

GLEN INNES HIGHLANDS
ECONOMIC
DEVELOPMENT
STRATEGY

2020-2040

&

ACTION PLAN

2020-2025



ACKNOWLEDGMENTS

Written by: Margot Davis, Manager Economic Development, Glen Innes Severn Council

In Partnership with: Michael Campbell, Director, Lucid Economics

With contributions by:

Kim Houghton, coCEO, Regional Australia Institute

Jenny Rand, Director, Jenny Rand & Associates (Destination Management Plan)

Rose Wright, Managing Director, Regionality (Agri-Innovation Action Plan)

Acronyms

LGA	Local Government Area
REZ	Renewable Energy Zone
EDS&AP	Economic Development Strategy and Action Plan
EDS	Economic Development Strategy
GIH	Glen Innes Highlands
ACF	Australian Celtic Festival
CSP	Glen Innes Severn Council Community Strategic Plan
LSPS	Local Strategic Planning Statement
REDS	Regional Economic Development Strategy
RDANI	Regional Development Australia Northern Inland
IVA	Industry Value-Add

WHO IS THIS STRATEGY FOR?

**THIS STRATEGY AND ACTION PLAN IS
FOR GLEN INNES HIGHLANDS AS A
WHOLE.**

**IT PROVIDES A BEST-PRACTICE PLACE-
BASED APPROACH TO LOCAL ECONOMIC
DEVELOPMENT.**

**THERE IS NO ONE OWNER. COUNCIL AS
A PART OF THE COMMUNITY PLAY A
LEADERSHIP & FACILITATION ROLE.**

**THERE IS A MECHANISM FOR THE
COMMUNITY TO PARTICIPATE IN IT'S
IDEAS, ACTIONS AND OUTCOMES.**

**IT'S FOR YOU, ME, OUR LEGACY AND
FOR OUR FUTURE.**

PERHAPS A QUOTE IS IN ORDER...

**“VISION WITHOUT ACTION IS MERELY A
DREAM**

**ACTION WITHOUT VISION JUST PASSES
THE TIME**

**VISION WITH ACTION CAN CHANGE THE
WORLD”**

MAYORAL MESSAGE

The Glen Innes Severn Delivery Program 2017-2021, adopted by this council, requested an update to the existing Economic Development Strategy to ensure Council is capitalising on economic development opportunities in our Local Government Area (LGA). Further to this, the approach to be undertaken was to develop a “whole of place” Economic Development Strategy & Action Plan to 2025.

This Strategy sets the strategic vision and approach for the community until 2040 and includes a detailed Action Plan from 2020-2025.

This is a forward-thinking plan and has been delivered following extremely challenging times for the World, Nation, Region and our local government area. Our focus now must be to reduce emissions worldwide and with the new American President moving America to net zero emissions by 2050 Council will be one of many councils in NSW to take leadership roles in moving towards renewable energy and being part of the governments REZ (renewable energy zone). Our community and Council have had unprecedented infrastructure and operational costs, fortunately through this, Government has invested in Councils to help maintain our infrastructure and provided Grant funding that has been helpful in these extreme times.

Council, with the support of the NSW Government, continue to encourage Doctors to re-locate to our region which is seen as essential to encourage people to relocate to the Glen Innes Severn area. This is an ongoing problem, and we are constantly advocating in parliament and local government for better health care services. Council will also be taking a motion to the Australian Local Government Association National General Assembly in Canberra in June 2021.

Our Community is resilient, together we have come through some of the most difficult times and Council is trying to make this community stronger and more self-reliant, that is why I am asking you all to participate in this plan, it is a natural progression, a difficult and serious attempt at helping this community understand what we need for our future and our Children' future.

In 2019 Council declared a Climate Emergency, one of only 30 councils to do so at the time, our resolution was, apart from declaring a climate emergency, to commit to a more sustainable future for our community, this plan will incorporate this recommendation. NSW Local Government and State Government are now providing funding to Councils for climate resilient projects, community members taking part in this plan will be looking to expand on our assets and include our Artists, Musicians, schools and businesses, retail and events that our community already have.

This is a “whole of place strategy”. Our strong economic agriculture base is expected to underpin new and emerging industries and Council must also now add the Climate Emergency Plan and new and sustainable and the new and innovative industries that emerge. The Glen Innes Severn Council present this strategy and action plan to the community for the community to undertake a new approach to local economic development in an open and collaborative partnership with the community.

Carol Sparks, Mayor, Glen Innes Severn Council

I pay my respects to the traditional owners of the land, to first nations people and to Torres Strait Islander peoples.



ACKNOWLEDGEMENT OF COUNTRY

Glen Innes Highlands acknowledges the Traditional Custodians of this land and we pay our respects to Elders both past and present. We would also like to acknowledge our young leaders who are the Elders of the future.

The Ngoorabul people are the traditional owners of Glen Innes Highlands and surrounding area where the Ngoorabul people lived and whom named the township Gindaaydjin.

GINDAAYDJIN - 'plenty of big round stones on clear plains'

During the thousands of years, they have lived here, they learnt what every modern local learns to do – acclimatise to the highland weather.

A great variety of native bush food became available in the winter months so the Ngoorabul people would adapt by rugging up in possum skinned cloaks nestled by the warmth of a campfire.

Today, Glen Innes Local Aboriginal Land Council manages around 10,500 hectares of land near Emmaville, including The Willows and the adjoining property Boorabee.

Like all Australia's Indigenous Protected Areas, Boorabee and The Willows are part of the National Reserve System - our nation's most secure way of protecting native habitat for future generations.



EXECUTIVE SUMMARY

VISION

"Our place grows from the people that live within it. We celebrate and honour our shared Indigenous and European history and traditions. We connect, engage, nurture and motivate each other for mutual prosperity to create a vibrant and close-knit community that welcomes new people."

ECONOMIC DEVELOPMENT STRATEGY

The Glen Innes Highlands Economic Development Strategy provides a clear pathway for Council and Community foster local socio-economic prosperity and growth through the four key pillars of Partnerships, People, Place, and Prosperity. These four pillars provide a whole-of-place mechanism to deliver a place-based approach to local economic development.



KEY GUIDING PRINCIPLES

DIVERSIFICATION & SPECIALISATION - We seek to diversify our local economy by diversifying our dominant industries and supporting specialist industry growth.

SUSTAINABILITY - We seek to sustain our local economy for future generations to ensure their wellbeing and prosperity.

CLIMATE PROTECTION - Our majority believe the science of climate change and seek to ensure that our impacts are reduced, renewable energy solutions are embraced and utilised and strive to be 100% renewable.

INNOVATION - We seek to not only embrace innovation and leverage digital connection but to create it with no fear of failure.

COLLABORATION - We believe that Economic Development is everyone's responsibility and that the village can raise the best outcomes just like it can raise a child.

LIVABILITY - We make every decision based on the benefit to the community first, and the benefit to visitors second, because we live here.

NURTURE - Collectively and individually we nurture our next generation to leverage the legacy whilst evolving towards an even better future with respect of new ideas, ways and means.

LOCAL PRIDE - We celebrate our town, villages and hamlets with reflective appreciation of our lifestyle and healthy way of connecting through our lives.

TABLE OF CONTENTS

ACKNOWLEDGMENTS	1
MAYORAL MESSAGE	2
ACKNOWLEDGEMENT OF COUNTRY	3
EXECUTIVE SUMMARY	4
TABLE OF CONTENTS	5
INTRODUCTION	6
HISTORICAL CONTEXT	7
ROLE OF ECONOMIC DEVELOPMENT	7
WHERE WE ARE	8
WHO WE ARE	8
STRATEGIC ALIGNMENT	9
COMMUNITY CONSULTATION	9
ECONOMIC CONTEXT	10
KEY ECONOMIC INDICATORS	11
KEY CHALLENGES	12
OPPORTUNITIES FOR GROWTH	13
STRATEGY 2020-2040	14
ECONOMIC DEVELOPMENT FRAMEWORK & STRATEGY	15
ACTION PLAN 2020-2025	17
PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION	18
PEOPLE – IMPROVE SOCIO- ECONOMIC WELLBEING & PROSPERITY ...	20
PLACE – DEVELOP LOCAL ASSETS & IMPROVE LIVABILITY	23
PROSPERITY - IMPROVE RESILIANCE & FACILITATE GROWTH	26
MEASURES TO EVALUATE SUCCESS	30
OPTIMIZATION & REVIEW	31
FURTHER INFORMATION & CONTACTS	32
APPENDIX	34



INTRODUCTION

HISTORICAL CONTEXT

Glen Innes Severn Local Government Area (LGA) which straddles the Great Dividing Range, is branded 'Glen Innes Highlands'. We are in the north of the New England Region of NSW and have an area of 5,487 square kilometres. Glen Innes Highlands is the home of the Ngoorabul people, with Ngoorabul country extending from the escarpment west to Ashford and north to Tenterfield.

Glen Innes was gazetted as a town in 1852 and progressively became the centre of the Shire. The mining boom of the 1880's and the coming of the railway in 1884 stimulated the development of Glen Innes. Gold was discovered in the Glen Elgin area in the 1850's and in the Kookabookra area in 1889, which both finds resulting in brief gold rushes. Tin and associated minerals was discovered in the Emmaville area in the 1870's which resulted in a tin mining boom.

Commercial sapphire mining commenced in the 1920's, with the deep blue Glen Innes Sapphire become 'famous' with European gem buyers. Mining ceased during the Depression and WW1, commencing again in the 1950's. Sapphire mining peaked in the 1970's with over 100 mining plants in the region; declining in 1980's with the exhaustion of alluvial deposits and a fall in global prices. Most of the earliest pastoral settlers were Scottish, with the mining attracting Irish, Welsh and Cornish workers. There was also a significant influx of Chinese, most of whom worked in the market gardens around Emmaville.

Today, Glen Innes Highlands (GIH) is home to around 8,965 people, approximately 60% of whom live in Glen Innes. The town is the commercial and administrative centre of the Shire and the primary destination for visitors. The town has a strong retail and commercial core and a concentration of visitor accommodation.

GIH key economic activities are agriculture and forestry, construction, public administration and safety, health care and social assistance and tourism, with agriculture and tourism being 'engine' industries. Renewable Energy is emerging and will continue to with the establishment of the REZ.

The area's strong Celtic history is marked by the Australian Standing Stone and the annual Australian Celtic Festival (ACF). The Land of Beardies Museum in Glen Innes, and the Emmaville Mining and Court House Museums provide an insight into the Highlands pastoral and mining history with the mining industry also celebrated through the Minerama Festival.

ROLE OF ECONOMIC DEVELOPMENT

The creation of an Economic Development Strategy (EDS) is a critical document in assisting communities to develop a consistent approach and focus to leverage and achieve economic development outcomes.

An EDS also acts a strategic document for Council that aids advocacy efforts with Federal and State Government. In addition, an EDS builds confidence for potential investors and/or businesses seeking to relocate to the region.

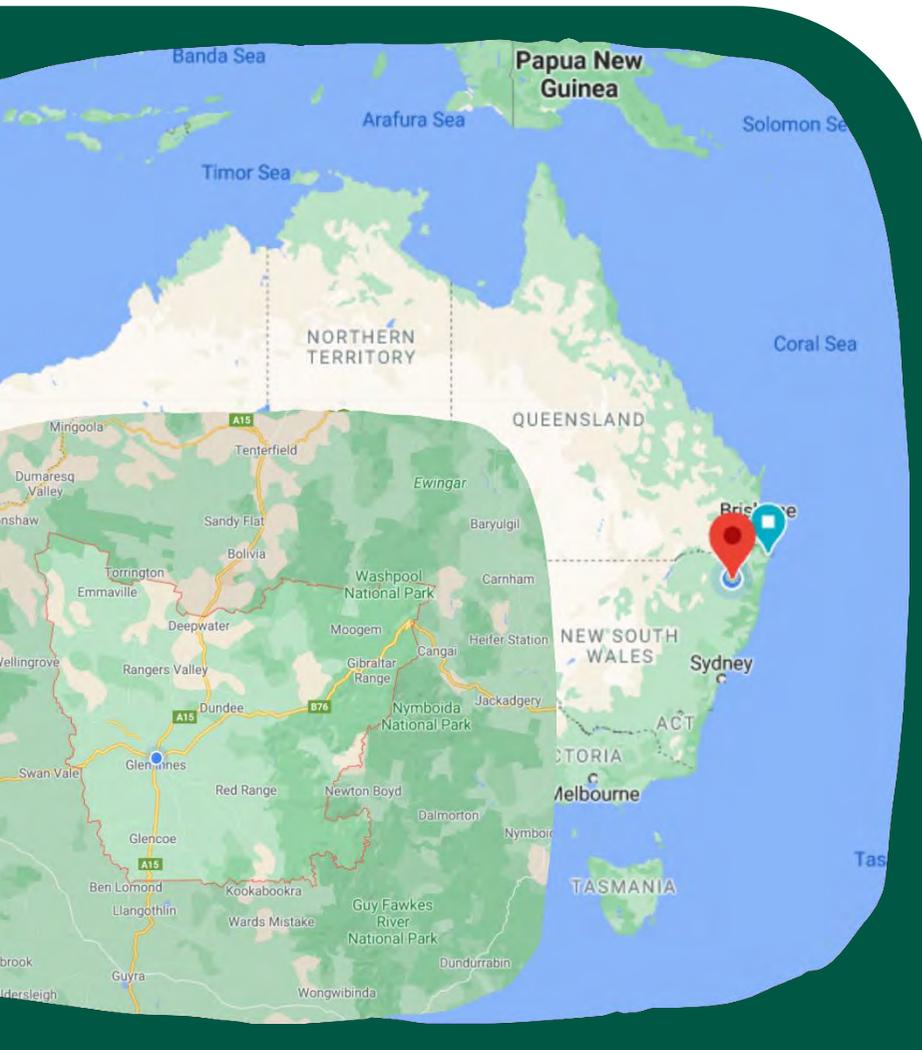
It also serves as a guide for the development of the next Delivery Program under the objectives of the Community Strategic Plan ensuring alignment and progress to achieve economic, community and social outcomes.

This strategy provides a place-based approach grounded in detailed economic research and analysis as well as thorough engagement with community and stakeholders.

WHERE WE ARE

Located at the intersection of the New England and Gwydir Highways, Glen Innes Highlands is readily accessible by road.

The New England Highway is a major interstate route and part of the main link between the Highlands and southern Queensland. The Gwydir Highway is a State Highway connecting the Pacific Highway at Grafton to the Castlereagh Highway near Walgett, via Glen Innes, Inverell and Moree.



WHO WE ARE

AGRICULTURAL EXPERTISE - We have significant agricultural know-how and opportunity to value-add to create economic prosperity and diversification

COOL CLIMATE - We use our seasons and cool climate to enrich our lifestyle and grow our dreams

NGOORABUL CELEBRATIONS - The traditional owners are recognised by supporting the First Nations Festival and facilitating Aboriginal experiences

CELTIC HERITAGE - Our Celtic Heritage is commemorated through the Australian Standing Stones and celebrated at the Australian Celtic Festival

NURTURING ENTREPRENEURS - Nurturing our entrepreneurs and community is at the heart of our programs and initiatives

NURTURING IDEAS - Our small businesses are encouraged to innovate and nurture their ideas into successful domestic and international businesses

UNIQUE LANDSCAPE - Our unique landscape is leveraged to provide nature-based experiences to benefit our community's lifestyle and realise growth in tourism

RICH COMMUNITY - A community rich in connection, social prosperity and wellbeing is fundamental to our economic growth

PROTECTED ENVIRONMENT - We plan for a strong and connected community and the sustainable use of our land, whilst protecting our heritage and environment

RESPECT OUR ELDERS - We take care of our elderly with respect and kindness acknowledging their contribution and soaking up their experiences

BALANCED LIFESTYLE - Our families and their lifestyles articulate the ultimate balance in life, work and play

CONFIDENT MINDSET - Our mindset is confident, capable and we take risks for new ideas to succeed

STRATEGIC ALIGNMENT

LOCAL STRATEGIES

- Glen Innes Severn Council Community Strategic Plan (CSP) 2017-2027
- Glen Innes Severn Council Local Strategic Planning Statement (LSPS)

REGIONAL STRATEGIES

- Regional Economic Development Strategy (REDS)

OTHER RELEVANT STRATEGIES

- Integrated Planning & Reporting Framework
- Glen Innes Highlands Destination Management Action Plan
- Glen Innes Highlands Agri-Innovation Action Plan
- A 20-Year Economic Vision for Regional NSW
- Regional Development Australia Northern Inland (RDANI) NSW Regional Plan 2016-2019
- Destination Country & Outback Destination Plan 2018-2020
- Destination Country & Outback Armidale Hub Product Audit Report January 2019
- New England-North West Regional Plan

COMMUNITY CONSULTATION

There were two (2) rounds of community consultation across multiple channels including online surveys, face-to-face drop-in sessions, online workshops, public exhibitions, Councillor & Executive workshops, Industry online forums and additional workshops with GLENRAC and Deepwater Progress Association.

FUTURE COMMUNITY NEEDS

62% responded that their needs had been fully represented. Approx. 35% of respondents did not feel that their needs were fully represented, however it often seemed that only a few of their needs weren't met as oppose to all their needs. Most respondents had all or most of their needs met. The top five (5) other needs included:

- More adult education and inclusivity of minority groups
- More health care services and low-skilled workforce opportunities
- An art Gallery/space for Art/support for the arts
- Climate change readiness
- More retail and job attraction, things to do/shared spaces
- Connectivity – digital and physical

GROWTH & LOCAL OPPORTUNITIES

Growth opportunities presented saw 'The Visitor Economy/Tourism' and Small Business Support with the highest scores of 80%. 'Value-adding & Niche Agriculture' at 78% and 'Renewable Energy' at 71% followed by Healthcare 7 Social Assistance' 69%. The top five (5) other comments included leveraging:

- Open and green spaces for adventure activities
- Utilising disused assets e.g. Airport
- Renewable Energy and Climate change opportunities
- Bring major attractions to town e.g. Motor Sport complex
- More housing and promoting housing and renting affordability
- Leveraging the two highways by creating a cross-roads initiative
- Utilising disused assets (physical/social/natural) – e.g. Rail Trail, Recreation parks
- Becoming an 'Adventure Playground' for children to attract families
- Capitalise on Covid-19 to drive more businesses online, attract digital businesses and more people through remote working
- More Council support for Economic Development



ECONOMIC CONTEXT

KEY ECONOMIC INDICATORS

The following represents the key economic indicators and statistics showing the share and structure of the Glen Innes LGA's Economy. For further detail please see the Appendix.

GRP \$487 million (2018-19)

- Agriculture, Forestry & Fishing
- Healthcare & Social Assistance
- Construction
- Public Administration & Safety
- Education & Training

JOB

3,060 jobs

65 Jobs advertised online

12-16 OCT 2020

AFFORDABLE HOUSING

Median House Price (June 2020)

Glen Innes \$231,000

Greater Sydney \$980,000
Regional NSW \$440,000

Source: FACS (2020)



GRP PER CAPITA

\$56,007

TOP 4 INDUSTRIES

	GRP CONTRIBUTION	NUMBER OF JOBS
Agriculture	\$99million	Agriculture 641
Healthcare	\$40million	Healthcare 411
Construction	\$35million	Construction 319
Public Administration	\$34million	Public Administration 272

POPULATION

Source: ABS (2020a); NSW Government (2019)

2009 - 8,926
2014 - 8,919
2019 - 8,871
2021 - 8,835
2031 - 8,687
2041 - 8,445

AGED 55+ 2041 50% UP ON 2020

VISITOR ECONOMY

150,000 visitors/year

267,000 nights/year

\$38million annual visitor expenditure

AGRICULTURE

BEEF CATTLE 75%

WOOL 8%

SHEEP & LAMBS 6%

VEGETABLES 5%

EGGS 2%

AVERAGE WEEKLY HOUSEHOLD INCOME

Glen Innes Seven LGA \$ 841
RDA Northern Inland \$1,746
New South Wales \$1,482

Source: ABS (2016)

SMALL BUSINESSES

99.3% of businesses are small and have 19 employees or fewer

UNEMPLOYMENT (2018-19)

Glen Innes Severn LGA 7.1%
RDA Northern Inland 4.9%
New South Wales 4.6%

KEY CHALLENGES

STAGNANT POPULATION GROWTH AND CHANGING DEMOGRAPHICS

Glen Innes had an estimated resident population of around 8,870 persons in 2019. Population growth in Glen Innes has been stagnant past decade, in contrast to steady growth of 1% or greater per annum across New South Wales. Further, the population of the region is aging rapidly.

Consistent with the rising median age in Glen Innes over the past 10 years, it's projected to see a significant increase in the proportion of residents aged 65 years and over out to the year 2041, moving from 25% of the total population in 2016 to 38% by 2041. Over the same period, the working age population (residents aged 15-64) is expected to decline by almost 1,870 residents (down 36%).

The aging of the Glen Innes population can drastically change the nature, structure and shape of the community (and the economy). Currently two out of every five people is over the age of 55. If the current trends continue, by 2041, more than one out of every two people (half the population) will be aged 55+.

While on the surface this trend would likely represent increasing demand for aged care services and additional future demand for infrastructure. However, the impacts would be far greater and further reaching. The expenditure profile of older residents is much lower than other cohorts, particularly the family cohorts. As such, there will be less available expenditure in the economy, which will lead to fewer shops and fewer retail options.

Furthermore, many community organisations and sporting clubs may suffer as many members are children or other young people and many of the leadership positions are held by parent volunteers. As the working age population declines in absolute terms, there will be fewer and fewer members and volunteers, which will put pressure on the viability of many community groups. Additionally, as there are fewer children in the community, the schools will likely get smaller.

OVER-RELIANCE ON AGRICULTURE

Glen Innes' GRP was \$487 million in 2018-19, up 1.9% from the previous year. Due to the region's heavy reliance on the local agriculture, forestry and fishing industry, economic growth has been more volatile than the NSW average over the past decade. The largest industries by Industry Value-Add (IVA) in Glen Innes in 2018-19 were:

- Agriculture, forestry and fishing
- Health care and social assistance
- Construction
- Public administration and safety
- Education and training

Almost all businesses in the area are small businesses, with almost two-thirds of businesses being owner/operators and one third employing less than 20 staff.

This over-reliance poses risks, particularly given the agricultural sector is highly susceptible to changes in weather conditions and global macroeconomic conditions. The sector requires diversification and consideration as to how to position our economy into the future to ensure the region continues to grow and prosper.

AVAILABILITY OF LABOUR AND SKILLS

While the region's labour market has strengthened in recent years, the region's unemployment rate remains above the NSW average and the ageing population is likely to provide challenges for the labour market in the future. Lower levels of qualifications compared to state and national levels for tertiary education.

Significant number and sustained out-migration of young people. Regional returners are starting to move back and raise families whilst starting businesses or taking over family farms. Tree changes are seeing the benefits of regional and rural lifestyles and are visiting more rural communities in their research for 'their' town.

OPPORTUNITIES FOR GROWTH

These opportunities have been identified through the research, analysis and consultation undertaken for this project. They can become a catalyst for more people (particularly young families) to move to the area, creating additional stimulus for economic growth and addressing the current demographic shifts.

THE VISITOR ECONOMY

Prior to bushfires and COVID-19, overnight visitation to and the length of stay within the NE-NW Region was growing. Visitors inject \$38 million into the local economy, making an important contribution to many local businesses.

RENEWABLE ENERGY

The NSW Government's Electricity Strategy sets out a plan to deliver three Renewable Energy Zones (REZ). The REZ are expected to unlock a significant pipeline of large-scale renewable energy and storage projects, while supporting up to \$23 billion of private sector investment in our regions and up to 2,000 construction jobs each year.

VALUE-ADDING & NICHE AGRICULTURE

Changes in consumer behaviour have created opportunities for Australian farmers to innovate and diversify and create new pathways to market. Instead of relying on the traditional commodity-based supply chain models, agri-food entrepreneurs can investigate creating value chain-based models that allow them to tap into consumer pull factors, shifting their business model from volume to value-based systems.

SMALL BUSINESS SUPPORT & LOCAL JOBS

High value-adding jobs will provide a greater ability for workers to spend more in the local economy, which will create a greater flow-on benefit locally. Additionally, businesses that have more local supply chains (or the opportunity for them) will have the ability to support other local businesses, creating more value in the local economy.

INNOVATION & ENTREPRENEURIALISM

Providing opportunities for the local community to improve their businesses and to create mechanisms for developing entrepreneurial and innovative skills locally has the potential to create resiliency within our community as well as small business growth and industry diversification.

HEALTHCARE & SOCIAL ASSISTANCE

According to the Department of Education, Skills and Employment, healthcare is expected to be one of the fastest growing industries over the next five years. The Health Care and Social Assistance sector in Glen Innes is already a significant employer and while employment in the sector has increased, the rate of increase is below the State and Industry average. The importance of the local health care industry is likely to grow in coming years, given the forecast growth in the number and proportion of older residents in the region. Beyond employment, ensuring high quality local healthcare services can also support population growth, as these services are considered essential and important to most families when considering a regional move.

PHYSICAL ENVIRONMENT

The Highlands has a cool temperate with four distinct seasons, unique within Australia. Summers are mild-to-hot with low humidity. Winters are cold, frosty and windy, with temperatures often falling below zero degrees. Frosts are prevalent and snow falls occur at higher altitudes. In winter, the Highlands attracts the 'snow chasers' and in summer people escaping the humidity on the coast. Autumn and Spring are simply breathtaking.

ASSET-BASED PLACE-MAKING

Glen Innes Highlands has some key natural and built assets that are currently under-utilised that could create either central locations for business and industry development and/or tourism product development that facilitates local employment outcomes.



STRATEGY 2020-2040

ECONOMIC DEVELOPMENT FRAMEWORK & STRATEGY

The Glen Innes Highlands Economic Development Strategy provides a clear pathway for Council and community to foster local socio-economic prosperity and growth through the four key pillars of Partnerships, People, Place and Prosperity.

PLACE-BASED ECONOMIC DEVELOPMENT

The new paradigm of local and regional development emphasises the identification and mobilisation of endogenous potential, that is, the ability of places to grow drawing on their own resources, notably their human capital and innovative capacities. To tap into unused economic potential that tackle questions of sustainable development and human wellbeing into the future.

KEY CHALLENGES	STRATEGIC APPROACH	STRATEGIC PILLARS	STRATEGIC PRIORITIES	KEY ACTIONS / INITIATIVES
Stagnant population growth and changing demographics	'WHOLE OF PLACE' STRATEGIC APPROACH TO ECONOMIC DEVELOPMENT GROWTH & PROSPERITY PLACE-BASED LOCAL ECONOMIC DEVELOPMENT	PARTNERSHIPS FACILITATE CONNECTION & COLLABORATION	1. Local Business Growth & Support 2. Consultation, Design Thinking & Problem Solving 3. Master Planning and Integrated Planning	1. Highlands Business & Community Hub (physical) 2. GROW GI Think Tank 3. 100-year Master Concept Plan
Over-reliance on Agriculture		PEOPLE IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	1. Local Jobs Program & Workforce Attraction Strategy 2. Highlands Hub – Community (incl. Jobs) 3. Digital Connectivity & Remote Readiness	1. Local Jobs & Skills Research & Workforce Attraction Strategy 2. Highlands Hub - Community 3. Digital Connectivity & Remote Readiness
Availability of labour and skills		PLACE DEVELOP LOCAL ASSETS & IMPROVE LIVABILITY	1. Marketing & Promotion 2. Healthcare & Social Assistance Services 3. Attracting & Retaining Population	1. Glen Innes Highlands & NEHC 2. Improved Healthcare Services and growth via Social Assistance 3. 'Movers Attraction Policy'
		PROSPERITY IMPROVE RESILIENCE & FACILITATE GROWTH	1.1. Diversification of Agriculture 2. Leveraging Growth Opportunities 3. Community Leadership & Advocacy	1. Agri-Innovation Action Plan 2. 'Investment Attraction Policy' 3. Destination Management Plan 4. Tourism Itinerary & Package Platform 5. 'Local Asset Audit'



ACTION PLAN

2020-2025

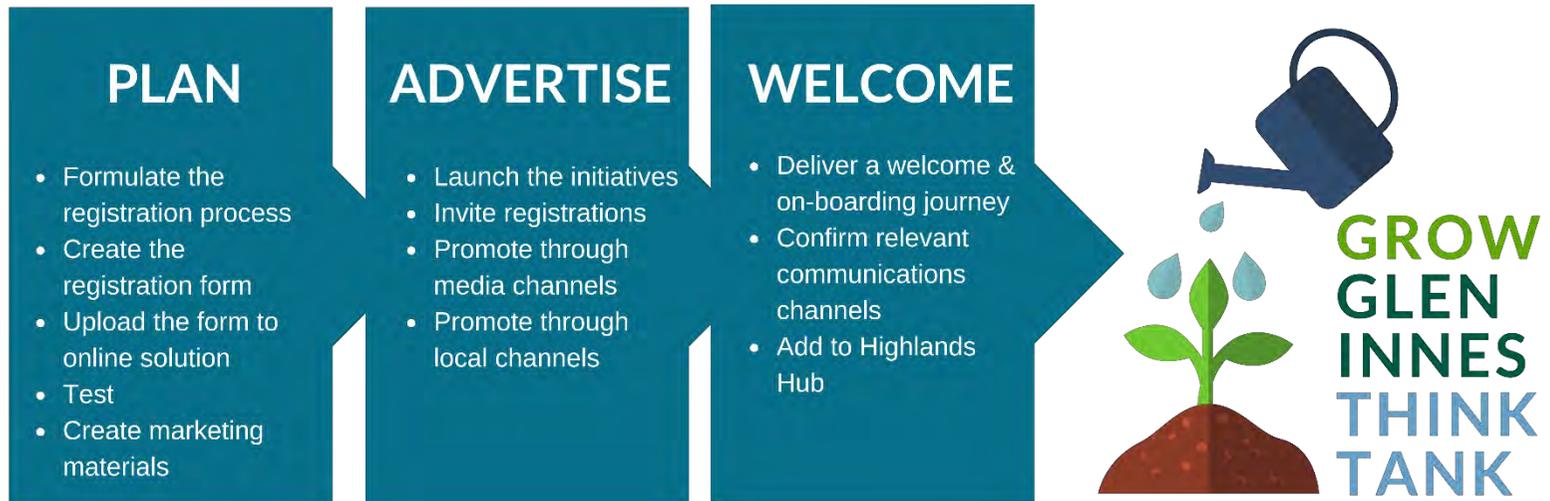
ECONOMIC DEVELOPMENT 5-YEAR ACTION PLAN

The 5-year action plan is delivered across Council resources as well as in consultation with the community through the GROW Glen Innes Think Tank which will be formed as a part of the Partnerships actions and initiatives.

GROW Glen Innes Think Tank volunteers are a collection of people who are interested in collaborating with Council to provide their experience, education and ideas across key elements of the Economic Development Action Plan. Council's Manager Economic Development will register volunteers through a process and utilise the registration information to invite members to participate in workshops and other events.

Whilst Council will facilitate the set-up the GROW Glen Innes Think Tank it will not be a Committee of Council and therefore bound by Local Government Policies and Procedures.

This is a mechanism for continual community engagement and inclusion in the delivery of the Economic Development Strategy & Action Plan.



Acronyms

Manager Economic Development (MED)
 Director Development, Planning & Regulatory Services (DDPRS)
 Grants Officer (GO)
 Manager Commuality Services (MCS)
 General Manager (GM)
 Media & Communications Officer (MCO)
 Marketing Assistant (MA)
 Highlands Hub Officer (HHO)

Tourism & Events Officer (TEO)
 Director Corporate & Community Services (DCCS)
 Grow GI Think Tank (GGITT)
 Waste & Environmental Management Officer (WEMO)
 Management Executive Team (MANEX)
 Project Manager (PM)
 Economic Development (ED)
 Local Government Authority (LGA)

PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS.

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS	Local Business Growth & Support	Establish a physical Highlands Business & Community Hub incorporating programs and initiatives to drive local socio-economic prosperity and support social enterprise.	Grants / Council	MED	2021-2022	Launch the Highlands Hub by 30 December 2021
		Investigate the employment of a full-time Highlands Hub Officer to manage Highlands Business & Community Hub	Council/ Highlands Hub	MED	2021-2022	A Business Case is completed by August 2021
		Provide support connection and access through Highlands Business & Community Hub to improve leadership, growth and employment outcomes as well as reduce local economic leakage and promote local partnerships and collaborations.	Council	MED	2021-2025	Provision is made in the 2021-22 Operational Plan & Budget for business support
		Deliver an 'open for business' approach to attracting business through effective support and guidance.	Council	MED	2021-25	Quarterly Economic Development Progress Report to Council



PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS	Consultation, Design Thinking & Problem Solving	Establish a 'GROW Glen Innes Think Tank' group consisting of locals willing to volunteer their time, knowledge and expertise in assisting Council to deliver ideas, options, projects to achieve community objectives.	Council	MED	2021-2022	Secure a volunteer resource of up to 20 people.
	Master Planning and Integrated Planning	Deliver a 100-year vision for our town and villages to guide, prioritise and seek funding in order to invest in the activation, appeal and liveability of the LGA and leverage our natural and built assets.	Council / Grants	MED /GGITT	2021-2022	Deliver a Draft Master Concept Plan by December 2021
		Utilise the Economic Development Strategy and Action Plan to frame the priorities, integrating it with all other strategic documents and providing a summary document to utilise in the training, education and priority setting of an incoming Council, as well as to assist the community in measuring Council's success.	Council	MANEX	2021-2022	Delivery by 30 August 2021

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	Local Jobs Program & Workforce Attraction Strategy	Commission and complete research into Local Jobs and Skills gaps to determine the challenges, gaps and future workforce opportunities via Regional Australian Institute (RAI)	Grants	MED	2021-2022	Deliver research and workforce strategy by 30 June 2021 by Council report
		Commission and deliver a Workforce Attraction Strategy via Regional Australian Institute (RAI)				
		Socialise the research findings and strategic recommendations and seek consultation with local businesses, education providers and community to develop a 'Local Jobs Program'.	Council	MED	2021-2022	Conduct a GROW GI Think Tank workshop by 30 December 2021 and report to Council by March 2022
		Seek State &/or Federal assistance to fund the 'Local Jobs Program'.	Council	GO	2021-2022	Seek funding opportunity when available.
		Investigate and recommend how the 'Clean Jobs Plan' can assist in building our local economy whilst tackling climate change and creating more local job opportunities.	Council	MED / DDP&RS	2022-23	Deliver a report to Council by 30 December 2022
...continued						

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY **...continued**

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	Highlands Hub – Education & Jobs programs & Initiatives	Deliver Highlands Hub – Community ‘Localised’ digital platform incorporating local jobs, education & training, candidate profiles and link to Business platform	Council	MED	2021-2022	A Digital Platform is built and tested by 30 June 2021
		Launch Highlands Hub – Community via all available channels	Council	MED	2021-2022	Platform launched by 30 December 2021
		Seek grant funding to facilitate the delivery of a range of local education programs, workshops and initiatives.	Grants/ Council	GO	Annually	Number of successful grant-funded programs
		Advocate for a local mentoring program to address the lower levels of high school completion rates and to cultivate their human network and improve their future socio-economic capital.	Council	MCS	2021-2025	Conduct a GROW GI Think Tank workshop by 30 December 2021 and report to Council by March 2022
		Lobby State and Federal Government for increased local training and education courses linked to our local gaps and future needs.	Council	GM	2021-2025	Lobby State and Federal Government for increased local training and education courses
...continued						

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
<p>...continued</p> <p>PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY</p> <p>...continued</p>	<p>Digital Connectivity & Remote Readiness</p>	<p>Lobby Federal Government to address mobile blackspots in the LGA</p>	<p>Council</p>	<p>GM</p>	<p>2021-2025</p>	<p>Zero mobile blackspots by 2025 in LGA</p>
		<p>Partner with Telco’s servicing the LGA to improve broadband internet connection, infrastructure and speed prioritising local businesses.</p>	<p>Council</p>	<p>MED</p>	<p>2021-2023</p>	<p>All LGA businesses provided the opportunity to upgrade their NBN</p>
		<p>Seek State &/or Federal assistance to fund the ‘Remote Ready’ programs and initiatives and deliver through Highlands Hub.</p>	<p>Council/ Grants</p>	<p>MED</p>	<p>2021-2023</p>	<p>Two (2) programs funded and delivered via Highlands Hub</p>



PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY	Marketing & Promotion	Deliver an annual marketing campaign program for Glen Innes Highlands to encourage people to Visit, Live & Invest leveraging our strengths, opportunities and assets	Council	MED	2021-2025	Council Report with marketing plan delivered annually by 30 June.
		Formalise the New England High Country (NEHC) brand and group to deliver marketing and promotions at a regional level	Council	MED	2021-2022	Report to Council by 30 June 2022 in concert with NEHC group councils.
		Facilitate place-making media coverage	Council	MCO / MED	2021-2025	Minimum four (4) per year.
		Build pride, advocacy and positivity within our local community through a collaborative marketing ecosystem driven by one purpose	Grants	MA	2021-2025	Monthly Council Reports – continual optimisation
		Deliver New England High Country programs and campaigns in conjunction with the NEHC Group	Council/ Grants	MA	2021-2025	Monthly Council Reports with updates
		Disseminate marketing material through networks both directly and through online portals such as Highlands Hub Business as well as relevant industry bodies.	Council/ Grants	MA	2021-2025	Monthly Council Reports with updates
		Leverage AVIC's, DNSW & DNCO to promote Glen Innes Highlands.	Council/ Grants	MA / TEO	2021-2025	Monthly Council Reports with updates
		Refresh the Glen Innes Highlands Brand Guidelines	Council	MA	2021/2022	Deliver by June 30, 2022
...continued						

PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY	Healthcare & Social Assistance Services	Advocate to attract aged care facilities and services to accommodate our future aging population following establishment of how many are needed to accommodate.	Council	DDPRS	2020-2025	A prospectus is developed to assist in attracting aged care facilities and services by 31 December 2022
		Leverage the 'Health outcomes and access to health and hospital services in rural, regional and remote New South Wales' inquiry to formulate a plan to improve local health services.	Council	DCCS	2021-2022	Report to Council by 30 December 2021
		Lobby State Government for the inclusion and participation in the new \$20million Hospital upgrade and the attraction of GP's and healthcare professionals to regional areas.	Council	GM/DPDRS	2021-2025	Progress report included in Monthly Council Reports every quarter
		Lobby State Government and partner with the NSW Rural Doctors Network to provide incentive packages to attract additional healthcare professionals to the LGA/Regions.	Council	GM	2021-2025	An Incentive Package is developed by 30 December 2021
		Lobby the Australian Department of Social Services to add Glen Innes to the Stronger Places, Stronger People program to interrupt the intergenerational cycle of disadvantage - https://www.dss.gov.au/families-and-children-programs-services/stronger-places-stronger-people	Council	GM	2021-2022	Glen Innes is added to the Stronger Places, Stronger People program
...continued						

PLACE – DEVELOP & **PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY ...continued**

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued	Attracting & Retaining Population	Create a 'Movers Attraction Policy' to address population mobility and to increase internal migration from and to key areas leveraging our strengths and opportunities across all relevant strategies and channels.	Council	MED / GGITT	2021-20 22	Council Policy adopted by Council by 30 June 2022
PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY		Continually seek grant funding and investment to improve 'things to do' to improve liveability and attract more families.	Council	GO	2020-2025	Monthly Council Reports with updates
		Facilitate a University-led detailed study into the outflow of people moving to the area in order to create incentives to stem the outflow and retain families, investigating the link between occupation types leaving and industry services local demand.	Council/ Grants	MED	2022-2023	Funding received & project completed by 30 June 2023
		Provide opportunity through the Start-up Incubator and Highlands Hub programs and initiatives to provide a pathway for high-school and university leavers to consider remaining in the LGA, starting a business and contributing to local economic prosperity.	Council/ Grants/ Partners	MED	2021-2025	Secure a start-up incubator by 30 June 2021 Secure a further 2 year term with a start-up incubator by 30 June 2022
		Partner with local real estates to include GIH marketing in their marketing channels; collect migration data; promote affordability and deliver a new 'Welcome to Glen Innes Pack'.	Council	MED	2021-2025	Engagement with local Real Estate Agents by 30 December 2021. Welcome Pack delivered by June 2022
...continued						

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIENCE & FACILITATE OPPORTUNITIES FOR GROWTH

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIENCE & FACILITATE OPPORTUNITIES FOR GROWTH	Diversification of Agriculture	Facilitate an Agri-innovation business development program to leverage agriculture for tourism and business-related opportunities to expand the Agri-economy through value-adding and value chain development.	Grants	MED / Consultants	2021-2022	Attendance, engagement and participation in the program - Quarterly ED Council Report
		Review the Agri-Innovation Action Plan and prioritise actions for the next 4-year Delivery Program	Grants	MED / Consultants / GGITT	2021-2022	The Action Plan is reviewed and a report to Council by 30 September 2021
		Build reputation as a high-quality food and fibre production region through local and regional branding and alignment with the new brand for Regional Australia.	Council / GLENRAC	MED	2021-2025	Quarterly Economic Development Progress Report to Council
		Continually seek funding and provide support to the local Agricultural Industry and its Associations to support on-farm diversification.	Council / GLENRAC	MED / GO	2021-2025	Quarterly Economic Development Progress Report to Council
		Investigate the potential of the circular economy to provide low-skilled jobs and a sustainable 'green' future economy with a recommended action plan to Council and Community.	Council	WEMO	2021-2022	Council adopts a Waste Management Strategy by December 2021
...continued						

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	Leveraging Growth Opportunities	TOURISM: Deliver the priorities of the Destination Management Plan (DMP)	Council	TEO	2021-2025	Provide an annual report to Council by 30 June outlining the progress of the delivery of priorities of the DMP
		TOURISM: Undertake a comprehensive audit of all disused or underutilised assets to link assets to ideas and opportunities. Deliver the 'Disused Asset Audit'.	Council	GIGTT/ MED	2022-2023	A report is provided to Council by 30 June 2023.
		TOURISM: Secure funding to build and deliver the pilot 'Tourism Itinerary & Packages Platform'.	Grants / Council	MED	2021-2025	Funding to build and deliver the pilot 'Tourism Itinerary & Packages Platform' is successful
		TOURISM: License the 'Tourism Itinerary & Packages Platform'.to other Councils to generate additional revenue for Council.	Grants / Council	MED / PM	2022-2025	Quarterly Economic Development Progress Report to Council
		ASSET-BASED PLACE-MAKING: Construct the New England Rail Trail – Glen Innes to Ben Lomond	Grants / Council	MED / PM	2021-2025	Quarterly Economic Development Progress Report to Council
		ASSET-BASED PLACE-MAKING: Seek funding to deliver projects to a shovel-ready status as identified in the 'Disused Asset Audit' and ongoing interactions with the Grow Glen Innes Think Tank.	Grants/ Council	MED / GGITT	2022-2025	Quarterly Economic Development Progress Report to Council
...continued						

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH **...continued**

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	...continued Leveraging Growth Opportunities	PROFESSIONAL SERVICES – Provide an annual report on local economic leakage and leverage the report to attract additional professionals to link demand with supply.	Council	MED	2021-2025	Report to Council by 30 June Annually
		RENEWABLE ENERGY - Leverage the REZ status to unlock renewable energy and storage projects and industry.	Council	DIS / MED	2021-2025	Report to Council by 30 June Annually
		RENEWABLE ENERGY - Support and help incubate local business in the research and trials of renewable energy solutions that benefit our community.	Council	MED	2021-2025	Quarterly Economic Development Progress Report to Council
		RENEWABLE ENERGY – Investigate a sustainable approach and timeline for migrating to carbon neutrality and/or 100% renewable energy provision.	Council	MED / GGITT	2021-2025	Quarterly Economic Development Progress Report to Council
		PUBLIC SERVICES & ADMINISTRATION - Lobby State and Federal Government to decentralise services to the regions and relocate a large public administration facility to Glen Innes	Council	GM	2021-2025	A public administration service is relocated with up to 100 employees by 30 June 2025.
...continued						

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	Community Leadership & Advocacy	Design and deliver an 'Investment Attraction Policy' to encourage industry across sectors identified as growth opportunities.	Council	MED	2021-2022	An Investment Attraction Policy is adopted by Council by 30 June 2022
		Lobby State Government Planning Department to provide more transparency and collaboration in state-managed investment opportunities to better benefit the local community.	Council	GM	2021-2025	100% of Plans affecting the LGA
		Lobby for State Government to share the burden of asset depreciation costs to enable more infrastructure projects.	Council	GM	2021-2025	Delivery of a co-contribution arrangement
		Connect local businesses to Business NSW and State & Federal initiatives, support, funding and incentives.	Council	MED	2021-2025	Quarterly Economic Development Progress Report to Council
		Attend industry specific trade shows, exhibitions and other events related directly to identified growth opportunities and improving local strategies and outcomes.	Council	MED	2021-2025	Attend a minimum of two (2) events per year.
		Meet with partners (i.e. developers, industry groups, specialty consultants, etc.) in identified growth sectors to discuss opportunities	Council	MED	2021-2025	Quarterly Economic Development Progress Report to Council
		Engage, support and collaborate with regional leaders through the Northern Inland Regional Developers (NIRDS) forum and build relationships with regional counterparts.	Council	MED	2021-2025	Attend all NIRDS meetings.

MEASURES TO EVALUATE SUCCESS

STRATEGIC PILLAR	STRATEGIC GOAL	EVALUATION METHODS	KEY METRIC	2016 BASELINE	2041 TARGET VIA CENSUS
PARTNERSHIPS	FACILITATE CONNECTION & COLLABORATION	<ul style="list-style-type: none"> PROJECT DELIVERY PROJECT ENGAGEMENT LOCAL SENTIMENT & ENGAGEMENT EXTERNAL CUSTOMER SURVEY 	REMPAN Socio-Economic Indexes for Areas	915 (2016)	1000 (Australian Average)
			Average Household Income	\$841 (43% lower than the State Average) (2016)	Equal to the State Average
			NEIGHBOURLYTICS Social Prosperity Standard (SPS)	TBA – following launch cities program completion	TBA – following launch cities program completion
PEOPLE	IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	<ul style="list-style-type: none"> LABOUR FORCE & UNEMPLOYMENT SEIFA HOUSEHOLD INCOME SOCIAL PROSPERITY SCORE MIGRATION - IN/OUT PROGRAM PARTICIPATION 	Estimated Resident Population	8,871 (2019)	Population growth in line with State Average
			Residential and non-residential building approvals	\$9.6 million	Growth in building approvals in line with State Average
PLACE	DEVELOP LOCAL ASSETS & IMPROVE LIVABILITY	<ul style="list-style-type: none"> MARKETING PROGRAM EVALUATION & REPORTING POPULATION & DEMOGRAPHICS BUILDING APPROVALS ASSET DEVELOPMENTS WORKFORCE & SKILLS 	Visitors and Expenditure	150,000 visitors \$38m in expenditure	Sustained growth of visitors and expenditure
			Unemployment rate	7.1% (March 2020), NSW 4.6%	Unemployment rate in line with State Average
			Local Jobs	3,060 jobs (2016)	Employment growth in line with State Average
PROSPERITY	IMPROVE RESILIANCE & FACILITATE GROWTH	<ul style="list-style-type: none"> SIZE & STRUCTURE OF ECONOMY INDUSTRY VALUE-ADD BUSINESS COUNTS VISITATION & ACCOMMODATION PROFILE PROPERTY MEDIAN HOUSE PRICES / AVERAGE RENT 	Industry Sector Output	Agriculture, Forestry & Fishing (22.7%)	Reduction in % showing improved industry diversification
			Business Counts per industry	Identified growth industry 2019 baseline	Increased % on identified growth industries
			Visitor Profile	Domestic Overnight (3.00 Avg. Stay) (\$299 Avg. Spend /trip) (\$118 Avg. Spend per night)	Growth in measures

OPTIMISATION & REVIEW

It is critical that the long-term PLACE Strategy continues to evolve in consideration of:

1. Macro-economic factors and variables
2. Federal and State Policy and Strategies
3. Gross Domestic Product (GDP)
4. Industry and Consumer trends
5. Availability of funding for Regional and Rural communities
6. Community consultation
7. Council Strategy and Plan reviews aligned to the Integrated Planning & Reporting Framework and timings.

Considering this the Economic Development Strategy & Action Plan should be reviewed every four (4) years to adapt to these variables and to align with guiding the four-year Delivery Program development as part of the Integrated Planning and Reporting Framework. Therefore, reviews of the Economic Development Strategy should occur in the following financial years:

Local Government Elections	Councillor Induction	Community Strategic Plan & Resourcing Strategy	Delivery Program & Operational Plan	Review & Adoption of Economic Development Strategy
September 2021	October – December 2021	January – March 2022	April – June 2022	March 2020
Outgoing council oversees a review of progress in implementing the Community Strategic Plan (CSP). The report is presented to the final meeting of the outgoing council and is published in the Annual Report. A community satisfaction survey is conducted.	Induction and review of the progress report on the CSP from the previous council. Background information to support a revision of the CSP is presented to councillors. The General Manager oversees a revision of the Community Engagement Strategy, in consultation with councillors.	A community engagement program is undertaken which includes councillor leadership and involvement, and a draft CSP is prepared. The Resourcing Strategy is reviewed considering the draft CSP. Work commences on the Delivery Program.	The CSP, Delivery Program and Operational Plan are finalised and adopted. The Resourcing Strategy is updated to enable the achievement of the Delivery Program and Operational Plan and is adopted.	The Economic Strategy and Action Plan should be fully reviewed and presented to Community in December and Council for adoption of final no later than March prior to Council Elections.
September 2025	October – December 2025	January – March 2026	April – June 2026	March 2024
September 2029	October – December 2029	January – March 2030	April – June 2030	March 2028
September 2033	October – December 2033	January – March 2034	April – June 2034	March 2032
September 2038	October – December 2038	January – March 2039	April – June 2039	March 2037

FURTHER INFORMATION AND DOCUMENTATION

There are several documents that have contributed to the final Economic Development Strategy & Action Plan.

1. **Background Analysis & Report**
2. **Community Consultation Round 1 Summary**
3. **Draft PLACE Strategy & Action Plan**
4. **Community Consultation Round 2 Summary**
5. **Agri-Innovation Action Plan**
6. **Destination Management Plan 2021-2026**
7. **Future Factors Data Assessment**

Should you require a copy of these documents please contact:

Margot Davis
Manager Economic Development
Glen Innes Severn Council
Ph: 02 6730 2403
Email: mdavis@gisc.nsw.gov.au



SUPPORTING INFORMATION

ECONOMIC CONTENT DETAIL

POPULATION

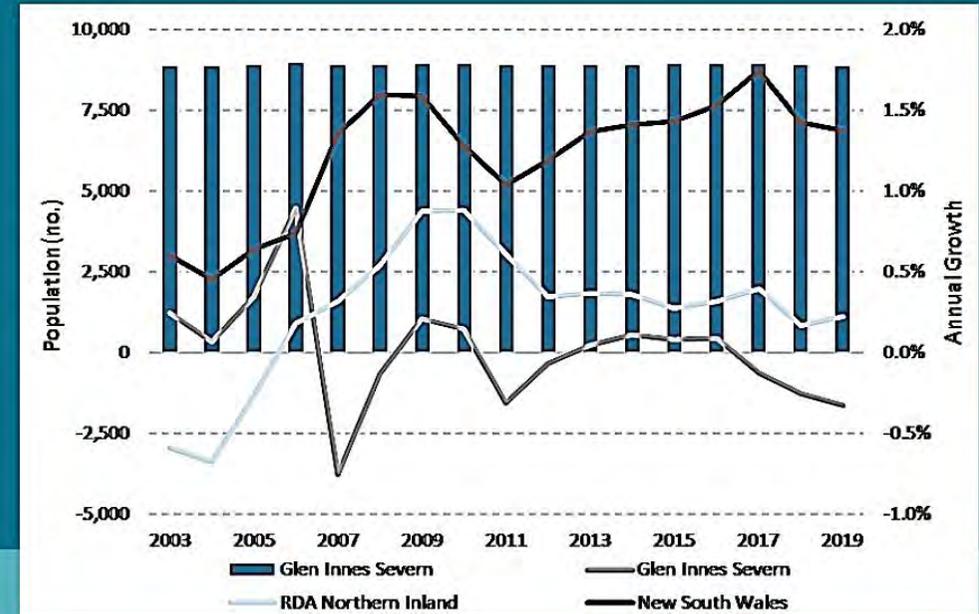
Glen Innes had an estimated resident population of around 8,870 persons in 2019. Population growth in the region has been stagnant over the past decade, in contrast to steady growth of 1% or greater per annum across New South Wales. Glen Innes has an older population than the NSW median, with the ageing of the local population forecast to continue out to the year 2041.

The ageing of the Glen Innes population can drastically change the nature, structure and shape of the community (and the economy). Currently two out of every five (5) people is over the age of 55. If the current trends continue, by 2041, more than one out of every two people (half the population) will be aged 55+.

While on the surface this trend would likely represent increasing demand for aged care services and additional future demand for infrastructure. However, the impacts would be far greater and further reaching. The expenditure profile of older residents is much lower than other cohorts, particularly the family cohorts. As such, there will be less available expenditure in the economy, which will lead to fewer shops and fewer retail options.

Furthermore, many community organisations and sporting clubs may suffer as many members are children or other young people and many of the leadership positions are held by parent volunteers. As the working age population declines in absolute terms, there will be fewer and fewer members and volunteers, which will put pressure on the viability of many community groups. Additionally, as there are fewer children in the community, the schools will likely get smaller.

Historical Population, Glen Innes
Source: REMPLAN (2020).



NATIONAL CONTEXT

In the three years to 30 June 2017, Sydney, Melbourne, Canberra and South-East Queensland all averaged at least 1.9 per cent annual population growth. Annual growth topped 2.8 per cent in Melbourne in 2015-16. Population growth in the other capitals has been more moderate. Some regional centres also experienced strong population growth.

Several regional areas including Geelong, the Gold Coast and the Sunshine Coast averaged annual population growth in excess of 2.3 per cent. Regional areas such as Ballarat, Bendigo, the Illawarra, Hume and the Hunter Valley (excluding Newcastle) also experienced solid population growth of between 1 and 2 per cent per year.

At the same time, some other Australian regions, particularly outer regional and remote areas, experienced low growth or a declining population.

Extract from: PLANNING FOR AUSTRALIA'S FUTURE - COMMONWEALTH GOVERNMENT

ECONOMY

Glen Innes' GRP was \$487 million in 2018-19, up 1.9% from the previous year. Due to the region's heavy reliance on the local agriculture, forestry and fishing industry, economic growth has been more volatile than the NSW average over the past decade.

The largest industries by Industry Value-Add (IVA) in Glen Innes in 2018-19 were:

- Agriculture, forestry and fishing
- Health care and social assistance
- Construction
- Public administration and safety
- Education and training

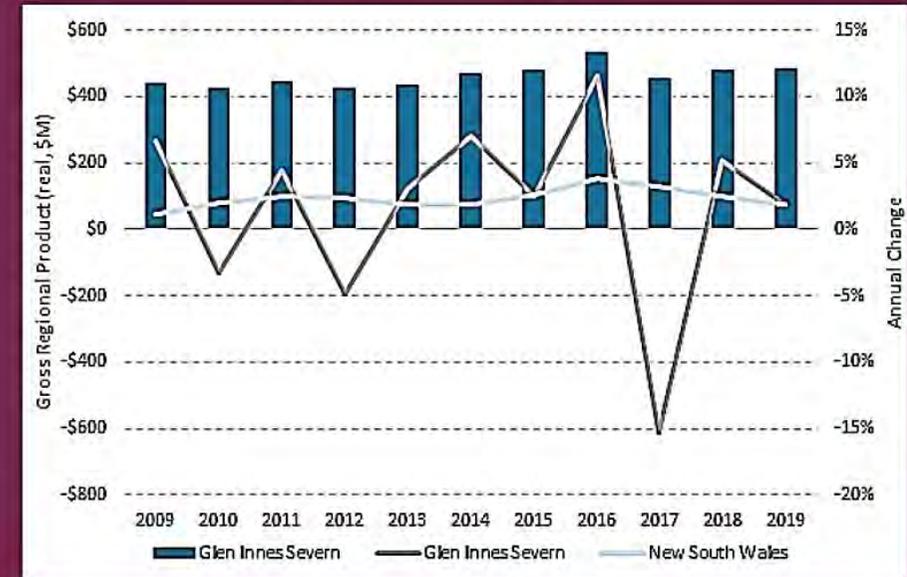
Almost all businesses in the area are small businesses, with almost two-thirds of businesses being owner/operators and one third employing less than 20 staff.

Relative to New South Wales, the local strength in healthcare is consistent with Glen Innes' older population. In addition to healthcare, the strength of the local public administration and safety and education industries show the heavy reliance on the public sector in supporting Glen Innes' economy.

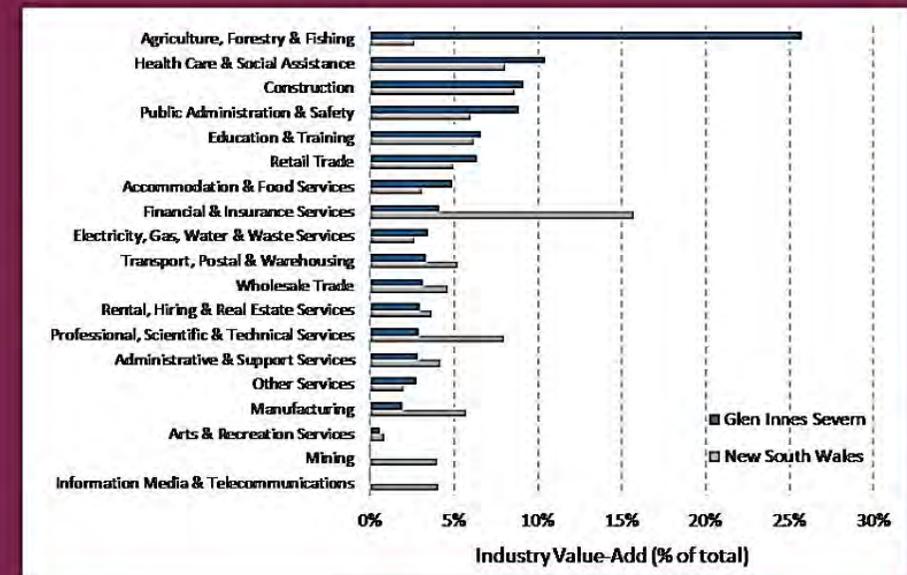
Glen Innes also has a reasonably strong construction industry, which is not typical given population growth has been stagnant over the past decade, with most growth areas around the country that have construction as the largest sector often experiencing population growth above 3%. The construction activity may be related to numerous renewable energy projects (i.e. wind farms). Glen Innes is already home to some of the State's largest wind farms and there are more identified for the future.

Further, the relative strength in retail and accommodation and food services show the region has a healthy tourism industry.

Gross Regional Product, Glen Innes
Source: REMPLAN (2020).



Industry Value-Add, 2018-19
Source: REMPLAN (2020).



LABOUR FORCE & SKILLS

Glen Innes' labour market has strengthened over the past four years. The region's unemployment rate was 6.3% in December quarter 2019, having trended lower since reaching a recent peak of 13.1% in December quarter 2015.

Employment growth has been particularly strong over the past year, up 16.3%. However, despite the region's labour market strengthening in recent years, Glen Innes' unemployment rate has remained significantly higher than the RDA Northern Inland and NSW averages over the past nine years.

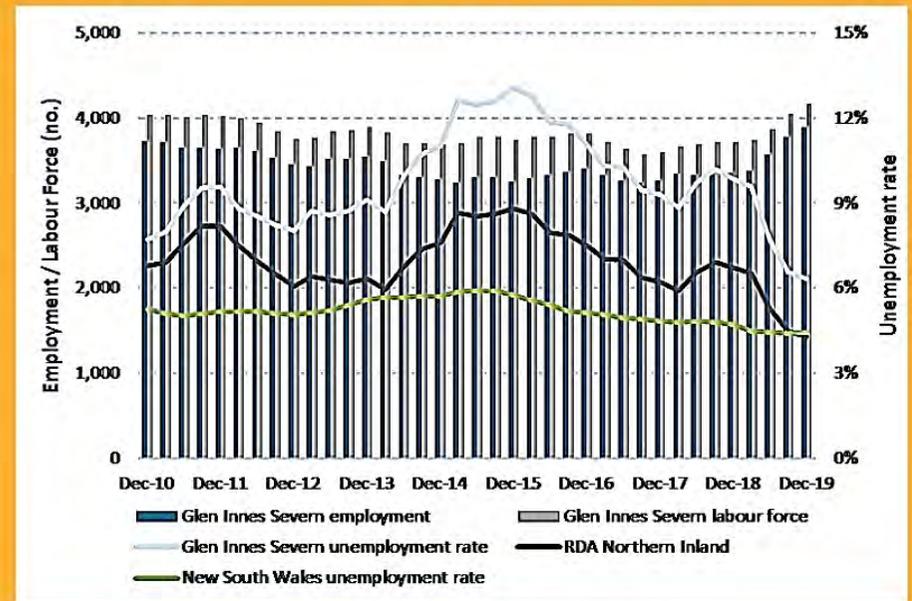
The recent increase in labour force could indicate new residents moving to the area, potentially signally some significant population growth.

Owing to the heavy reliance on the local agricultural industry for employment, Glen Innes had a significantly higher proportion of managers and a slightly higher proportion of labourers working in the area than the NSW average in 2016. This data further highlights the lack of diversity in employment opportunities within the region.

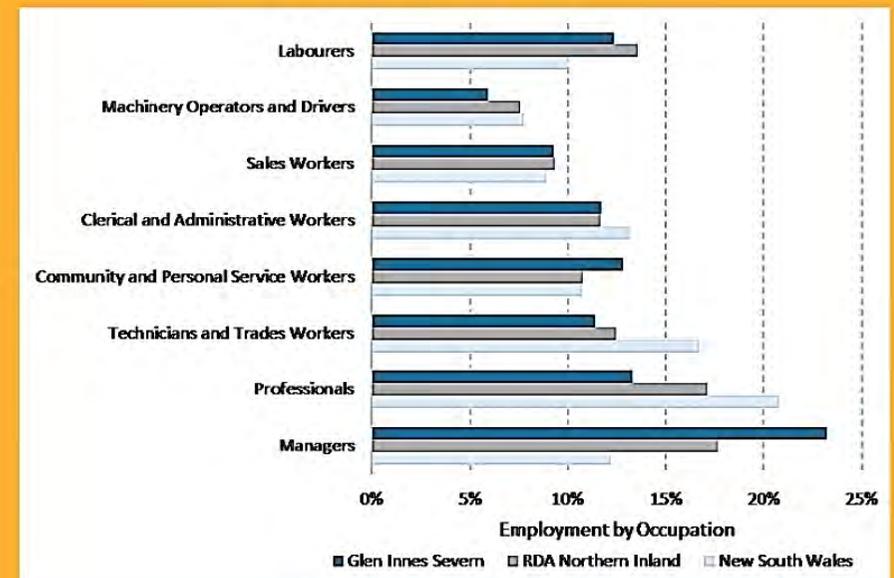
Due to the high demand of unskilled labour to work within the local agricultural industry, and the lack of job opportunities in other industries requiring higher education, Glen Innes has a significantly higher proportion of residents listing 'secondary education' or 'Certificate III & IV Level' as their highest education attainment in 2016 compared to NSW.

Growing high value-adding jobs will have greater benefits to the overall economy than increases in low value-adding jobs. The core difference is related to the relevant supply chains of these industries as well as the wages that are often paid across those industries. High value-adding jobs will provide a greater ability for workers to spend more in the local economy, which will create a greater flow-on benefit locally. Additionally, businesses that have more local supply chains (or the opportunity for them) will have the ability to support additional businesses, creating more value in the local economy.

Employment by Industry, Glen Innes
Source: Place of work data. REMPLAN (2020), ABS (2007).



Employment by Occupation, 2016
Source: Place of work data. ABS (2017)



AGRICULTURE

Livestock products accounted for more than 90% of the total value of agricultural commodities produced in the Glen Innes LGA in 2015-16. In particular, cattle and calf slaughterings are the dominant agricultural product, accounting for 75% of the total value of production.

'Sheep, grains, beef & dairy cattle' is the largest agricultural sub-industry, contributing \$81.7 million in IVA in 2018-19, equating to 18.2% of Glen Innes' economy.

Value of Agricultural Commodities Produced, Glen Innes Severn LGA, 2015-16

Commodity	Local Value	% of Total
Livestock slaughtered and other disposals - Cattle and calves	\$72,093,130	75.2%
Livestock Products - Wool	\$ 7,700,784	8.0%
Livestock slaughtered and other disposals - Sheep and lambs	\$ 5,741,970	6.0%
Vegetables for human consumption - Beans	\$ 4,425,529	4.6%
Livestock products - Eggs	\$ 1,696,093	1.8%
Total agriculture	\$95,901,060	100.0%

PROPERTY & BUILDING APPROVALS

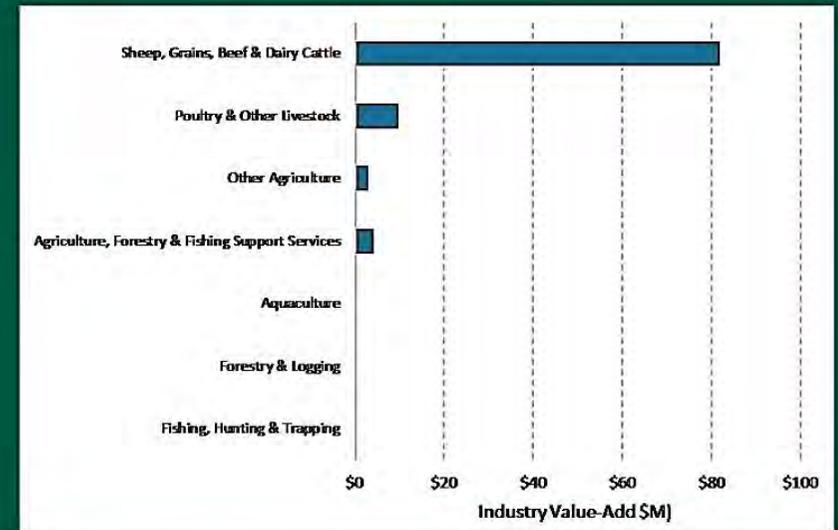
At \$210,000 in June quarter 2019, Glen Innes' median house price is the lowest of the comparison LGAs, \$35,000 below the Inverell LGA median. This is despite very strong price growth over the year to June quarter 2019. The increase in price may be related to the identified increase in local labour force and new residents moving to the area for work.

The number and value of residential building approvals in Glen Innes have trended lower since 2013, consistent with stagnant population growth in the region in recent years. However, the value of non-residential approvals rose sharply in 2019, to more than \$6 million, having been near or below \$1 million the preceding seven years.

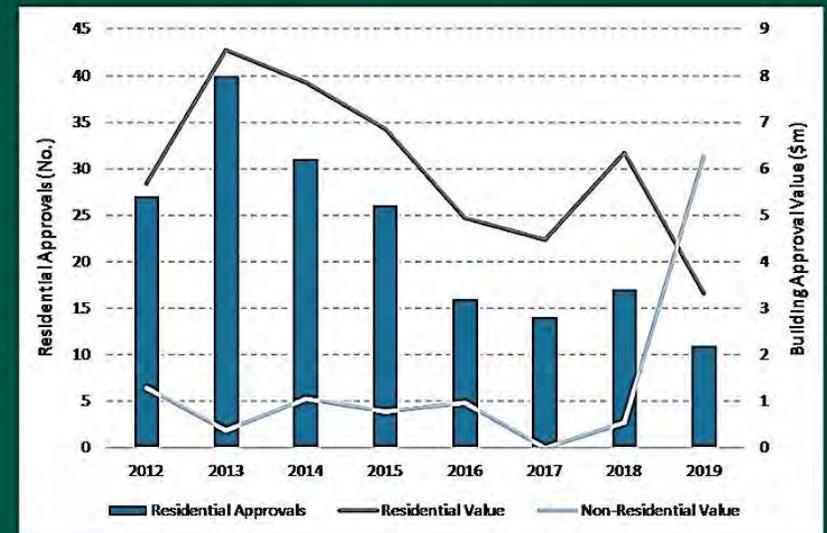
MEDIAN HOUSE PRICE : \$231,000

Source: FACS (2020).

Agriculture Industry Value-Add (2018-19), Glen Innes Severn
Source: REMPLAN (2020).



Building Approvals, Glen Innes
Source: ABS (2020c).



TOURISM

Tourism visitation to Glen Innes was estimated to be just under 155,000 in the year ending September 2019. Visitation (both visitors and visitor nights) to the region has trended slightly lower in recent years, with the decline in visitor numbers primarily driven by a fall in day-trip visitation. The region is dominated by domestic visitors, with domestic overnight visitors accounting for 62% of total visitation in 2019, while day-trip visitors accounted for 37% of total visitation over the period.

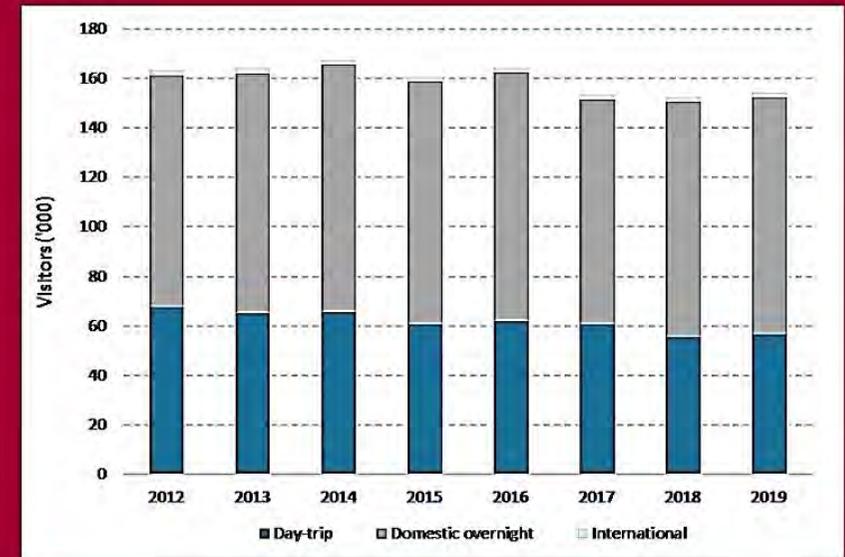
Visitation to the region is primarily for holiday and leisure purposes (52% of total), with this visitor type remaining relatively stable over the past five years. However, 'visiting friends and relatives' and business visitors have declined considerably over the same period.

The source of visitors to the region is evenly split from within the 'New England North West' Tourism Region (32%), 'Other NSW' (35%) and 'Other States' (32%, owing to the region's proximity to the Queensland border). Increasing international visitation is an area of opportunity for the region, with this visitor type typically having a high average trip spend.

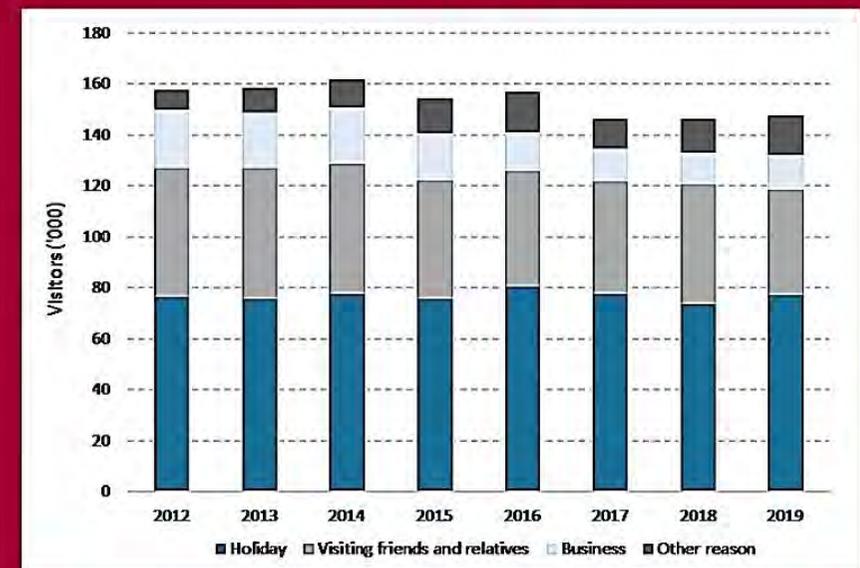
Visitation and average expenditure per trip data from Tourism Research Australia shows that an estimated total visitor expenditure of \$45.1 million in Glen Innes region in the year ending September 2019. This expenditure level equates to the local tourism industry contributing an estimated \$27.2 million (\$13.9 million directly and \$13.3 million indirectly) in gross value-added (GVA) activity to the Glen Innes economy. Tourism directly represents approximately 3.1% of total industry value-add.

In terms of employment, the local tourism industry directly employs an estimated 214 workers, while indirectly supporting a further 82 employees. Directly, it accounts for roughly 6.1% of all direct jobs.

Visitor Nights by Type, Glen Innes
Source: TRA (2020).



Visitors by Purpose of Visit, Glen Innes
Source: TRA (2020).



OPPORTUNITIES FOR GROWTH

These opportunities have been identified through the research, analysis and consultation undertaken for this project. They can become a catalyst for more people (particularly young families) to move to the area, creating additional stimulus for economic growth and addressing the current demographic shifts.

THE VISITOR ECONOMY

Prior to bushfires and COVID-19, overnight visitation to and the length of stay within the NE-NW Region was growing. Visitors inject \$38 million into the local economy, making an important contribution to many local businesses.

The primary markets are:

- Highway traffic passing through the area.
- Touring traffic including caravans and RVs, families, and people on short/long tours (by car/motorcycle).
- Business travellers (including construction workers associated with recent wind farm developments).
- People visiting friends and relatives (VFR).
- Regional residents.
- People attending events.

Important source markets are surrounding regions, Brisbane, Darling Downs and Sydney. Through leveraging the surrounding natural environment and creating new and more meaningful visitor experiences, tourism can contribute to diversifying the local economy and increasing liveability in the region.

KEY OPPORTUNITIES

- Building on existing products and experiences with digital solutions for improved customer experience and access to local tourism products.
- New product development including the New England Rail Trail, nature-based and adventure-based experiences.
- Leveraging the link between diversifying agriculture with Agri-tourism product development.
- Delivering the recommendations of the Destination Management Plan

RENEWABLE ENERGY

The NSW Government's Electricity Strategy sets out a plan to deliver three Renewable Energy Zones (REZ) in the State's Central-West Orana, New England and South-West regions. These REZs will play a vital role in delivering affordable energy generation to help prepare the State for the expected retirement of thermal power stations over the coming decades.

The REZ are expected to unlock a significant pipeline of large-scale renewable energy and storage projects, while supporting up to \$23 billion of private sector investment in our regions and up to 2,000 construction jobs each year.

Glen Innes Severn Council declared a climate emergency on 26 September 2020 and committed to a more sustainable future for our community. A new Climate Emergency Plan will be developed for the LGA.

KEY OPPORTUNITIES

- Leverage the REZ status to unlock renewable energy and storage projects.
- Leverage the Climate Emergency Plan and the Renewable Energy Action Plan.
- Support and help incubate local business in the research and trials of renewable energy solutions that benefit our community.
- Leverage the 'Clean Jobs Plan' to build our economy whilst tackling climate change

OPPORTUNITIES FOR GROWTH

VALUE-ADDING &/OR NICHE AGRICULTURE

Changes in consumer behaviour have created opportunities for Australian farmers to innovate and diversify and create new pathways to market. Instead of relying on the traditional commodity-based supply chain models, agri-food entrepreneurs can investigate creating value chain-based models that allow them to tap into consumer pull factors, shifting their business model from volume to value based systems.

Glen Innes already has a strong agricultural sector, including a variety of services, but very little food and beverage production. State and Commonwealth Governments strongly support the agri-food sector.

Value-adding opportunities for growth include:

- Products for health and wellbeing, including free-from and natural foods, supplements, fortified and functional foods, and personalised nutrition
- Sustainability-driven products and processes, including those that convert waste, provide alternative protein sources, sustainable packaging and green and ethical value chains.
- Premium foods, including high-quality, convenient, fresh and packaged products; luxury products and gifts; tourism; and novel tastes, smells and textures.
- Agri-tourism providing a range of on-farm visitor experiences.

KEY OPPORTUNITIES

- **Deliver an Agri-innovation and business development program to unlock local opportunities for on-farm diversification and value-adding.**
- **Connect agricultural experiences into the Tourism Package Platform as they become consumer ready.**
- **Encourage the local agricultural industry to diversify through cluster development.**

SMALL BUSINESS SUPPORT AND LOCAL JOBS

Glen Innes' economy is dominated by small businesses (99.3% of all businesses have 19 employees or fewer), so supporting local small businesses to grow will help to grow the economy and deliver more jobs

Growing high value-adding jobs will have greater benefits to the overall economy than increases in low value-adding jobs. The core difference are related to the relevant supply chains of these industries as well as the wages that are often paid across those industries. High value-adding jobs will provide a greater ability for workers to spend more in the local economy, which will create a greater flow-on benefit locally. Additionally, businesses that have more local supply chains (or the opportunity for them) will have the ability to support other local businesses, creating more value in the local economy.

Because one job may offer greater value than another, this does not mean that lower value-adding jobs are not important. These jobs often provide employment for youth and offer an entry point into the workforce for many residents. Rather, understanding the value of employment should guide the balance of effort and resources in terms of various industry development and investment attraction activities.

KEY OPPORTUNITIES

- **Support small business to grow in-turn enabling increased employment opportunities.**
- **Implement the recommendations of the Local Jobs & Skills Gaps research conducted by Regional Australia Institute.**
- **Encourage local businesses to have more local supply chains.**

OPPORTUNITIES FOR GROWTH

INNOVATION & ENTREPRENEURIALISM

Encouraging innovation and entrepreneurialism can be another effective source of new jobs. Nate Sotring, renowned expert on placemaking and innovation, highlights that the places that excel in innovation effectively combine economic assets (businesses, research, human capital) with physical assets (buildings, public spaces, infrastructure). This combination unique and interesting relationships between people, organisations and the place where the two meet.

Supporting entrepreneurialism will support future jobs growth by allowing locals to start their own business. While entrepreneurs are often associated with the technology industry, entrepreneurs can exist in any industry sector. Starting any new business is entrepreneurialism.

A stand-out response in the community consultation regarding initiatives to attract more visitors to consider moving to Glen Innes for employment involved the need for more family friendly facilities. The online webinars outlined and reinforced some current themes to create more 'things to do'.

The community consultation uncovered an expressed need for encouraging new industries, start-up support, improving retail offering as well as leveraging aged care and the need for a co-working space.

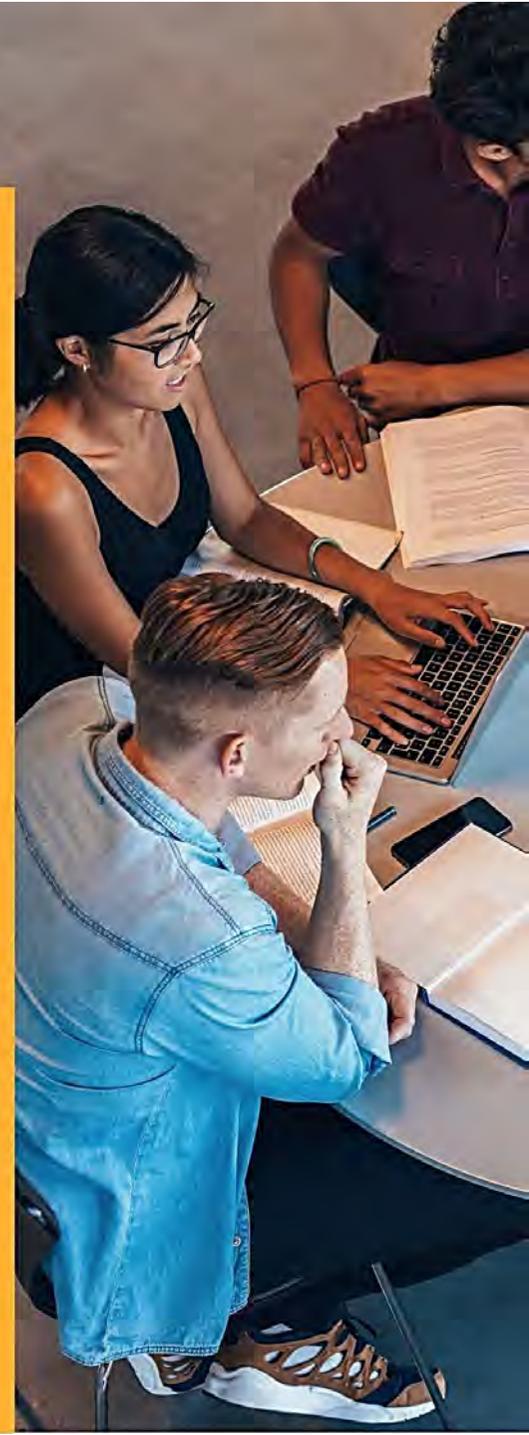
The impacts of COVID-19 on the next generations will be harshly felt with a lack of jobs for school and university leavers.

Providing opportunities for the local community to improve their businesses and to create mechanisms for developing entrepreneurial and innovative skills locally has the potential to create resiliency within our community as well as small business growth and industry diversification.

Maximising the potential of Centennial Parklands, Stonehenge Recreational Reserve and the Beardy Woodlands as well as realising the proposed New England Rail Trail would provide additional activities alongside strengthening the Adventure Country, High Country and Celtic Country product themes. Eerindii Ponds and the Rocky Creek corridor proposed wetlands project provide further product development opportunities.

KEY OPPORTUNITIES

- Deliver a physical space that can be utilised to connect the community to programs and initiatives that breed local entrepreneurialism and innovation.
- Attract an incubator program to support the community in their business ideas and quests to create their own job.
- Improving and increasing 'things-to-do' that are of interest to families within our town and villages.
- Promotion and marketing to encourage visitors to stop, explore and spend and encouraging locals to have pride of place.
- Deliver master plans and business cases for the development of natural assets.



OPPORTUNITIES FOR GROWTH

HEALTHCARE & SOCIAL ASSISTANCE



According to the Department of Education, Skills and Employment, healthcare is expected to be one of the fastest growing industries over the next five years.

The Health Care and Social Assistance sector in Glen Innes is already a significant employer and while employment in the sector has increased, the rate of increase is below the State and Industry average. The importance of the local health care industry is likely to grow in coming years, given the forecast growth in the number and proportion of older residents in the region.

Beyond employment, ensuring high quality local healthcare services can also support population growth, as these services are considered essential and important to most families when considering a regional move.

A \$20 million upgrade to the Glen Innes and District Hospital will improve the health services for the local community and its surrounding villages. Benefits of our proximity to regional cities of Northern NSW including Tamworth, Armidale, Coffs Harbour and Toowoomba provide economic stimulus and high-quality health, education and recreation options for the entire region.

KEY OPPORTUNITIES

- Attract aged care and develop more services and facilities.
- Improve medical facilities.
- Create a benefit out of our ageing population and their healthcare needs to attract healthcare workers and their families.
- State Government promise to upgrade Hospital - \$20million

PHYSICAL ENVIRONMENT

Glen Innes Highlands straddles the Great Dividing Range with elevation ranging from 100 metres above sea level in the north east corner of the Highlands to over 1,500 metres in the south west.

The Highlands landscapes are stunning. From gorges to rivers and granite outcrops to balancing rocks, our region has a natural clean and unique physical environment. 26% of the local government area is National Park (1,190km²) and State Forests (231km²), with the Washpool and Gibraltar Range National Parks being part of the World Heritage listed Gondwana Rainforests of Australia. We have warm temperate rainforest in the gullies, eucalyptus forests and woodlands, and sub-alpine vegetation at the higher elevations.

The Highlands has a cool temperate with four distinct seasons, very unique within Australia. Summers are mild-to-hot with low humidity. Winters are cold, frosty and windy, with temperatures often falling below zero degrees. Frosts are prevalent and snow falls occur at higher altitudes. In winter, the Highlands attracts the 'snow chasers' and in summer people escaping the humidity on the coast. Autumn and Spring are simply breathtaking.

KEY OPPORTUNITIES

- Leveraging our natural and built environments as a destination of choice for a healthy lifestyle and fulfilling family-friendly location.
- Leverage the ageing population to encourage active and semi-retired movers attracted to the cool climate.
- Promote our seasons, culture, arts, events and community facilities as a proof point for a diverse and unique lifestyle.

OPPORTUNITIES FOR GROWTH

ASSET-BASED PLACE-MAKING

Fundamental to a place approach to economic development is looking within our community and its assets that can be utilised to create social and economic outcomes.

Glen Innes Highlands has some key assets that are currently under-utilised that could create either central locations for business an industry development and/or tourism product development that facilitates local employment outcomes.

The Glen Innes Airport is owned by Council and is Civil Aviation Safety Authority (CASA) registered and licensed for general aviation. The airport is currently utilised for private and charter planes, medical evacuation, emergency services, agricultural and recreational use.

Local businesses and some agricultural properties, including Ranger Valley Feedlot, are dependent on the airport for access.

The Glen Innes Airport has recently been upgraded an development approved for a 600 student International Flight School with development consent. An alternative plan could be created to utilise the asset for tourism product development and other aviation related opportunities.

The Glen Innes Railway Station was designed in the early 1880s along the Great Northern Line. Services ceased in 1988 which sadly saw the majority of the once Great North Railway now become an uncared and pretty much abandoned section. The station remains a landmark building in Glen Innes and is a good representative example of first-class Victorian architecture rarely seen in northern NSW. There is opportunity to reclaim the asset into community hands and revive the stations use alongside the opportunities that will be presented with the New England Rail Trail.

The Essential Energy owned building on the New England Highway houses two very large antique engines of historic significance. The preservation of these and other antique engines creates an opportunity to leverage the asset and create a partnership with the Powerhouse Museum in Sydney to create a Regional Powerhouse Museum that includes a working repair shop for historically significant engines. A cluster already exists for the concept through the History House Museum, the Vintage Truck and Machinery Show, the Traction Club and the town's Heritage brand pillar.



KEY OPPORTUNITIES

- Improving and Increasing 'things-to-do' that are of interest to families within our town and villages.
- Promotion and marketing to encourage visitors to stop, explore and spend and local to have pride of place.
- Deliver master plans and business cases for the development of natural assets.

