surrounding productive rural industries; as well as
- traffic on route to and from Albury, Wodonga, Wagga Wagga, Sydney, Canberra and Melbourne.

It has already been identified that our economy can be further enhanced by attracting more customers, visitors and workers from these cities. Yet, unless managed appropriately, the finalisation of the bypasses could adversely affect the local economy.

To retain what we have, we must plan for our future.

This is the most extensive consultation of Greater Hume Shire residents in its short history to plan our long-term sustainability. Its aim has been to decide where we want to head and what we want to leave as a legacy for future generations. What is the future we want to create for our children and grandchildren?

To do that, we need to reach a consensus on a vision for that future as well as the values that will be important for us to retain.

Greater Hume Shire is located in southern New South Wales, bordering with Victoria and the local government areas of Wagga Wagga, Urana, Lockhart, Corowa, Tumbarumba and Albury. It is ideally linked by highway with Canberra, Sydney and Melbourne and covers an area of 5,929km². It is roughly rectangular in shape, approximately 110km from east to west and 60km north to south. There are several major settlements - Culcairn, Henty, Holbrook, Jindera, and Walla Walla - with smaller settlements in Brocklesby, Burrumbuttock, Gerogery, Gerogery West, Morven, Walbundrie, and Woomargama.

The towns and villages play two key roles - to service the productive rural industries in surrounding districts, involving wool, wheat and other grains, lucerne, fat cattle and sheep, and secondly, due to the Hume, Riverina and Olympic highways passing through the shire, servicing the traffic that comes down the major roads, on route to and from Albury, Wodonga, Wagga Wagga, Sydney, Canberra and Melbourne¹.

Being a relatively new Shire, proclaimed on 26th May 2004, the community already has a short but proud history of working together to manage a number of opportunities and challenges.

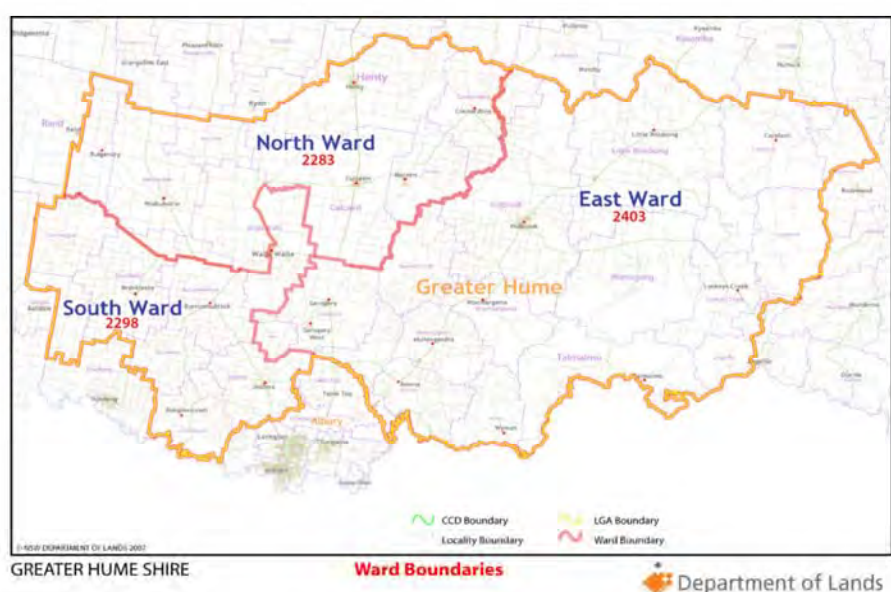
There will be continued opportunities to grow the Shire population because of its location. Albury / Wodonga and Wagga Wagga have a major influence on the Shire through employment, goods and services. There are a growing number of residents of Greater Hume who work in Wagga Wagga or Albury / Wodonga, but enjoy the relatively more affordable lifestyle in the Shire.

¹ IRIS Research, 2008, *Greater Hume Shire Economic Development & Social Plan*; Greater Hume Shire Council, *Management Plan 2010 – 2013*; www.greaterhume.nsw.gov.au

This is reflected in the Shire being ranked the regional area with the best quality of life in Australia and the 10th best local government area, from a quality of life perspective, in NSW².

Yet, the works that have commenced on the Holbrook and Woomargama bypasses could prove to be challenging for the Shire. These developments are expected to have both positive and negative effects. They will reduce commuting time from Albury and Wodonga, and as a result will attract development for Holbrook and Woomargama. Furthermore, the duplication works as well as construction of internal bypasses have reduced the travel time from Albury and Wodonga to places like Culcairn, Gerogery, Henty and Walla Walla. On the other hand, if appropriate measures are not undertaken, the various road changes may reduce stop over and impulse tourism to the region from commuters travelling on the Hume Highway.

Figure 1. Our Location (Greater Hume Shire Council Management Plan, 2010)



² BankWest, 2008, *Quality of Life Index*.

Our Vision and Values

Participants at community workshops described their aspirations for the next 20 years. They were also asked to nominate the “great” features of living in Greater Hume Shire. The following draft vision and community values emerged:

Vision Statement:

Living in an idyllic rural landscape that sets us apart, we draw on our passion and location to maintain a model community for people of all ages whilst building an economy that abounds with opportunities.

A number of key aspects are being sought in the vision statement; namely:

Draw on our passion – we cannot afford to expect someone else to always work on our behalf to achieve all that we seek; we must draw on the passion we have for our community and each other and be involved.

Develop and maintain a model community for people of all ages – if we work together, we can develop and maintain a community that looks after our people as well as our farmland and natural beauty. We can be a community that others aspire to be like.

An economy that abounds with opportunities –we must be proactive in taking advantage of our location, particularly near Albury / Wodonga and to a lesser extent Wagga Wagga, to grow an economy that is diverse and offers our community the chance to build a career *here*.

Our Community Values

A country lifestyle: residents are committed to retaining an environment known for its scenery and spaciousness, where the hills, pasture and crops and natural bushland combine to create a relaxing and tranquil way of life.

A caring community: there is a deep appreciation that we have a Shire that is a great place to raise a family. This is only possible because of our friendliness and consideration for each other. And whilst each village and town has its own identity, there is nevertheless a sense of belonging throughout the Shire.

A volunteering mentality: our passion for the community is exemplified by our “can-do” spirit; traditionally, we have fought for what we want, rather than relying on layers of government to always provide.

An affordable but high quality of life: our country lifestyle does not constrain us from being close to excellent schools, health and aged care services, sporting and recreational facilities, shops and museums. This is available without having the higher costs of city living.

The Process of Developing our Community Strategic Plan

SECTION SUMMARY: if we are to retain and build upon what we value over the long-term, we must also build on and utilise the extensive planning documents that we have, creating an integrated management approach to the issues that impact upon the community.

The Council has been proactive in its plan development

Yet, community issues do not exist in isolation from one another

Councils are now working with their communities to develop an integrated long-term plan.

In its short history, Greater Hume Shire Council has had a proud record of community involvement in planning for the future. The Council has developed a number of plans that consider how to manage social, economic and environmental issues.

Whilst individual plans may focus specifically on either social, economic or environmental issues, those issues that impact upon a community interact with one another. There is the potential for such interactions to be overlooked by our current plans.

The Community Strategic Plan integrates civic leadership, social, economic and environmental issues specific to a Shire.

Extensive community input through community workshops and interviews informed the development of the draft Community Strategic Plan and the draft Plan has been developed and based on two sets of guiding principles – social justice and sustainability.

Previous Community Planning And The Way Forward

Greater Hume Shire Council has had a proud record of community involvement in planning for the future. Under the previous State planning requirements, the Council was proactive in seeking community input in to the development of the following documents:

- Management Plan 2010 - 2013;
- Economic Development and Social Plan 2008
- State of the Environment Report 2008; and
- Local Environmental Plan.

Yet, as is the nature with such documents, the issues within each are considered and then managed in isolation from each other. Hence, economic development may not consider the environment, for example. This is not how issues are in practice.

As a result of legislation enacted in October 2009, all New South Wales local councils are required by the *Local Government Act* to develop a Community Strategic Plan.

The plan must:

- have a long-term focus, with a minimum of 10 years
- address the key issues of social, environmental and economic sustainability as well as civic leadership
- be delivered as a partnership between Council, state agencies, community groups and individual
- consider the State Plan and any relevant State or regional draft plans and strategies
- have regard for an adopted community engagement strategy, showing how the Council will communicate with and consult its community to develop a draft plan
- provide for a resourcing strategy that describes how community assets will be used for the future, how the Council workforce will be managed to deliver up the desired plan outcomes and a financial plan to spell out how aspects of the plan will be funded
- give consideration to the expected levels of service expressed by the community;
- include a community vision statement, strategic objectives and strategies for achieving the objectives
- identify assessment methods for determining whether the objectives are being achieved
- outline how progress in implementing the plan will be measured and monitored
- provide for the Council to progressively report to the community on progress and achievements.

With the development of the *Greater Hume 2030* Community Strategic Plan, a new era of planning has commenced.

Community Consultation

After a Community Engagement Strategy was adopted by Council, 17 workshops were conducted throughout the Shire over the course of August and September, 2010. These workshops were facilitated by Blackadder Associates Pty Ltd, a specialist local government consultancy.

Community Workshops

- Walla Walla community workshop – 2nd August 2010
- Holbrook community workshop – 3rd August 2010
- Culcairn community workshop – 4th August 2010
- Henty community workshop – 5th August 2010
- Jindera community workshop – 10th August 2010
- Burrumbuttock community workshop – 11th August 2010

Stakeholder Workshops

- Greater Hume Shire Council Councillors workshop - 10 September 2010
- Greater Hume Shire Council staff workshop - 9th September 2010
- State Government Agencies workshop – 24th November 2010
- Business community workshops:
 - 3rd August 2010 (Holbrook)
 - 4th August 2010 (Culcairn)
- Farmers' Forum – 4th August 2010
- Health and Disability Services Forum – 10th August 2010
- Natural Resources Management Interest Groups' Forum – 11th August 2010
- Sports and Recreation Clubs – 11th August 2010
- School workshops:
 - St Paul's College, Walla Walla – 10th September 2010
 - Billabong High School – 10th September 2010

Over 200 people from the Greater Hume community were involved in consultations.

Input from each of these activities directly informed the development of the Community Strategic Plan. In addition, the Plan's development was informed by the New South Wales State Plan and its strategies and actions (see **Section 5** for further detail).

Planning Principles

The draft Community Strategic Plan is based on two sets of guiding principles – social justice and sustainability.

The **social justice** principles are:

1. **Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.
2. **Access** – having fair access to services, resources and opportunities to improve quality of life.
3. **Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.
4. **Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The draft plan has also had regard for the **Melbourne Principles**. These Principles have been created to assist cities, towns or shires that wish to develop in a sustainable manner. That is, the Principles provide a strategic framework to guide users on how a sustainable locality would function. Those principles are:

1. Provide a **long-term vision** for communities based on sustainability; intergenerational, social, economic and political equity; and their individuality.
2. Achieve long-term economic and social **security**.
3. Recognise the intrinsic value of **biodiversity and natural ecosystems**, and protect and restore them.
4. Enable communities to minimise their **ecological footprint**.
5. Build on the characteristics of **ecosystems** in the development and nurturing of healthy and sustainable cities.
6. Recognise and build on the **distinctive characteristics** of towns and cities, including their human and cultural values, history and natural systems.
7. **Empower** people and encourage participation.
8. Expand and enable **cooperative networks** to work towards a common, sustainable future.
9. Promote **sustainable production and consumption**, through appropriate use of environmentally sound technologies and effective demand management.
10. Enable **continual improvement**, based on accountability, transparency and good governance.

Strategic actions taken in the future will have regard for these principles.

The Key Themes, Opportunities and Challenges for Greater Hume

SECTION SUMMARY: the community consultation identified a number of opportunities and challenges that can be grouped into four categories and which must be managed if we are to achieve our vision.

Dedicated effort by many is needed if we are to achieve our vision
Completing actions within four themes will ensure we realise our vision

We must proactively manage a number of complex leadership, social, economic and environmental opportunities and challenges identified during the community consultation.

These four themes are: *simply greater ideas by our great people*; a *simply greater place to live*; a *simply greater place to work*; and *simply greater natural surroundings*. The actions within these four themes, to be described below, will need to be executed in an incremental manner.

The workshops and interviews identified a number of important issues confronting the Shire. While many issues and challenges were raised that are of immediate interest and action, there was also a consistent identification of issues that are significant, sometimes complex. These issues require resolution over time to ensure the long-term wellbeing and prosperity of the Shire and are described in detail in **Table 1**.

The suggestions and recommendations from the workshops to manage these issues have been converted into strategic actions covering four main themes:

- Community leadership focussing on *“simply greater ideas by our great people”*
- Social issues related to sustaining *“a simply greater place to live”*
- Economic issues related to achieving *“a simply greater place to work”*
- Environmental issues related to becoming *“simply greater natural surroundings”*.

For the sake of clarity, this Plan has been developed to address 13 outcomes identified in the workshops, under which the numerous strategic actions fall (**Figure 2**). Yet, on the whole, outcomes cannot be categorised specifically under one of these four themes; instead, many of the thirteen outcomes straddle more than one theme with some covering all four themes.

Our development of strategic actions for the Community Strategic Plan has to be in the context that some initiatives will take up to 20 years to bring to fruition. So, we should not be afraid of developing strategic initiatives in a staged approach that have a long-term payback.

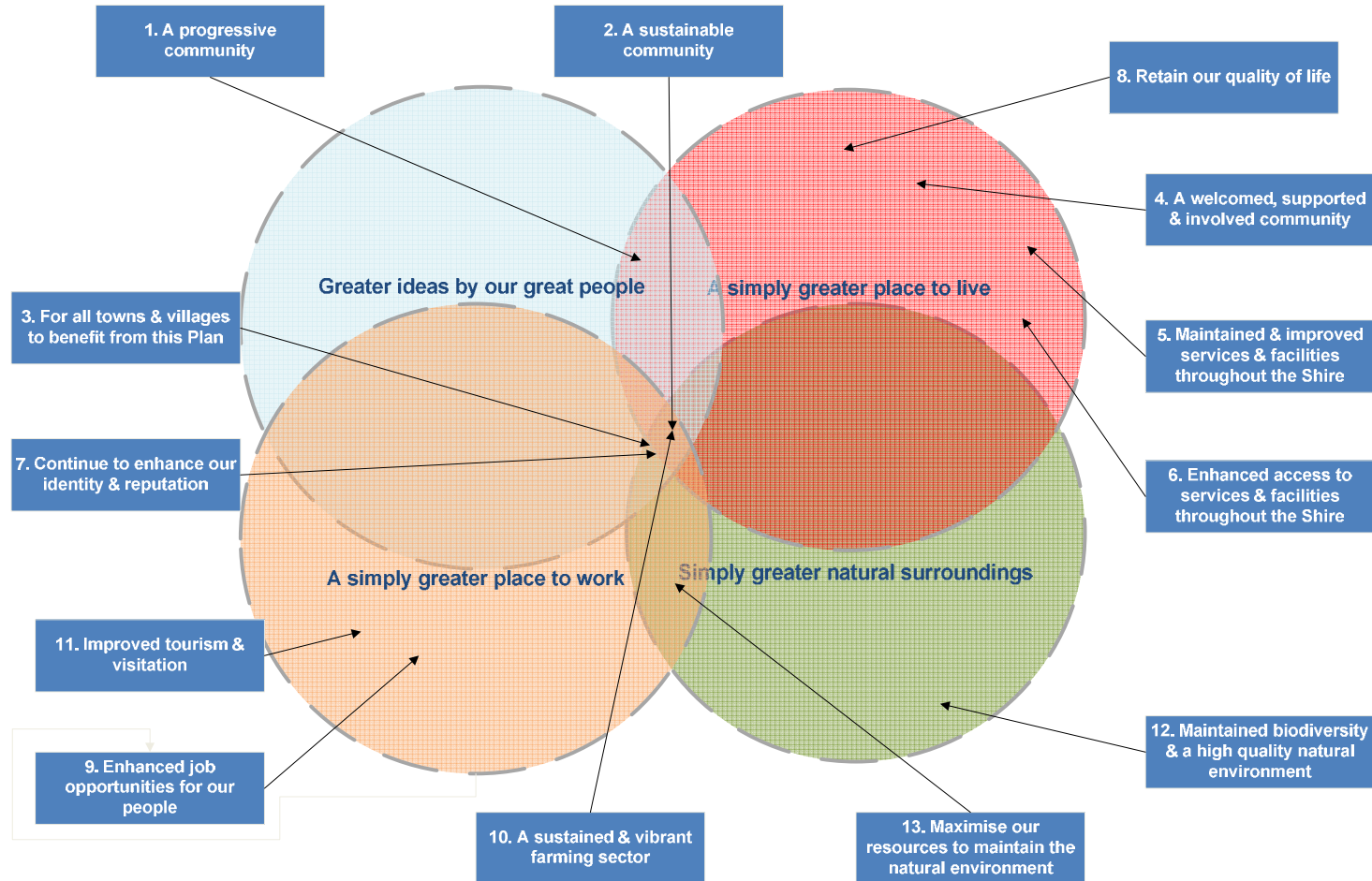
Table 1. The key issues and expected service levels raised during consultation with the community. NB: the numbers referred to in the “Outcomes Sought” column correspond to the numbers allocated to individual outcomes in **Figure 1**.

What You Said	Opportunities and Challenges	Outcomes Sought
<u>Greater ideas by our great people:</u> as we aspire to grow our population sustainably, we must also consider how a shortage of future leaders, water security and a lack of government funding could impact upon delivery of our vision.		
We have great values and a great identity which we must retain as we aspire to grow our population.	As a community, we have identified that there are significant socio-economic benefits to growing our population. Yet, we would want to retain our values; it is important for us to continue to support one another and maintain our pride in Greater Hume.	4, 7, 8, 10
There are many unpaid leaders within the wider community who role model the values we hold dear.	Their efforts underpin so much of what countless community groups provide to our lives. They do it because of their passion to contribute and because we cannot expect layers of government to provide all that we want.	1
Yet, many of our community leaders are also older members of the community.	They cannot be expected to continue taking the lead for our community groups, enriching the quality of our lives in the meantime. There is concern that there is no succession apparent in our younger people.	1
Decision making and community participation can be improved.	Those who participated in the consultation leading to the preparation of the CSP expressed a belief that there was a degree of apathy within the community; there is an expectation that individual community leaders will take care of numerous issues rather than us making an effort. Similarly, we are not taking an interest in decision making at Council, which impacts upon us and our communities. Council must do more to make this happen.	1, 5
Water supply and climate change are a notable risk to be managed.	Even though water supply appears to be secure in some parts of the Shire, and rainfall in the latter part of 2010 has been significant, many of our people, our farmers, have struggled through many years of drought. Water supply and changing climate are important economic, social and environmental risks that must be managed.	2
There is much good that can come out of this CSP but we are constrained by limited funding.	So many aspirations that we have could be fulfilled over the next two decades. Yet, we are currently constrained by a lack of government funding.	2

What You Said	Opportunities and Challenges	Outcomes Sought
<u>A Greater Place to Live:</u> Greater Hume is already a great place to live because of our caring nature and the great services and facilities available in the nearby cities. Yet, our quality of life could be improved particularly as access to these services and facilities is limited and we are losing our younger people.		
We are there for each other.	A significant strength for us is that we have close knit communities and people who care. We support one another and are there for each other in difficult times	3, 4, 6, 7, 8, 10
Our ideal location means that excellent services and facilities are only a short distance away.	Our location presents many advantages particularly with respect to the provision of excellent services and facilities in the nearby cities of Albury / Wodonga and Wagga Wagga or throughout the Shire, itself. These include excellent health care, entertainment and education.	5
Yet, for many of us, there is no access available to these services and facilities.	The lack of a public transport network places significant constraints on the independence and quality of life particularly for younger and older people within the Shire. Council must play a greater role in the delivery of this service.	6
Our younger people have a shortage of services.	Similarly, there is a shortage of services to help our young people. Many within the Shire feel that there is not enough entertainment nor "real life" education.	4, 5, 6, 7
Our population is ageing and we are losing our young people.	Our community leaders' ageing is symptomatic of our wider population ageing. The social, economic and environmental impact of this is exacerbated by the trend to losing our younger people to larger cities in a bid to find more work opportunities or even entertainment and activities.	4, 5, 6, 7, 9, 10, 11
There is a shortage of activities and entertainment close by.	Whilst we are fortunate to have excellent entertainment facilities and activities in Albury / Wodonga and Wagga Wagga, it would be appealing to have some facilities and events or activities closer to home. This is not just an issue for younger people, but for community members of all ages. Council must play a greater role in the delivery of this service.	5
<u>A Greater Place to Work:</u> The location of our Shire presents significant potential to grow our economy. This is vital to retain our younger people, support our farmers and mitigate the impacts of the bypasses		
Our location presents opportunities to build our economy.	Being located near Albury and, to a lesser extent, Wagga presents significant economic opportunities with the potential for us to increase employment and career pathways locally as well as within these cities	9, 10, 11
More jobs are needed to retain our younger people and attract a larger population.	To retain our younger people as well as attract people from outside the Shire to make Greater Hume home, we must draw on our location and other strengths in order to develop the economy and create more jobs. Council must play a greater facilitation role in creating jobs.	9, 10, 11
Our farmers need support.	An ageing workforce, drought and world commodity prices have contributed significant pressures to our farmers. This has made life on the land extremely difficult.	10

What You Said	Opportunities and Challenges	Outcomes Sought
The highway bypasses present both opportunities and challenges to our economy	We must be proactive in mitigating any impacts associated with the construction of the bypasses of Holbrook and Woomargama and make the most of any opportunities.	3, 9, 10, 11
Our location presents opportunities to build tourism	Our location between so many major cities provides opportunities for us to build our tourism sector, based on all that is unique about our Shire. Furthermore, the creation of activities and events will contribute not only to the enjoyment of our community, but also attract visitors.	5, 7, 11
The business, and wider, communities need improved infrastructure capacity	It is expected that our infrastructure would not have the capacity to effectively support large-scale economic growth	3
<u>Greater Natural Surroundings:</u> if we are to continue being blessed with beautiful natural surroundings, rich in native plants and animals, we must deal with the apathy towards the protection of the natural environment that is present within some members of the community		
We are blessed by a stunning rural landscape despite being located near the cities	We live in a beautiful part of the world. There are scenic hills and pastures and large remnants of quality natural bushland. Biodiversity within the Shire is considered to still be high and we have national parks and wetlands close by.	12, 13
The efforts of some of our leaders is responsible for the existence of Wirraminna	We are justly proud of Wirraminna Environmental Education Centre. Not only is it a magnificent centre that provides educational resources for community members, but it is known far beyond our Shire's boundaries, positively contributing to our reputation.	12, 13
Yet, we are challenged to engage some private landholders and end the apathy	There is a belief that some private landholders are apathetic towards maintaining our environment and are possibly unaware of how easily they could contribute to the protection of our surroundings.	13
The impacts on our environment are substantial	Apathy within the community, if it continues to go unabated, will present significant negative impacts upon the environment. This would also adversely influence our local economy and the community, itself.	12

Figure 1. The 13 outcomes identified and the four themes they cover



01 The Plan

The Outcome We Seek Is: Outcome 1. A progressive community				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
1.1 To improve community participation in decision making	1.1.1 Improve community attendance at council meetings and provide greater contact with local councillors	Community	Council	Ongoing
	1.1.2 Instigate improved communication methods to facilitate discussion on the major issues covered within this Plan	Council	Community	2013 - 2014
	1.1.3 Provide Councillors with facilities and support (including training) to ensure their ongoing professional development	RAMROC; REROC	LGSA	Ongoing
	1.1.4 Proactively use the Shire's media to ensure that challenges and opportunities that the Shire must contend with are fully disclosed to the community	Council	Community	Ongoing
1.2 To ensure that we have a succession of volunteers to enable our "can do attitude" and care of the community to continue	1.2.1 Use the Shire's media to encourage newcomers and groups to become involved in volunteering within the Shire (eg run a "Say no to apathy" campaign for parents or all adults)	Council	Community groups	2012 – 2016 and then ongoing
	1.2.2 Provide a personal invitation to younger people to join community groups	Community groups	Council; churches	Ongoing; every 6 months
	1.2.3 Use the Shire's media to notify residents of current and future community projects run by volunteers, encouraging people of any skills level to become involved	Community groups	Council; churches	Ongoing
	1.2.4 Schools to assist in the community, for example, through helping in nursing homes and rehabilitation centres	Local schools	Council	2013 – 2014 and then ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
1.3 To enhance the opportunities for volunteering groups to receive maximum funding possible	1.3.1 Community groups to receive advanced notification of funding opportunities from all sectors	Council		Ongoing
	1.3.2 Increase opportunities for community project funding, ensure potential projects are well planned and plans are well advanced and regularly updated.	Community groups	Council	Ongoing
	1.3.3 Increase grant application writing capability through holding training for community groups	Council	Community groups	2014 – 2015 and then every two years as a refresher
	1.3.4 Make Council staff available to support and advise on the preparation of grant applications.	Council	Community groups	Ongoing
1.4 To improve leadership capability within the Shire	1.4.1 Community Development Officer position to be responsible for facilitating capacity building within community groups and engaging and identifying training and funding opportunities.	Council		2013 – 2014 and ongoing
	1.4.2 Investigate opportunities for school children to learn about leadership, its importance and how they can get involved	Local school	Council; churches; community groups; GHAS	2013 - 2017
	1.4.3 Provide training and mentoring opportunities to our younger leaders. Ensure that training and mentoring is relevant to an individual's business or circumstances	Council	Community groups; churches; GHAS	2013 - 2017
	1.4.4 Improve leadership in community groups to facilitate greater accountability from community groups who manage Shire-owned assets	Community groups	Council; churches	2013 - 2017
	1.4.5 Recognise leaders and their efforts in the media; encourage others within the community to take up leadership roles	Community groups	Council; churches	Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
1.5 To provide opportunities to the community to continually learn	1.5.1 Investigate feasibility of developing additional libraries within the Shire or improving access to library facilities and information services	Council	Regional library services; NSW State Library	2013 - 2017
	1.5.2. Provide enhanced information on current mobile library services and when service is available in each town and village	Council		Ongoing
	1.5.3 Provide free wireless internet access at public locations (such as library) in each village and town	Council		–Ongoing
	1.5.4 Liaise with Transport NSW to investigate opportunities to improve public transport access to training centres in Albury/Wodonga and Wagga Wagga.	Council	Local transport providers	Ongoing
	1.5.5 Liaise with education and training providers on the possibility of running vocational courses within the Shire.	Council	RTOs	Ongoing
	1.5.6 Liaise with regional School Based Trainee Coordinator to ensure linkages and pathways exist with further education and training providers (eg TAFE, university).	Council NSW Department of Education & Training		2013 - 2014

The Outcome We Seek Is: Outcome 2. A sustainable community				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
2.1 To attract new residents to the Shire	2.1.1 Continue with the Shire's Image Strategy, ensuring that a promotion plan is created that guides any advertising,	Council	Local business groups; Trade & Investment NSW	2013 - 2017
	2.1.2 Design and distribute a brochure in Albury / Wodonga highlighting the housing affordability, available services & facilities, easy commute and 'tree-change' characteristics of the Shire.	Council	Local business groups	2013 – 2014 and then ongoing
	2.1.3 Develop a program of regular media interest stories on destinations & events that highlight the community-based lifestyle in the Shire.	Council	Local business groups	Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
2.2 To manage the risk of water security and changing climate	2.2.1 Develop a water management plan describing how the Shire will continue to reduce water consumption through time. The Plan must look into opportunities for: encouraging the uptake of water tanks, dual flush toilets, grey water usage and waterless composting toilets; increased effluent reuse on sports grounds and parks; alternative water supply opportunities such as further wastewater reuse and stormwater harvesting; Grasses that are drought tolerant that could be used on sporting fields; Educating the community on the need to conserve water and the means by which to do this; and The incentives and funding that are available to secure our supply of water	Council in its role as a member of the Strengthening Basin Communities Project	OEH	2013 – 2017 Then 2016 – 2030 for implementation
	2.2.2 Reduce the red tape involved with introducing water reuse schemes into local communities	OEH, NSW Health	Council	2013 -2014
	2.2.3 Determine capacity of groundwater aquifers for greater use	Council Riverina Water	OEH	2013 – 2014
	2.2.4 Implement strategies to reduce Council's carbon footprint	Council	OEH	2013 - 2017
	2.2.5 Lobby government to make it economically viable for individuals and businesses to move to renewable energy	Federal Government	Council; OEH	2013 - 2017

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
2.3 To attract industry and businesses	2.3.1 Implement the actions described in Outcomes 9 – 11			
2.4 To be as effective as possible with our funding constraints	2.4.1 Implement the actions to improve our grant applications as described in Section 1.3	Council	Community groups	
	2.4.2 Work with surrounding councils to identify where resources and costs can be shared	ROC	Council	Ongoing
	2.4.3 Work with surrounding councils to obtain larger grants for works that benefit each Shire	ROC	Council	Ongoing
	2.4.4 Lobby State and Federal Governments for a greater proportion of tax revenue	ROC	Federal and State Governments; Council; community	Ongoing

The Outcome We Seek Is:				
Outcome 3. For all towns and villages to benefit from this Plan				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
3.1 To improve quality of life and sustain our populations	3.1.1 Implement the actions to improve support, connection and communication as described in Section 4.2	Council	Community groups; churches	2013 – 2014 and then ongoing
	3.1.2 Implement the actions to improve access to services and facilities described in Section 6.1	Transport owners	Council	–Ongoing
	3.1.3 Implement the actions to ensure land affordability remains low as described in Section 8.2	Council	Developers; Federal & State Governments	2013 - 2017
3.2 To offer reasonable services close to home	3.2.1 Seek to attract interested businesses to supply core needs of towns and villages such as post offices, chemists, and general stores	Council	Local business groups	Ongoing
3.3 To create employment opportunities close to home	3.3.1 Investigate the feasibility of developing attractions throughout the Shire e.g. Grain Museum (from grain to bread) in Henty	Community Committees	Destination NSW; Murray Regional Tourism Association Council	2013 – 2017
3.4 To proactively manage impacts associated with the opening of the bypasses of Holbrook and Woomargama	3.4.1 Maintain clear, controlled signage based on a theme, highlighting the attractions, facilities and distance to towns and villages	Council	Local business groups	2013 - 2014
	3.4.2 Maintain generic business signage for key impulse stop-over reasons	Local businesses and business groups	Council	2013 - 2014
	3.4.3 Investigate the possibility of niche tourism marketing strategies around the characteristics of the bypassed towns (eg “the home of the big sub”).	Council	Local business groups	2013 - 2014
	3.4.4 Conduct a visitor’s survey to be distributed by local businesses (eg hotels, motels, and eateries) and the visitor centre in Holbrook to understand the needs of tourists and “passing by” visitors.	Council	Holbrook Bypass Committees	2013 - 2014
	3.4.5 In conjunction with Holbrook Bypass Committee review impact of Hume Highway bypass	Council	Holbrook Bypass Committee	Ongoing
	3.4.6 In conjunction with Woomargama Community Committee review impact of Hume Highway bypass.	Council	Woomargama Bypass Committee	Ongoing

The Outcome We Seek Is: Outcome 4. A welcomed, supported and involved community				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
4.1 To maintain a sense of community (and involve people)	4.1.1 Reintroduce welcome packs to new residents, including a local directory of community groups	Council	Community groups; churches	2013 – 2014 and then ongoing
	4.1.2 Each town and village to develop a common goal, based on the strategic actions within this CSP, to develop a sense of belonging	Each town and village	Council	2013 – 2014 and then every three years
	4.1.3 Improve communication and connection throughout the Shire (see Section 4.2)	Council	Community	
4.2 To provide support to all in a large Shire and improve communication and connection	4.2.1 Implement actions described in Section 1.1	Council	Community groups	
	4.2.2 Use events, forums and activities to encourage interaction between different towns and villages within the Shire	Council	Community groups; churches	Ongoing
	4.2.3 Improve the frequency of communicating events to the community through the use of radio, local papers, Council website, and tourist information centres	Council	Community	Ongoing
	4.2.4 Encourage the community to provide more input to newspapers and newsletters	Community	Council	Ongoing
4.3 To increase the life education that our younger people receive	4.3.1 Provide our younger people with training in the areas of: <ul style="list-style-type: none"> • Mental health • Drugs, smoking and alcohol • Racism and discrimination • Antisocial behaviour • Creative and practical skills development • Driver education • Protection of the environment, the need for recycling and climate change 	Local Schools Culcairn CDAT Council	Murrumbidgee LHD; OEK;	2013 – 2017 and then ongoing

The Outcome We Seek Is:

Outcome 5. Maintained and improved services, facilities and infrastructure throughout the Shire

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
5.1 To agree as a community on the strategic upkeep of our services and facilities	5.1.1 Determine the resources needed for maintaining and improving services and facilities through time	Council		2013 – 2014 and then ongoing
	5.1.2 Consult with the community on the resources required, as described in Section 5.1.1 , as well as proposed actions throughout Outcome 5 with the view of prioritising management of services and facilities. Document results of consultation in Shire Services & Facilities Management Plan	Council	Community	2013 - 2017
	5.1.3 Council to lobby for funding to maintain services and facilities	Council	Federal and State Governments including Trade & Investment NSW	Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
5.2 To provide and maintain safe and serviceable public facilities and infrastructure including roads, footpaths and drainage	5.2.1 Ensure that all land and building owned and controlled by Council are maintained in an appropriate manner and utilised for the designated and appropriate community purpose	Council	State agencies;	Ongoing
	5.2.2 Ensure that all aspects of Council's cemetery operations are carried out in an appropriate manner with due respect and accuracy	Council	State agencies; churches	Ongoing
	5.2.3 Establish and maintain a rolling works program to ensure public conveniences are maintained to an appropriate standard	Council		Ongoing
	5.2.4 Provide an overall system of management that allows community committees to control the facility under their care in accordance with the needs and requirements of the local community.	Council		Ongoing
	5.2.5 Ensure all urban roads within all communities are sealed or where unsealed are maintained in accordance with a system of programmed management.	Council	State agencies	2013 – 2014 and then annually
	5.2.6 Ensure that a quality rural road network is provided and maintained throughout the shire	Council	State agencies	Ongoing
	5.2.7 Ensure that a safe and adequate footpath system is provided and maintained	Council		Ongoing
	5.2.8 Provide and maintain a suitable stormwater drainage network including an adequate kerb and gutter network.	Council		Ongoing
	5.2.9 Provide an adequate system of street lighting to all developed commercial and residential areas of towns and villages	Council	Country Energy	Ongoing
	5.2.10 provide a secure and reliable water supply to the community	Council	Riverina Water NSW Office of Water	Ongoing
	5.2.11 Manage wastewater and effluent in a sustainable manner	Council	NSW Office of Water	Ongoing
	5.2.12 Coordinate and manage the ongoing maintenance and renewal of Council's plant & fleet	Council		Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
5.3 Investigate implementation of new cost effective sewerage systems where required by environmental pressures and/or community desire	5.3.1 Consult with relevant State agencies in respect of the design and funding of sewerage schemes in small villages e.g. Burrumbuttock, Gerogery and Woomargama.	Council	State agencies	2013 – 2014
5.4 To improve youth services, activities and facilities	5.4.1 Investigate the feasibility of developing a venue for our younger people to meet such as youth drop in centres	Community & church groups	State agencies; GHAS, Council	2013 - 2017
	5.4.2 Provide more activities and facilities for our younger people including: <ul style="list-style-type: none"> investigating the feasibility of a mobile skate park(s) Access to school sports facilities out of school hours Concerts and movies 	Council, Community groups, local schools	State agencies; GHAS;; churches	2013 - 2017
	5.4.3 Involve younger people in the organising youth events.	Council	Local schools and students; GHAS	Ongoing
	5.4.4 Provide access to a public transport network as described in Section 6.1	Transport owners	Council; Transport NSW	2013 - 2017
	5.4.5 Provide opportunities for youth to interact by holding an annual forum for existing youth groups to meet	Council	GHAS; Churches	2013 – 2014 and then annually
	5.4.6 Establish regular interactions between young people and councillors e.g. Council workshops involving Youth Advisory Council members.	Council		Ongoing
	5.4.7 Approach tuition providers (in music, dance, arts, sports and cultural activities) to canvass the possibility of providing outreach activities in the Shire.	Council	Tuition providers; Regional Arts NSW	Ongoing
	5.4.8 Implement actions to enhance life skills, as described in Section 4.3 , and to enhance events, as described in Section 7.1	Local Schools	GHAS; OEH; Council	2013 – 2017 and then ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
5.5 To maintain our health and aged care services	5.5.1 Maintain a forum involving Council, service providers and the community on local health and aged care and its management,	Council	Community	2013– 2014 and then ongoing
	5.5.2 Lobby government to retain and maintain our Shire's health and aged care services	Council	Council; Community; State and Federal MPs	Ongoing
	5.5.3 Proactively liaise with Murrumbidgee Local Health District and Hume Medicare Local to ensure health services and facilities that adequately address current and emerging health and lifestyle needs	Council	Murrumbidgee LHD, Hume Medicare Local	Ongoing
	5.5.4 Plan for population growth and ageing over the next 10 – 20 years: determine the strategy and resources needed to meet challenges and document in Regional Health Management Strategies	Murrumbidgee LHD, Hume Medicare Local	Council	2013 - 2017
	5.5.5 Continue developing succession plans for our general practitioners, visiting specialists and other medical practitioners. Then implement.	Hume Medicare Local	Murrumbidgee LHD; Council	2013 – 2014 and then ongoing
	5.5.6 Implement the actions to improve our Shire's appeal described within Sections 2.1, 7.1 and 8.2 to attract doctors, visiting specialists and other key health service providers	Council	Local business groups	2013 - 2017
	5.5.7 Encourage new development proposals in aged care to consider a range of accommodation, from independent living to high-care services.	Aged Care Providers	Council	2013 – 2017 and then ongoing
	5.5.8 Consider ways to encourage local youth to consider careers in the aged care industry (eg possible traineeships, school excursions).	Aged Care Providers	Local schools;; TAFE; CSU, Council	Ongoing
	5.5.9 Address mental health needs in the Shire, particularly targeting the farming sector	Murrumbidgee LHD, Hume Medicare Local	Council; churches	Ongoing
	5.5.10 Provide accessible and inclusive high quality, integrated community services that meet current and emerging needs of the community	Council	State and Federal agencies	Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
5.6 To improve the availability of policing, emergency and ambulance services within the Shire	5.6.1 Lobby Government for increased policing, emergency and ambulance presence	Council	Community; State and Federal MPs; State Government; churches	Ongoing
5.7 To improve the availability of childcare services and facilities within the Shire	5.7.1 Continue to review adequacy of existing childcare services and identify gaps in the provision of services according to the needs of local families	Council		2013 - 2014
	5.7.2 Investigate options for maximising opportunities through the use of existing buildings and early childhood service providers to achieve improved childcare services	Council; Early Childhood service providers	Churches	2013 – 2017
	5.7.3 Consider the need to obtain funding for Council to establish out of school hours service either through family day care or local schools	Council	Private childcare providers	2013 – 2014
	5.7.4 Ensure that Greater Hume Children Services remains a relevant and reliable service.	Council	Private childcare providers ; churches	Ongoing
5.8 To continue to provide the community with the schooling services they require	5.8.1 Improve schools through: <ul style="list-style-type: none"> greater involvement from parents in Parents and Citizens Association providing children with life skills (see Section 4.3) offering programs for talented students 	Department. of Education and Training	Schools; Community elders; Churches	2012 - 2016
	5.8.2 Identify incentives or programs for teachers (to remain within the Shire's schools eg local scholarships if teachers remain within the Shire for 5 years) and to younger people (to remain at school or TAFE)	Department of Education and Training	Local schools; local business groups; Federal Department. of Education, Employment and Workplace Relations	2013 – 2017 and then ongoing
	5.8.3 Provide assistance and support families who cannot afford or support education for their children	Department of Education and Training	Local schools; Federal Dept. of Education, Employment and Workplace Relations; churches	2013 – 2014 and then ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
5.9 To improve our cultural facilities	5.9.1 Implement initiatives that consider how cultural and arts activities can contribute to the community. To be documented in a Cultural Management Plan	Local museums	Council (including Grants Officer); Regional Arts NSW	2013–2030
	5.9.2 Increase the number of people participating in the arts and cultural activities through promotion of diverse activities in media	Community	Museums; Council; Murray Arts	Ongoing
5.10 To maintain our community halls	5.10.1 Review the audit of existing community halls and open spaces throughout the Shire.	Council		2013 - 2014
5.11 To maintain and improve our sports and recreation facilities	5.11.1 Implement the water efficiency actions described in Section 2.2	Council	OEH	2013 - 2017
	5.11.2 Implement the actions improving the effectiveness of grant applications as described in Section 1.3	Council	Community groups	Ongoing
	5.11.3 Undertake a survey of the community every 2-4 years to obtain feedback on the condition of facilities	Council	Local clubs; community	2013– 2014
	5.11.4 Develop a maintenance schedule, taking into consideration the results of the community survey described in Action 5.9.3-5.11.3	Council		2013 – 2017
	5.11.5 Explore grant options available through the AFL, Cricket Australia and other peak bodies	Local clubs	Council	Ongoing
	5.11.6 Continue to provide access to Council plant for use by volunteers upgrading recreation reserves	Council		2013 - 2014
	5.11.7 Encourage people to participate in sport and recreational activities by providing appropriate facilities including a network of recreational cycling and walking tracks.	Local clubs	Community	2013 – 2014 and then ongoing

The Outcome We Seek Is:				
Outcome 6. Enhanced access to services and facilities throughout the Shire				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
6.1 To create a viable public transport system for the Shire	6.1.1 Use a survey of the community to establish the demand for public transport	Transport owners	Council; Transport NSW	2013 - 2014
	6.1.2 Lobby government for funding to establish and maintain transport services	Council	Federal and State Governments	2013 - 2017
	6.1.3 When feasible, implement and maintain a public transport network	Transport owners	Council	2013 - 2030
6.2 To provide physical access to services and facilities for those less mobile within the community	6.2.1 Undertake a forum with the elderly, disabled and parents with prams to develop an Access Action Plan. Consideration should be given to prioritising shops and other services that require, for example: <ul style="list-style-type: none"> • Automatic doors; • Hand rails; • Ramps; and • Enhanced parking for the less mobile. 	Council	Shop and other building owners	Forum to be held in 2013- 2014

The Outcome We Seek Is:				
Outcome 7. Continue to enhance our identity and reputation				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
7.1 To retain our identity and cohesion	7.1.1 Conduct a "local shire-wide pride" campaign to improve internal image perceptions.	Council	Local business groups	2013 - 2017
	7.1.2 Develop a public campaign which highlights that Council is 'working' for the entire Shire.	Council		2013 - 2017
	7.1.3 Hold community events to continually create greater community identity (ie who we are) and cohesion	Community Groups	; Churches Council	Ongoing
	7.1.4 Continue to maintain a calendar of community events that take place throughout the Shire	Council	Community Groups; churches	Ongoing
7.2 To create safe communities	7.2.1 Lobby for an increase in police presence throughout the Shire as described in Section 5.4	Council	Community Groups	Ongoing
7.3 To implement best practice effective governance	7.3.1 Maintain the currency, legislative compliance and clarity of Council's Policy Manual	Council		Ongoing
	7.3.2 Implement best practice governance strategies	Council		Ongoing
	7.3.3 Maintain effective and open complaints handling processes	Council		Ongoing
	7.3.4 Monitor and manage personal and private information	Council		Ongoing
	7.3.5 Develop and implement reporting mechanisms to meet Integrated Planning & Reporting requirement	Council		Ongoing
7.4 Be a responsible employer of choice	7.4.1 Attract, engage, develop and retain the best and highly skilled staff to strengthen workforce capacity	Council	Local Government & Shires Association	Ongoing
	7.4.2 Implement best practice Human Resource policies and strategies	Council	Local Government & Shires Association	Ongoing
	7.4.3 Provide a safe work environment	Council	Local Government & Shires Association	Ongoing
	7.4.4 Provide modern, safer and well maintained systems, processes, facilities, plant and equipment	Council	Local Government & Shires Association	Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
7.5 Minimise risk and ensure continuity of critical business functions	7.5.1 Implement best practice records and risk management strategies	Council		Ongoing
	7.5.2 Facilitate training and education awareness programs regarding risk management	Council		Ongoing
	7.5.3 Maintain an appropriate insurance program	Council		Ongoing
	7.5.4 Implement and regularly test Council's business continuity strategy	Council		Ongoing
	7.5.5 Develop and implement a Knowledge Management Plan	Council		Ongoing
	7.5.6 Provide suitable reliable information technology hardware and software across the organisation	Council		Ongoing
7.6 Ensure Greater Hume Shire Council is financially sustainable	7.6.1 Maintain an investment strategy and policy	Council		Ongoing
	7.6.2 Implement best practice financial planning	Council		Ongoing
	7.6.3 Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets	Council		Ongoing
	7.6.4 Apply the "user pays principle" as the basis for full cost recovery	Council		Ongoing
	7.6.5 Monitor and review the rating strategy to ensure an equitable distribution of costs and benefits	Council		Ongoing
7.7 Provide efficient, effective and customer focused services to the community	7.7.1 Implement strategies to ensure excellence in customer service	Council		Ongoing
	7.7.2 Monitor service levels in key service areas	Council		Ongoing
	7.7.3 Conduct a comprehensive biennial customer survey regarding satisfaction with Council's performance and service provision	Council		Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
7.8 Provide efficient and effective environmental health and building services to the community	7.8.1 Exercise the Council's statutory functions under the <i>Environmental Planning and Assessment act 1979</i> properly and equitably to determine applications efficiently and in accordance with statutory requirements	Council		Ongoing
	7.8.2 Implement requirements of the Companion Animals Act	Council		Ongoing
	7.8.3 Maintain and improve food safety standards in accordance with the NSW Food Partnership program	Council		Ongoing
	7.8.4 Improve the monitoring and management of onsite effluent disposal within the shire	Council		Ongoing

The Outcome We Seek Is:				
Outcome 8. Retain our quality of life				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
8.1 To ensure the Shire remains great for families	8.1.1 Implement the actions within this Plan, particularly those for Outcomes: <ul style="list-style-type: none"> • 4 (a welcomed, supported & involved community) • 5 (maintained & improved services & facilities) • 7 (continue to enhance our identity & reputation) • 9 enhanced job opportunities for our people 			
8.2 To ensure life in the Shire remains affordable	8.2.1 Investigate how the Shire can leverage off the Evocities campaign (which aims to attract families to locate to Wagga Wagga and Albury from capital centres)	Council	ROC	2013 - 2014
	8.2.2 Ensure that the LEP supports a range of living options, including larger lifestyle blocks.	Council		Ongoing
	8.2.3 Lobby government to partner with Council and landowners to ensure affordable land is available e.g. subsidised infrastructure, underground power, streetlighting, roads.	Council	Federal and State Governments, including Housing NSW and Department of Planning	2013 – 2014 and then ongoing
	8.2.4 Investigate, and if feasible, implement partnerships with small scale developers and builders to construct affordable housing.	Council	Developers	2013 – 2017
	8.2.5 Ensure a fair and equitable rating structure exists throughout the Shire that takes into account land values and other amenities provided by council	Council	DLG	–Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
8.3 To provide appropriate infrastructure to cater for our population	8.3.1 Maintain regular contact and networks with State and Federal government departments responsible for road and rail infrastructure policy and funding.	Council	Federal and State Government; RDA Murray	Ongoing
	8.3.2 Investigate the potential of utilising the existing rail infrastructure for freight purposes.	Council	Transport NSW	2013 - 2017
	8.3.3 Continue to identify state & federal government funding opportunities for road improvements.	Council	Trade & Investment NSW	Ongoing
	8.3.4 Review implementation of NBN to ensure improved broadband access in the Shire.	Council	Trade & Investment NSW; RDA Murray	Ongoing
	8.3.5 Implement water security infrastructure actions as described in Section 2.2	Council	OEH	2013 – 2017
	8.3.6 Implement transport network development actions as described in Section 6.1	Transport owners	Council; Transport NSW	2016 - 2030

The Outcome We Seek Is:				
Outcome 9. Enhanced Job Opportunities for Our People				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
9.1 To be proactive in attracting business	9.1.1. Implement the actions to improve our identity and reputation described within Section 2.1	Council	Local business groups; Trade & Investment NSW	2013 - 2017
	9.1.2 Identify viable business opportunities that would be aligned with our strengths	Council	Local business groups	Ongoing
	9.1.3 Talk and market to businesses that could present viable opportunities within the Shire	Council	Local business groups	Ongoing
	9.1.4 Build on our identity actions, promoting to businesses and the wider business community the positive aspects of our location and space available with the use of successful examples	Council	Local business groups	2013 - 2017
	9.1.5 Use local media to champion our Shire and improve pride.	Council	Community	Ongoing
	9.1.6 Work with relevant State agencies to attract business, particularly in the area of cluster industries that we already have a strength in	Council	Trade & Investment NSW; local business groups	2013 – 2014 and then ongoing
	9.1.7 Develop a Logistics & Warehousing Cluster Investment Attraction Strategy for Culcairn or Holbrook.	Council	Trade & Investment NSW; local business groups	2014 – onwards
	9.1.8 Develop an annual Logistics & Warehousing Cluster priority plan that identifies current and future industry infrastructure and business support needs.	Council	Trade & Investment NSW; local business groups	2014 onwards
	9.1.9 Conduct a survey of aged care services and facilities in the area to identify opportunities to match demographic needs for future business development in this area.	Council		2014 – onwards

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
	9.1.10 Support the expansion of key services to assist an ageing community in: <ul style="list-style-type: none"> • Transport • Health care • Support Services • Aged Care • Specialised accommodation (eg dementia) 	Council	Local business groups	2012 – 2016
	9.1.11 Ensure the LEP supports sufficient supply of appropriately zoned land for light industry, attracting from larger regional centres	Council	Local business groups	Ongoing
	9.1.12 Investigate the potential for Council to provide incentives to encourage business relocation.	Council		Ongoing
	9.1.13 Prepare a decision support package of information to assist businesses in assessing the feasibility of locating in the Shire.	Council	Local business groups	2013 – 2014
	9.1.14 Develop a home-based business information pack that targets home based business investors and answers key start-up questions about planning, regulation, business infrastructure, business development etc.	Council	Local business groups; BEC	2013 – 2014
	9.1.15 Conduct a review of Council's planning and regulatory processes and consult with existing home-based businesses to identify and remove (where possible) regulatory or cost barriers to home-based business start-ups.	Council		2013 – 2014
	9.1.16 Provide support for the establishment of a home-based business network.	Council	Local business groups; BEC	2013 – 2014
	9.1.17 Consult with existing home-based and small businesses to identify specific business management training & development needs and facilitate development of a program of training courses, seminars and workshops	Council	Local business groups	2013 – 2014

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
9.2 To provide the supporting infrastructure, facilities and services to attract businesses and new employees	9.2.1 Implement the identity and reputation (Sections 2.1 and 7.1), the services and facilities (Outcome 5) and the affordable housing actions (Section 8.2) to attract individuals	Council	Federal & State Governments; community	2013 – 2030
	9.2.2 Implement the infrastructure development actions described within Section 8.3 to attract businesses.	Council	Transport NSW; Trade & Investment NSW	2013 – 2030
	9.2.3 Continue to plan for future industrial land releases.	Council		Ongoing
	9.2.4 Project manage the development of industrial estates so that electricity, water, waste management and gas requirements are supplied	Council	Developers; utility providers	Ongoing
9.3 To grow our existing businesses	9.3.1 Implement the identity and reputation (Sections 2.1 and 7.1) and the training (Section 9.4) actions to assist	Council		Ongoing
	9.3.2 Investigate opportunities to add value to existing services and products offered by Shire businesses such (e.g. biofuel)	Local businesses	Local business groups; Council; Trade & Investment NSW	2013- 2017
	9.3.3 Establish a regular networking forum between Council and local business.	Council	Local business groups	–Ongoing
	9.3.4 Ensure Greater Hume is well represented in relevant regional and broader economic development forums.	Council	Local business groups; Trade & Investment NSW	Ongoing
	9.3.5 Identify Council functions that could be outsourced to local businesses (e.g. roadside slashing and grading of roads etc).	Council		2013 - 2014

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
9.4 To provide appropriate training and mentoring for our Shire's workforce	9.4.1 Implement continual learning actions described in Section 1.5	Council	DET; RTOs; local transport providers	2013– 2014 and then ongoing
	9.4.2 Identify funding and programs available to tap in to ensure our workforce receives appropriate training and mentoring relevant to their circumstances	Council	Local business groups; Trade & Investment NSW	2013 – 2014 and then ongoing
	9.4.3 Investigate opportunities for traineeships or apprenticeships	Local business groups	Council	2013 – 2014 and then ongoing
	9.4.4 Implement customer service training throughout Shire after determining sources of funding.	Council to facilitate	Local businesses; Trade & Investment NSW	2013 - 2017

The Outcome We Seek Is:				
Outcome 10. A sustained and vibrant farming sector				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
10.1 To ensure the Shire has an informed, committed and enthused agricultural community	10.1.1 Investigate funding opportunities to employ a Farming Project Coordinator working with Holbrook Landcare to deliver agricultural projects that provide the information farmers need to remain viable.	State Government Holbrook Landcare	Council; Eastern Murray Catchment Steering Committee; Eastern Murray Landcare Network	2013 - 2017
	10.1.2 Ensure that all relevant Council planning instruments protect prime agricultural lands and sustainable water use.	Council		Ongoing
	10.1.3 Investigate the feasibility of developing a local produce and cottage goods market showcasing local production.	Local business and community groups	Council; local farmers	2013 - 2014
	10.1.4 Facilitate creation of an agribusiness working group to investigate opportunities for development of value added agricultural industries (particularly in wool, meat, grains, timber and other key local products).	Local business groups	Council; local farmers, NSW Farmers Federation	2013 - 2014
	10.1.5 Develop networks with Austrade to provide opportunities for Greater Hume agricultural businesses to expand into more national and global markets, and attract more companies to the region.	Local business groups	Council; local farmers; Department of Primary Industries; Austrade	2013 - 2014
	10.1.6 Prepare a directory and provide a central booking service for interested farm stay operators. Discuss with KW	Local business groups	Council; local farmers	2013 - 2017
10.2 To support our farmers	10.2.1 Implement mental health actions described in Section 5.3	Health Care Service Providers Leadership Group	Murrumbidgee LHD; Council; churches	Ongoing
	10.2.2 Provide marketing support and training for establishing a local farm stay product throughout the shire. Discuss with KW	Council	Destination NSW; Murray Regional Tourism Association	Ongoing

The Outcome We Seek Is:

Outcome 11. Improved tourism and visitation

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
11.1 To promote our strengths	11.1.1 Implement the image strategy actions described in Section 2.1	Council	Local business groups; local tourism operators	2013 - 2017
	11.1.2 Work with local operators in Henty, Culcairn and other villages to provide visible information resources for visitors. i.e. frontline business operators to act as tourism ambassadors providing materials and knowledge on local attractions and events.	Council	Local business group; Destination NSW; Murray Regional Tourism Association	2013 - 2014
	11.1.3 Support existing tourist websites to best practice standards	Council	Local business groups; BEC	2013 - 2014
	11.1.4 Create a marketing & promotion plan that communicates the range and quality of existing key attractions (including the submarine, Morgan's Lookout, the Henty Header, etc.)	Council	Local business group; Destination NSW; Murray Regional Tourism Association	2013- 2014
	11.1.5 Work with adjacent Councils to proactively promote our offerings to Albury Wodonga, Wagga Wagga and other target markets considered appropriate and attractive.	Council	Local business groups; ROC	Ongoing
	11.1.6 Implement an advertising campaign using billboards along the highways and other major thoroughfares to promote our Shire, attractions and businesses	Council	Local business groups	2013 - 2017
	11.1.7 Lobby to gain greater road signage within the region alerting people to the Shire's existence	Council	RMS; local business groups	2013 - 2014

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
11.2 To provide diverse offerings	11.2.1 Identify with the farming community opportunities for agricultural experiences that could be used to build on the Henty Field Day such as sheep dog trials or shearing exhibitions.	Council	Department of Primary Industries; Destination NSW; Murray Regional Tourism Association	2015 – 2020
	11.2.2 Identify with the farming community opportunities to develop farm stays.	Local tourism operators	Destination NSW; Murray Regional Tourism Association Council	2013 - 2030
	11.2.3 Investigate the feasibility of developing an art gallery, in association with the museums, that has an outlet to sell locally produced arts and crafts	Council	Local museums; Regional Arts NSW	2013 - 2017
	11.2.4 Develop and market a tourism package deal involving our present and then, future, tourist attractions to increase the duration of visitors' stays in the Shire	Council	Local tourism operators; local business groups; Tourism NSW	2013 – 2017
11.3 To leave visitors delighted with their visit	11.3.1 Implement the identity and reputation actions described in Section 2.1 and 7.1 and training actions described in Section 9.4			
	11.3.2 Continue efforts to improve the appearance of main streets throughout the Shire with plants and paving, for example streetscape upgrade program	Council		2013 - 2014
	11.3.3 Improve the appearance of buildings and the facades of our buildings, particularly those that are of heritage value such as the museums	Building owners	Council	2013 - 2017
	11.3.4 Fill vacant shops on main streets throughout Shire	Property owners	Council	2013 – 2014 And then ongoing
	11.3.5 Create highly visible promotional boards sponsored by local operators around key rest areas	Local business groups	Council	2013 – 2017 and then ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
	11.3.6 Provide the visitor information centre and operators with a survey collection tool (eg Tourism Australia VIC Kit) and encourage its use to monitor the origin of visitors, length of stay and purpose for future use in target marketing.	Council	Tourism NSW	2013 - 2014
	11.3.7 Develop a Greater Hume events strategy to coordinate the delivery of existing events	Council	Local tourism operators	2013 – 2014
	11.3.8 Publish an events calendar and widely distribute to all tourism operators.	Council	Local tourism operators	2013 – 2014 and then ongoing
	11.3.9 Apply co-branding and cooperative marketing at events to ensure that events are used to strengthen the region's image and generate post event tourism-related activity.	Council	Local tourism operators; local business groups	2013 – 2014 And then ongoing
	11.3.10 Maintain sufficient funding for Council's Visitor Information Centre at Holbrook	Council	Destination NSW; Murray Regional Tourism Association	Ongoing
	11.3.11 Conduct at least one tourism industry workshop per annum targeted at improving industry knowledge and collaboration.	Council	Destination NSW; Murray Regional Tourism Association	2013 – 2014 and then ongoing
	11.3.12 Provide tourism fact sheets to local retailers aimed at giving them a greater understanding of the value of tourism and expectations of visitors.	Local tourism operators	Council; local business groups	Ongoing
	11.3.13 Support existing tourism networking forums and encourage greater operator participation to increase communication and collaboration. E.g. business breakfast series.	Local tourism operators	Council; local business groups	Ongoing

Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
11.4 To ensure that our existing businesses remain viable	11.4.1 Implement the career education and training actions described in Section 9.4	Council	Local business groups; Trade & Investment NSW	2013 – 2014 and then ongoing
	11.4.2 Work with Regional Development Australia committees to tap into skilled migration and C Change Bureau projects	Council	RRDB; MRDB	Ongoing
	11.4.3 Investigate the feasibility of creating a Council organised job network where local businesses can lodge vacancies and share recruitment costs (eg advertising) in surrounding regional centres.	Council	Local business groups	2013 – 2014 and then ongoing

The Outcome We Seek Is:				
Outcome 12. Maintained biodiversity and a high quality natural environment				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
12.1 To continue the introduction of good environmental practices	12.1.1 Ensure that development within the Shire integrates ecologically sustainable development principles	Council	Community; OEH	Ongoing
	12.1.2 Ensure that key environmental assets and constraints are considered in Council's Local Environmental Plan	Council		Ongoing
	12.1.3 Identify opportunities, programs and funding available to enhance the natural environment on farms	CMA Landcare groups	OEH;; Council	2013 – 2017
	12.1.4 Reduce our waste to landfill through effective waste management and recycling, working to minimise waste being sent to landfill	Council	OEH	2013 - 2030
	12.1.5 Continue to support the implementation of regional weed management strategies and associated management plans	Council	CMA; landholders	Ongoing
	12.1.6 Introduce awareness signs on major roads discouraging drivers from littering	Council	CMA	2013 - 2017
	12.1.7 Implement an annual backburning program to reduce fuel load	RFS	Council; landholders	Ongoing
	12.1.8 Develop and implement a Roadside Vegetation Management Plan	Council	Community groups; CMA	2013 – 2014 and then ongoing
	12.1.9 Establish and maintain wildlife corridors throughout the Shire	Council	OEH; CMA; community groups	2013 – 2017 and then ongoing
	12.1.10 Reduce habitat loss through the negotiation of property vegetation plans and conservation agreements	CMA	OEH; community groups; Council	Ongoing

The Outcome We Seek Is:				
Outcome 13. Maximise our resources to maintain the natural environment				
Strategic Objectives	Strategic Actions	Lead Agency	Support	Timing
13.1 To coordinate leadership and natural resources-related activities within the Shire	13.1.1 Lobby State and Federal Governments to introduce uniform legislation covering all public land management issues	Council	Federal & State Governments; Federal & State MPs; community	Ongoing
	13.1.2 Establish an annual forum with all natural resource management groups to coordinate future programs and activities within the region.	CMA	Community groups; Council	2013 – 2014 and then ongoing
	13.1.3 Ensure that the aims and objectives of the catchment action plans are considered in the future management and planning of the Shire.	CMA	Council	Ongoing
13.2 To engage with and assist private landholders in positively managing natural resources	13.2.1 Engage landholders on general awareness campaigns on the importance of vegetation and native plants and the protection of the environment, in general	CMA	Council	Ongoing
	13.2.2 Increase the area of native vegetation actively managed for conservation ensuring that priority is given to high conservation value vegetation and habitat	CMA	Private landholders; Council	2016 And then ongoing
	13.2.3 Engage with private landholders to deliver programs that: <ul style="list-style-type: none"> • reduce weeds and feral pests • promote works in or near waterways, improving water quality • reduce unnatural stream bank and gully erosion • improve aquatic biodiversity • reduce pollution • improve management of soils according to industry agreed best management practices • increase ground cover and property plans 	CMA Council	Private landholders;	2013 - 2017

02 The Greater Hume Shire Community Strategic Plan and Other Key Government Plans

The plan must consider *NSW 2021* and any relevant State or regional draft plans and strategies. The following Section clarifies how this CSP has considered the State Plan. Note that the Plan has also considered the draft Murray Regional Plan.

State Plan		Consideration Within the Greater Hume Shire Community Strategic Plan			
Priority	Priority Title	Theme No.	Outcome	Objective	Page No.
Rights, Respect and Responsibility					
R1	Reduced rates of crime, particularly violent crime	1, 2	Continue to enhance our identity and reputation; Retain our quality of life	To create safe communities; To ensure that the Shire remains great for families	31 32
R2	Reduced re-offending	1, 2	Continue to enhance our identity and reputation; Retain our quality of life	To create safe communities; To ensure that the Shire remains great for families	31 32
R3	Reduced levels of anti-social behaviour	1, 2	Continue to enhance our identity and reputation; Retain our quality of life	To create safe communities; To ensure that the Shire remains great for families	31 32
R4	Increased participation and integration in community activities	1, 2	A progressive community; A welcomed, supportive and involved community	To improve community participation in decision making; To maintain a sense of community (and involve people); To provide support to all in a large Shire and improve communication and connection;	16 23 23

State Plan		Consideration Within the Greater Hume Shire Community Strategic Plan			
Priority	Priority Title	Theme No.	Outcome	Objective	Page No.
R4		1, 2	A progressive community Maintained and improved services and facilities throughout the Shire Continue to enhance our identity and reputation	To improve community participation in decision making;	16
				To improve leadership capability within the Shire;	17
				To agree as a community on the strategic upkeep of our services and facilities;	24-25
				To retain our identity and cohesion	31
Delivering Better Services					
S1	Improved access to quality healthcare	2	Maintained and improved services and facilities throughout the Shire; Enhanced access to services and facilities throughout the Shire	To maintain our health and aged care services; To create a viable public transport system for the Shire	26-27 30
S2	Improve survival rates and quality of life for people with potentially fatal or chronic illness through improvements in health care	2	Maintained and improved services and facilities throughout the Shire	To maintain our health and aged care services	26-27
S3	Improved health through reduced obesity, smoking, illicit drug use and risk drinking	1, 2	A welcomed, supported and involved community; Maintained and improved services and facilities throughout the Shire	To increase the life education that our younger people receive; To maintain our health and aged care services	24 26-27
S4	Increasing levels of attainment for all school students	1	A progressive community; A welcomed, supported and involved community; Maintained and improved services and facilities throughout the Shire	To provide opportunities to the community to continually learn; To increase the life education that our younger people require; To continue to provide the community with the schooling services they require	18 24 28

State Plan		Consideration Within the Greater Hume Shire Community Strategic Plan			
Priority	Priority Title	Theme No.	Outcome	Objective	Page No.
S5	More students complete Year 12 or recognised vocational training	1	A progressive community; A welcomed, supported and involved community; Maintained and improved services and facilities throughout the Shire	To provide opportunities to the community to continually learn; To increase the life education that our younger people require; To continue to provide the community with the schooling services they require	18 24 28
S6	Increasing share of peak hour journeys on a safe and reliable public transport system	2	Enhanced access to services and facilities throughout the Shire	To create a viable public transport system for the Shire	30
S7	Safer roads	2, 3	A welcomed, supported and involved community; Retain our quality of life	To increase the life education that our younger people receive; To provide appropriate infrastructure to cater for our population	24 33
S8	Increased customer satisfaction with Government services	1	A progressive community; A sustainable community	To improve community participation in decision making; To be as effective as possible with our funding constraints	16 21
Fairness and Opportunity					
F1	Improved health and education for Aboriginal people	2	Maintained and improved services and facilities throughout the Shire	To maintain our health and aged care services	26-27
F2	Increased employment and community participation for people with disabilities	1, 2	Enhanced access to services and facilities throughout the Shire; Enhanced job opportunities for our people;	To provide physical access to services and facilities for those less mobile throughout the Shire; To be proactive in attracting businesses; To provide the supporting infrastructure, facilities and services to attract businesses and new employees; To grow our existing businesses;	31 34-36 36 36-37

State Plan		Consideration Within the Greater Hume Shire Community Strategic Plan			
Priority	Priority Title	Theme No.	Outcome	Objective	Page No.
F3	Improved outcomes in mental health	1	Maintained and improved services and facilities throughout the Shire	To maintain our health and aged care services	26-27
F4	Embedding prevention and early intervention into Government services	2	A welcomed, supported and involved community	To increase the life education that our younger people receive	24
F5	Reduced avoidable hospital admissions	2	Maintained and improved services and facilities throughout the Shire	To maintain our health and aged care services	26-27
F6	Increased proportion of children with skills for life and learning at school entry	1	Maintained and improved services and facilities throughout the Shire	To improve the availability of childcare services and facilities within the Shire	27-28
F7	Reduce rates of child abuse and neglect	1, 4	Continue to enhance our identity and reputation	To create safe communities	31
Growing Prosperity Across NSW					
P1	Increased business investment	3	Enhanced job opportunities for our people; A sustained and vibrant farming sector	To be proactive in attracting businesses; To provide the supporting facilities and services to attract businesses and new employees; To grow our existing businesses; To ensure the Shire has an informed, committed and enthused agricultural community	34-36 36 36-37 37-38
P2	Maintain and invest in infrastructure	3	Retain our quality of life	To provide appropriate infrastructure to cater for our population	33
P3	Cutting red tape	3	A progressive community; A sustainable community	To improve community participation in decision making; To manage the risk of water security and changing climate	16 20-21

State Plan		Consideration Within the Greater Hume Shire Community Strategic Plan			
Priority	Priority Title	Theme No.	Outcome	Objective	Page No.
P4	More people participating in education and training throughout their life	1, 2, 3	A progressive community; Maintained and improved services and facilities throughout the Shire; Enhanced job opportunities for our people	To provide opportunities to the community to continually learn; To improve youth services, activities and facilities; To provide appropriate training and mentoring for our Shire's workforce	18 25 27
P5	AAA rating maintained	Not applicable			
P6	Increased business investment in rural and regional NSW	3	Enhanced job opportunities for our people; A sustained and vibrant farming sector	To be proactive in attracting businesses; To provide the supporting facilities and services to attract businesses and new employees; To grow our existing businesses; To ensure the Shire has an informed, committed and enthused agricultural community	34-36 36 36-37 37-38
P7	Better access to training in rural and regional NSW to support local economies	1, 2, 3	A progressive community; Maintained and improved services and facilities throughout the Shire	To provide opportunities to the community to continually learn; To improve youth services, activities and facilities	18 25
Environment for Living					
E1	A secure and sustainable water supply for all users	1, 2, 3, 4	A sustainable community	To manage the risk of water security and changing climate	20-21
E2	A reliable electricity supply with increased use of renewable energy	1, 2, 3, 4	A sustainable community	To manage the risk of water security and changing climate	20-21
E3	Cleaner air and progress on greenhouse gas reductions	1, 2, 3, 4	A sustainable community; Enhanced access to services and facilities throughout the Shire	To manage the risk of water security and changing climate; To create a viable public transport system for the Shire	20-21 30

State Plan		Consideration Within the Greater Hume Shire Community Strategic Plan			
Priority	Priority Title	Theme No.	Outcome	Objective	Page No.
E4	Better outcomes for native vegetation, biodiversity, land, rivers, and coastal waterways	3	Maintain biodiversity and a high quality natural environment; Maximise our resources to maintain the natural environment	To continue the introduction of good practices; To coordinate leadership and natural resources-related activities within the Shire; To engage with and assist private landholders in positively managing natural resources	42-43 43-44 44
E5	Jobs closer to home	2, 3	Enhanced job opportunities for our people	To be proactive in attracting businesses; To grow our existing businesses	34-36 36-37
E6	Housing affordability	2	Retain our quality of life	To ensure life in the Shire remains affordable	32-33
E7	Improve the efficiency of the road network	2, 3	Enhanced access to services and facilities throughout the Shire; To retain our quality of life	To create a viable public transport system for the Shire; To provide appropriate infrastructure to cater for our population	30 33
E8	More people using parks, sporting and recreational facilities, and participating in the arts and cultural activity	2	Maintained and improved services and facilities throughout the Shire	To improve our cultural facilities; To improve our sports and recreational facilities	28-29 29

03 Ensuring Success

SECTION SUMMARY: if we are to achieve all that we seek, we cannot expect government to have the sole responsibility. All in the Greater Hume community must get involved.

The Community Strategic Plan belongs to us all

Two measures are proposed to evaluate our success

The Plan relies on all of us to achieve the outcomes we seek in the future. At the same time, Greater Hume Shire Council has a major responsibility to achieve many of the outlined strategies and to report to the community on progress.

In order to measure how successful the community has been in addressing the strategies and achieving the type of community and lifestyle outlined in the vision, two measures – in the form of key performance measures and community satisfaction with progress – are outlined.

The draft community strategic plan has identified a range of initiatives that should be taken by many stakeholders.

As indicated at the commencement of this document, this Community Strategic Plan belongs to the Shire community. It is NOT a Council plan. Furthermore, it does not just rely on Council alone for its actions to be achieved.

At the same time, the Council clearly recognises and understands that it has a major responsibility on behalf of the community to bring to life many of the strategies outlined above. This includes making representations on behalf of the community to State and Federal Governments to address those strategies and issues under their responsibility – such as school education, health services and policing.

Greater Hume Shire Council has a number of statutory responsibilities to implement the community strategic plan and to report to the community on progress:

The Four Year Delivery Program – this replaces the Council's three year Management Plan and contains details of all actions to be taken by the Council to implement the community strategic plan during the four year period. Assuming the community strategic plan is adopted by the Council in 2010, the current management plan format should be adapted as the Delivery Program in 2010.

The One Year Operational Plan – this effectively is the Council's annual budget, and specific strategic initiatives will be funded each year. Again assuming the community strategic plan is adopted in 2010, the 2010/11 budget should be re-titled the Operating Plan.

Six Monthly Council Review – a General Manager's report to the Council every six months will outline progress in implementing the actions in the Operating Plan.

Annual Progress Review – the Council has to decide how it will report to the community every year on progress in implementing the Community Strategic Plan. Options include a revised annual report in a simple and friendly format, a full page report in the local newspaper, a newsletter to all residents, a Mayoral Minute to the Council, and a “State of the Shire” report followed by a formal launch of the report at a Council function where community leaders, government representatives and media are invited.

SUCCESS MEASURES

In order to measure how successful the community has been in addressing the strategies and achieving the type of community and lifestyle outlined in the Vision Statement, two measures are proposed:

- **Key Performance Measures** – the strategies outlined in the above plan will need to be pursued over the life of the plan – 20 years. In order to gauge whether the strategies have been achieved a simple reporting format is proposed. The report would identify the significant changes made over the period to bring to life the themes and strategies.

To ensure the right information is provided in the report Greater Hume Shire will work with a small representative group of community members to identify and select a number of key indicators that will enable the community to measure progress each year. The Council will then gather information on each indicator, report to the representative group to ensure the progress results are independently verified, and then report to the Greater Hume community on that progress. The report will also identify whether a change in direction is necessary based on the results.

As an example, measures that could be adopted by the Council after consideration by the representative group to monitor success in achieving a sustainable economy are:

- ❖ Increase in population
 - ❖ Number of new jobs created
 - ❖ Number of new business starting within the Shire each year
 - ❖ Number of tourists staying in the Shire each year
 - ❖ Number and value of development applications approved
- **Community Satisfaction with Progress** – whilst some performance measures can be clearly quantified, it does not necessarily mean the community is aware of, or fully appreciates, or is fully satisfied with, the extent of progress made.

A community satisfaction survey will be undertaken every four years to gauge whether the Shire community is happy or not with progress and where priorities could or should be assigned to particular areas in the future. The survey will be undertaken in the fourth year of the Council term.

Glossary

Acronym	Organisation in Full
Murrumbidgee LHD	Murrumbidgee Local Health District
BEC	Business Enterprise Centre
CMA	Catchment Management Authority
OEH	Office of Environment & Heritage
DLG	Department of Local Government
GHAS	Greater Hume Action Squad
LGSA	Local Government and Shires Association
MRDB	Murray Regional Development Board
RAMROC	Riverina and Murray Regional Organisation of Councils
REROC	Riverina Eastern Regional Organisation of Councils
RRDB	Riverina Regional Development Board
RMS	Roads and Maritime Services
RTO	Registered Training Organisation
TAFE	Technical and Further Education