

# **GLEN INNES HIGHLANDS PLACE**

**STRATEGY  
2020-2040**

**PLACE  
ACTION PLAN  
2020-2025**

**GLEN  
INNES**  
HIGHLANDS



# ACKNOWLEDGMENTS

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**THIS DRAFT IS ON PUBLIC EXHIBITION UNTIL 12 FEBRUARY 2021**

Please go to **[gisc.nsw.gov.au/economicdevelopment](https://gisc.nsw.gov.au/economicdevelopment)** to access all the consultation opportunities or send your insights, builds, thoughts and ideas to **[council@gisc.nsw.gov.au](mailto:council@gisc.nsw.gov.au)**

## MAYORAL MESSAGE

The Glen Innes Severn Delivery Program 2017-2021 adopted by this Council requested to update the existing Economic Development Strategy to ensure Council is capitalising on economic development opportunities in the LGA. Further to this the approach to be undertaken was to develop a 'whole of place' Economic Development Strategy & Action plan to 2025.

This Place Strategy sets the strategic vision and approach for the community to 2040 and includes a detailed Action Plan from 2020 - 2025. This strategy has been delivered following extremely challenging times for the nation, region and our local government area. Drought, Bushfires and the Covid-19 pandemic have devastated our community.

Despite this our community has shown such resilience and a renewed sense of connection and collaboration to make sure that our place survives and can once again thrive into the future.

During the devastation of the drought and more severe fire seasons there has been unprecedented infrastructure investment which has strengthened our connection to place and provided economic opportunities to leverage in the future.

Our community's new Place Strategy is a natural progression from Council's previous focus on improving liveability, providing industrial land, growing tourism, supporting the agricultural base, developing key assets, building business capability and networks and supporting improved connectivity – roads, mobile and broadband.

One thing is for certain, that we need to make some step-changes to ensure the future social and economic prosperity of our community and those who choose to move and invest in this dynamic part of Regional Australia.

Our strong economic agricultural base is expected to underpin new and emerging industries to create a dynamic regional economy. Diversifying agriculture and supporting agri-business, Agri-tourism as well as attracting skilled labour and professionals through our lifestyle will be an important part of the future.

The Glen Innes Severn Council present this strategy and action plan to the community, for the community and 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**



## WHO IS THIS STRATEGY FOR?

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

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

**THERE IS NO ONE OWNER.**

**THE COMMUNITY AS A WHOLE IS RESPONSIBLE FOR DELIVERING THE ACTIONS AND OUTCOMES.**

**COUNCIL ARE PART OF THAT COMMUNITY AND PLAY A LEADERSHIP AND FACILITATION ROLE.**

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

**WITHOUT YOUR INVOLVEMENT, IN WHATEVER GUISE, IT WILL NOT WORK!**

**WITH YOU WE HAVE EVERYTHING COVERED, AS A COLLECTIVE, CONNECTED AND CONCIIOUS COMMUNITY.**

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”**

JOEL A BARKER



# 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 Gindaadjin.

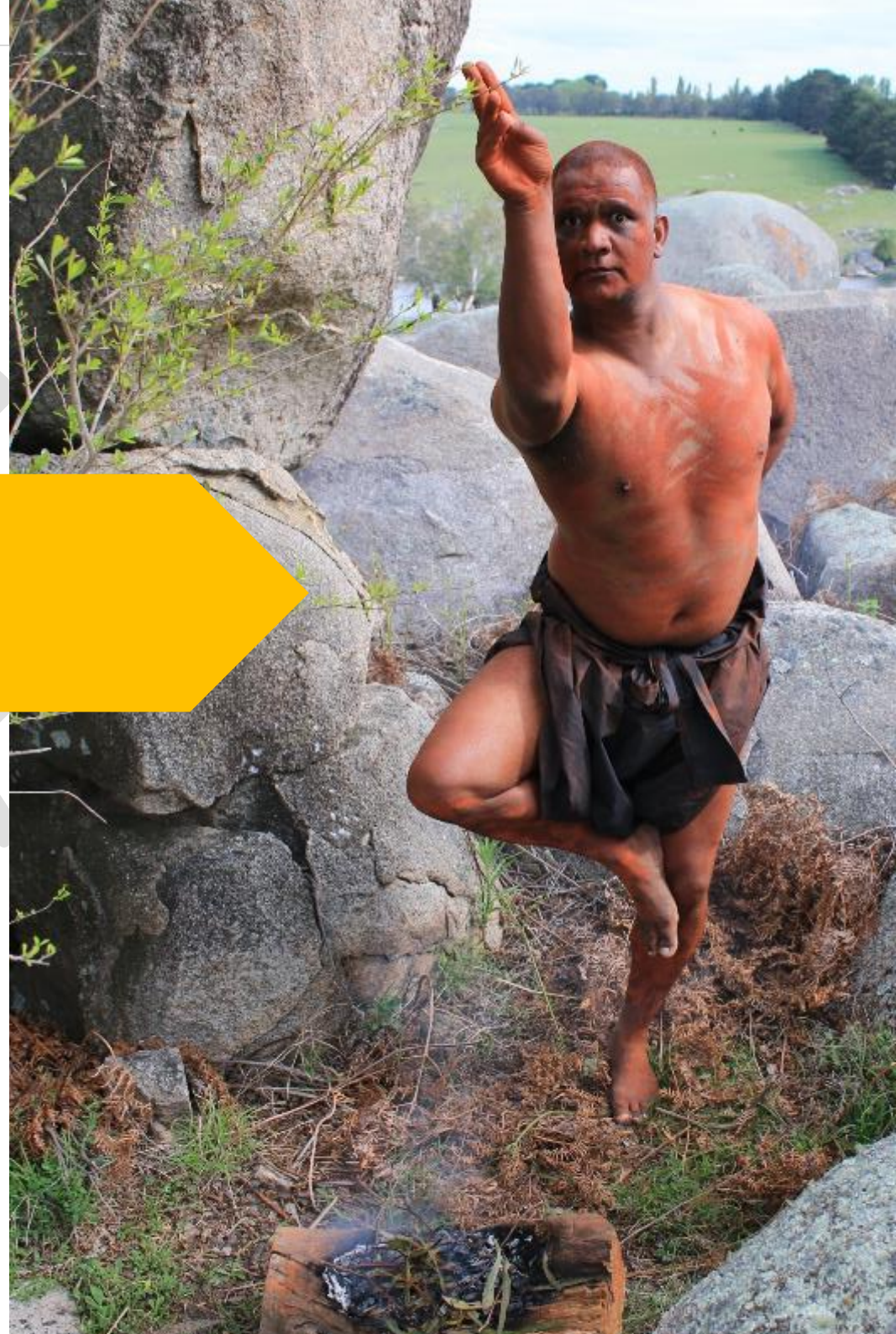
## GINDAAJIN - 'plenty of big round stones on clear plains'

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 connect, engage, nurture and motivate each other for collective prosperity and a vibrant community. We create a place that is the envy of others.

## 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

We 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.

## OVERALL STRATEGIC STATEMENT

Our Place Strategy provides a clear pathway to foster local economic growth through an unrelenting focus on:

**SOCIO-ECONOMIC WELLBEING:**

**ATTRACTION AND INNOVATION:**

**ECONOMIC RESILIENCE & INVESTMENT;**

**CONNECTION & COLLABORATION.**

## PLACE STRATEGY

### PEOPLE SOCIO-ECONOMIC WELLBEING

WORKFORCE ATTRACTION  
& JOB CREATION

LOCAL TRAINING & SKILLS

DEVELOP HUMAN CAPITAL

### PLACE ATTRACTION & INNOVATION

MARKETING & PROMOTION

INVESTMENT ATTRACTION

ATTRACTING & RETAINING  
POPULATION

### PROSPERITY ECONOMIC RESILIENCE & INVESTMENT

DIVERSIFYING  
AGRICULTURE

GROWTH INDUSTRY FOCUS

SUPPORTING LOCAL  
BUSINESS GROWTH &  
CONNECTION

### PARTNERSHIPS CONNECTION & COLLABORATION

ADVOCACY &  
LEADERSHIP

CONNECTIVITY FOR  
GROWTH

DEMONSTRATING  
ECONOMIC LEADERSHIP

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# INTRODUCTION



## GLEN INNES HIGHLANDS

Glen Innes Severn Local Government Area (LGA) which straddles the Great Dividing Range, is branded 'Glen Innes Highlands'. We are located 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 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.

Glen Innes Highlands 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 New England Regional Energy Zone (REZ).

The area's strong Celtic history is marked by the Australian Standing Stone and the annual Australian Celtic Festival. 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.

### THE 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.

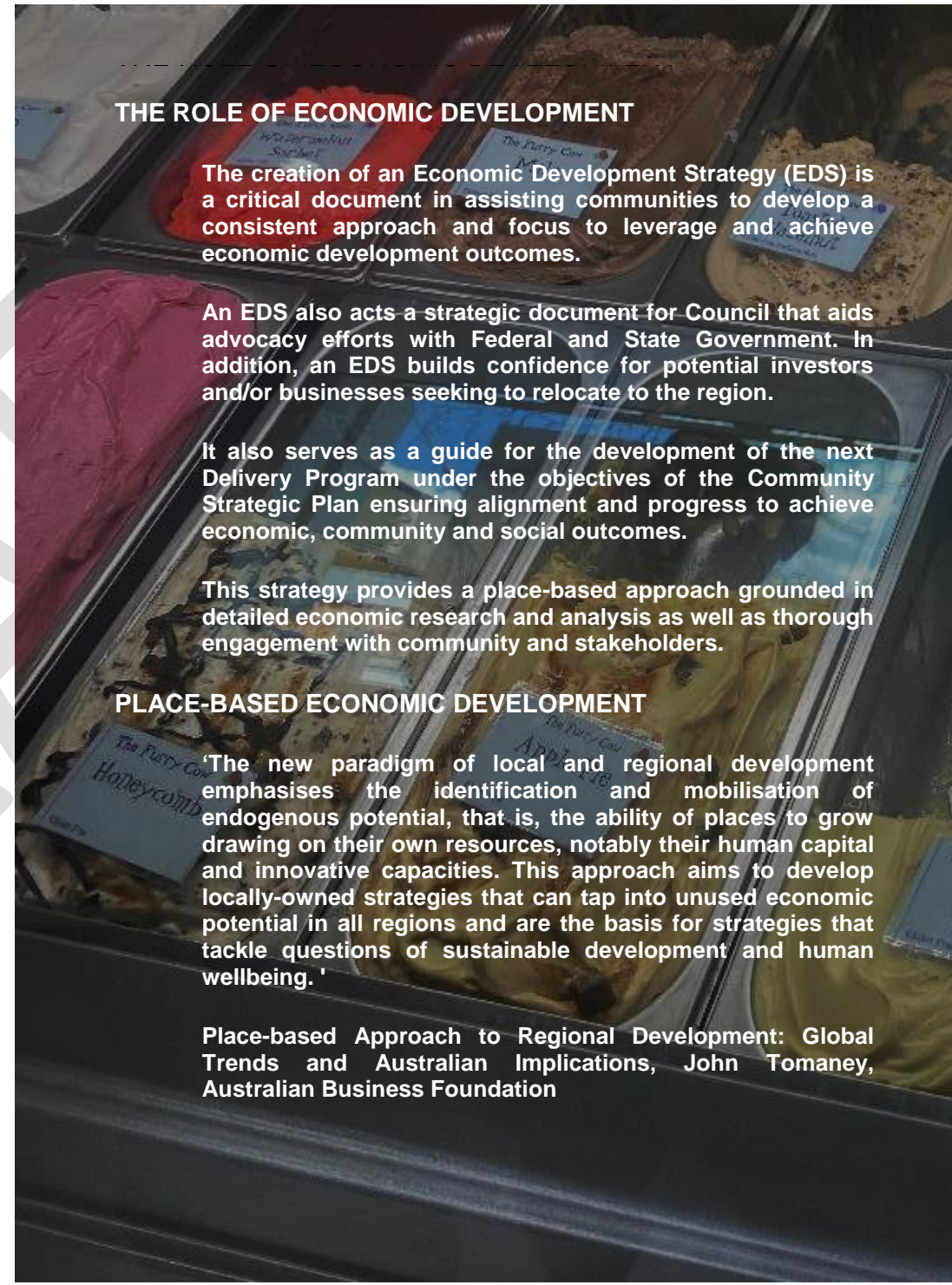
It also serves as a guide for the development of the next Delivery Program under the objectives of the Community Strategic Plan ensuring alignment and progress to achieve economic, community and social outcomes.

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

### 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. This approach aims to develop locally-owned strategies that can tap into unused economic potential in all regions and are the basis for strategies that tackle questions of sustainable development and human wellbeing.'

Place-based Approach to Regional Development: Global Trends and Australian Implications, John Tomaney, Australian Business Foundation





# STRATEGIC ALIGNMENT

## LOCAL STRATEGIES

### Glen Innes Severn Council Community Strategic Plan (CSP) 2017-2027

Outlines the importance of social prosperity and economic and population growth whilst protecting our environment and conserving heritage.

Vision:

“Glen Innes Severn will have a vibrant, confident and inclusive community supported by a sustainable and prosperous economy underpinned by a well-maintained road network”



### Glen Innes Severn Council Local Strategic Planning Statement (LSPS)

A key document outlining the strategic Land use vision to 2040 across the key themes of: A Renewed Economy & Authentic Place; A Thriving & Vibrant Community; Strong & Connected Infrastructure; Sustainable Environmental & Protected Heritage.

Vision:

“Glen Innes Highlands is the place to experience a unique lifestyle with opportunity, connection and wellbeing among a cherished and sustainable natural environment.”

## REGIONAL STRATEGIES

Regional Economic Development Strategy (REDS) for Northern New England High Country region the following strategies and recognises the following endowments:

Strategies:

- Improve connectivity as a foundation for growth
- Support and grow key sectors
- Attract new businesses and residents to the Region

Endowments:

- Natural endowments — climate, water resources, good pastures and mineral deposits.
- Location and accessibility
- Tourism and lifestyle assets, including World Heritage Areas and National Parks.

**“A strong and growing region with caring, creative and connected communities, that leverages its high-country climate, quality lifestyle, stunning natural environment, resources, and proximity to international gateways and the burgeoning South East Queensland market.”**

## OTHER RELEVANT STRATEGIES

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 (RDA) Northern Inland NSW

Regional Plan 2016-2019

Destination Country & Outback Destination Plan 2018-2020

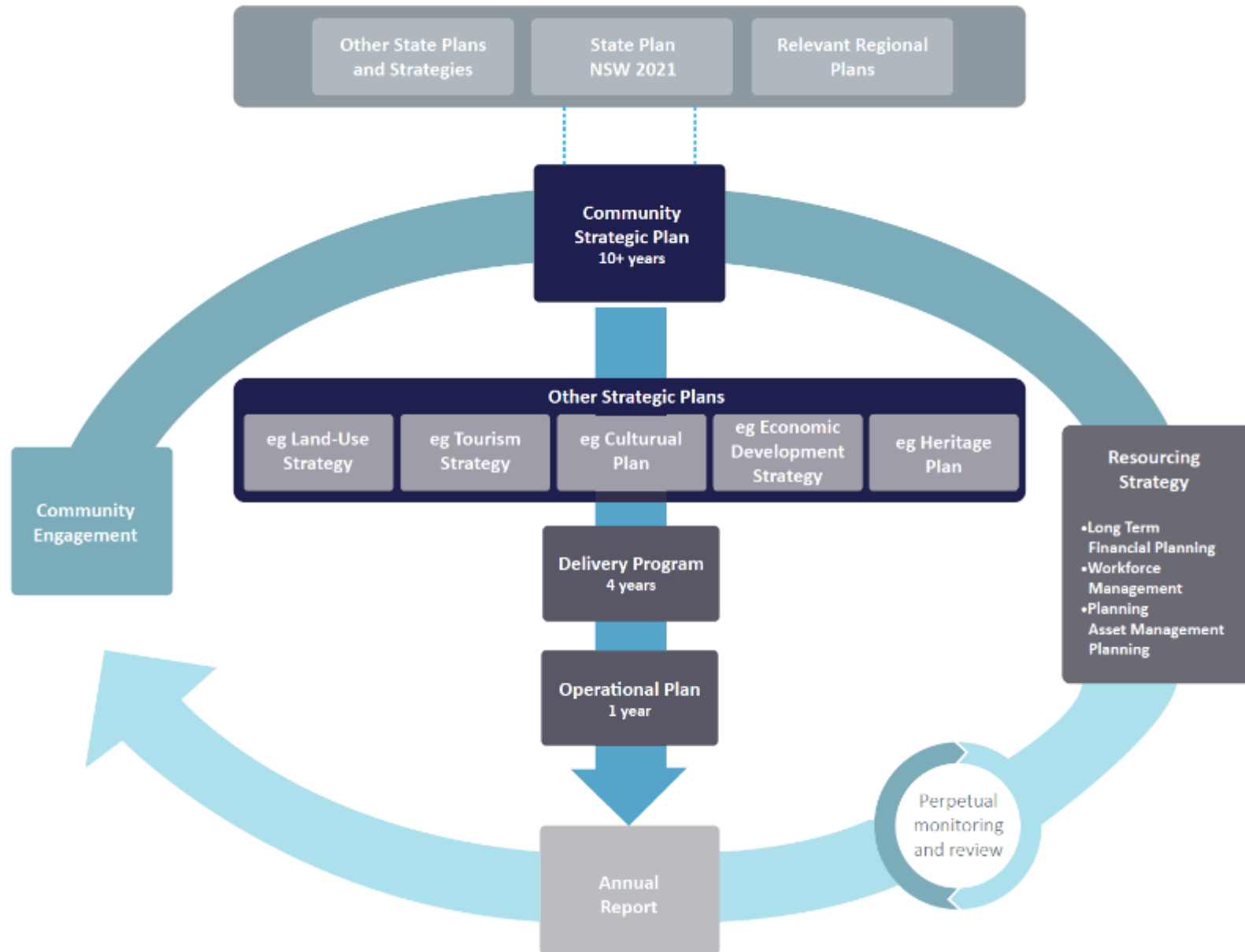
Destination Country & Outback Armidale Hub Product Audit Report January 2019

New England-North West Regional Plan

## COMMON THEMES

KEY SECTOR SPECIALISATION	REGIONAL BRANDING	VIBRANT & LIVABLE COMMUNITIES	POPULATION ATTRACTION & GROWTH
HEALTH SERVICES	INCREASE EMPLOYMENT OPPORTUNITIES	WORKFORCE TRAINING & SKILLS	EDUCATION & TRAINING
EMERGING INDUSTRY DIVERSIFICATION	COMMUNITY INFRASTRUCTURE	TRANSPORT - FREIGHT & AIR	BUSINESS DEVELOPMENT & ATTRACTION
TOURISM	TELECOMMUNICATIONS & DIGITAL TRANSFORMATION	ROAD INFRASTRUCTURE	

# INTEGRATED PLANNING & REPORTING FRAMEWORK







# OUR PLACE



## 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.

Most travelers arrive via the highways. Several regional and local roads, particularly between the Armidale area and the Highlands are popular with the touring motorcycle market.

The Old Grafton-Glen Innes Road is becoming a popular touring route, with this route and the Aberfoyle Tablelands Track being well known amongst 4WD enthusiasts.

The Highlands is located on the Main North rail line, with daily coach services between the rail terminus at Armidale and Tenterfield, stopping at Glencoe, Glen Innes and Deepwater in Glen Innes Severn LGA.

Glen Innes Airport is licensed for general aviation and has the capacity to take charter flights. The nearest airports with Regular Public Transport (RPT) services are in Inverell and Armidale, with services to Sydney and Melbourne.





## WHO WE ARE

The region's economy has been focused on agriculture, specifically beef cattle grazing, and has experienced considerable volatility over the last decade.

Like many smaller, regional areas, the local economy has been dominated by small businesses, which make up 99% of all businesses in the Highlands.

While there was considerable job growth between 2006 and 2011, there was strong declines across most sectors from 2011 to 2016.

During this period, the population also remained stagnant and household incomes were well below the State average. Many other regional areas face these same challenges.

However, in order to facilitate this population growth, new jobs in the area are required. With an increase in local jobs, the region can start to grow again and as this occurs, it will spur on additional economic growth.

Recent construction activity, particularly around large wind farms has triggered some positive economic activity and creates another new sector of activity (i.e. renewable energy).

There has been a significant increase in the local labour force to support this construction activity, which has driven property prices up strongly.

Current population projections show a future decline; however, this scenario is not the only outcome that is possible.

With the region's country charm, affordable housing and existing services, it can be attractive for younger families looking to make a tree change.

## A UNIQUE IDENTITY WITH A DIVERSITY OF EXPERIENCES & LIFESTYLE

### 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

### RICH DIGITAL CONNECTION

We're connected in our physical and digital presence to each other, the nation and the world

### DIGITAL INNOVATION

We're developing world-class digital solutions to solve local problems.

## WE ARE PART OF A RENEWABLE ENERGY ZONE AND EMBRACE RENEWABLE ENERGY AS A SOLUTION FOR CLIMATE CHANGE

### UNIQUE LANDSCAPE

Our unique landscape is leveraged to provide nature-based experiences to benefit our communities lifestyle and realise growth in tourism

## WE HAVE AFFORDABLE HOUSE & LAND PACKAGES, SERVICED INDUSTRIAL LAND AND RURAL LIFESTYLE BLOCKS

### RICH COMMUNITY

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

### 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

## WE SHARE OUR STORIES ON THE STREETS, PARKS, EVENTS AND THROUGH OUR COMMUNITY GROUPS.

### RESPECT OUR ELDERS

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

### PROTECTED ENVIRONMENT

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

## WE STRIVE FOR THE PROSPEROUS FUTURE OF OUR COMMUNITY THROUGH ECONOMIC DEVELOPMENT PROGRAMS AND PLANNING PRIORITIES THAT RENEW OUR ECONOMY AND CREATE A VIBRANT AND THRIVING COMMUNITY TO BE ENVIED





# STAKEHOLDER CONSULTATION



## CONSULTATION OUTLINE

Surveys and workshops were conducted mostly during June 2020.

This report aims to present findings, highlight main themes and provide a summary of the community's input into the development of Glen Innes' Economic Development Strategy and Action Plan to 2025.

**INDUSTRY ONLINE FORUMS** - 8 sessions, 4 categories (community, agriculture, small business, tourism)

**INDUSTRY SURVEYS** - 89 Responses, 3 categories (agriculture, small business, tourism)

**WORKSHOPS** - 14 participants, GLENRAC & Councillors with MANEX

**COMMUNITY SATISFACTIONS SURVEY** - 400 participants

## STAKEHOLDER OUTCOMES

### KEY STRENGTHS:

- Experienced farming community
- Rich history
- Healthy Agricultural Industry
- Access to national parks
- Available farmhouse accommodation
- Natural environment
- Good environment for manufacturing
- Community pride
- Great climate
- Junction of two (2) highways
- Increasing accommodation and food offerings
- Warm and relaxed community
- Work life balance
- Economically affordable
- Attract more retail for main street

### KEY CHALLENGES:

- Water security to safeguard against droughts
- Keeping up with the future of farming, need diversification, technology
- Need to attract more residents to balance demographics and grow the economy
- Condition of rural roads
- Improved telecommunications
- Increasing farm income
- Transport/distribution/logistics
- Increasing power costs
- More leadership
- Ageing population
- Perception of lacking Health Care services



## COMMUNITY FUTURE NEEDS

More support and incentives for new ideas, start-ups and small business development / co-working space / increase employment ratios in small businesses.

Nurture and champion the next generation of leaders and creating local job opportunities.

Promote low cost of living and quality of life to grow population and attract skilled labour force to relocate/remote work.

Promote Glen Innes as a remote work hub / have a business centre where people can work out of and/ hot desk if needed.

Counter future demographic bias by attracting families whilst supporting ageing population.

Creating more "things to do" and improving customer service.

Council & community positive action in encouraging industry and employment.

Support of arts, culture and unique experiences.

Manufacturing and Industry infrastructure support and improved water supply.

Improve medical and hospital facilities and promote access to medical services.

Greater digital connectivity and remote working access.

Marketing and Promotion of Glen Innes Highlands.

Develop the natural assets for improved lifestyle and tourism outcomes.



## ROLE OF LOCAL GOVERNMENT

The role Glen Innes Severn Council should play in the economy is:

- Marketing and promotion of the area for business and investment;
- Advocating to the State and Federal Government for infrastructure investment;
- Facilitate business investment and expansion in the area;
- Providing financial incentives to attract new investment and development; and
- Purchase more from local business.

Other notable comments provided in the 'other' option of the survey included improving of the quality of life, better/more consultation, more infrastructure, upgrade Central Business District (CBD) and less red tape.

In alignment with the recently completed External Customer Satisfaction Survey, supporting local business and jobs; condition/maintenance of sealed roads; attracting new businesses to the area; appeared in both top five (5) highest rated in

importance and bottom five (5) lowest rated in terms of satisfaction.

For economic development specifically, strategic priority across employment, business growth, attraction of business/industry and long-term economic planning were key areas of focus.



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# ECONOMIC CONTEXT



## ECONOMIC CONTEXT

**GRP**  
**\$487**  
**million**  
**(2018-19)**



Agriculture, Forestry & Fishing



Healthcare & Social Assistance



Construction



Public Administration & Safety



Education & Training



**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)

### VOLATILITY IN LOCAL ECONOMY



**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%

### UNEMPLOYMENT (2018-19)



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

### AVERAGE WEEKLY HOUSEHOLD INCOME

Glen Innes Severn 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



## ECONOMIC CONTEXT CONTINUED

Glen Innes is the main centre for the Highlands, providing a range of healthcare, education and other important services for the population across the Council area.

The region's economy has been focused on agriculture, specifically beef cattle grazing, and has experienced considerable volatility over the last decade. Like many smaller, regional areas, the local economy has been dominated by small businesses, which make up 99% of all businesses in the Highlands.

The region's public sector also contributes strongly to the local economy, with health care and education key industries both employment and industry value-add. 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.

Construction is also one of the region's key industries, however stagnant population growth is likely to continue to hinder the industry in the near term.

The local tourism industry has seen softening visitation numbers in recent years, negatively impacting the local retail trade and accommodation and food services industries. While domestic overnight visitation is a key market for the region, the area receives only a small proportion of total visitation from international visitors.

While there was considerable job growth between 2006 and 2011, there was strong declines across most sectors from 2011 to 2016. During this period, the population also remained stagnant and household incomes were well below the State average. Many other regional areas face these same challenges.

Recent construction activity, particularly around large wind farms has triggered some positive economic activity and creates another new sector of activity (i.e. renewable energy). There has been a significant increase in the local labour force to support this construction activity, which has driven property prices up strongly.

Current population projections show a future decline in the population; however, this scenario is not the only outcome that is possible. With the region's country charm, affordable housing and existing services, it can be attractive for younger families looking to make a tree change. However, in order to facilitate this population growth, new jobs in the area are required. With an increase in local jobs, the region can start to grow again and as this occurs, it will spur on additional economic growth.





A photograph of two large wind turbines on a hillside, with a valley and distant mountains in the background. The image is overlaid with a graphic consisting of several overlapping diagonal bands in shades of blue and green. The text 'COMPETATIVE ADVANTAGES & GROWTH OPPORTUNITIES' is written in large, bold, white capital letters across the bottom of the image.

# **COMPETATIVE ADVANTAGES & GROWTH OPPORTUNITIES**

## KEY CHALLENGES

### Stagnant Population Growth and Changing Demographics:

Glen Innes' population has been stagnant over the past decade, hindering economic growth. Glen Innes has a significantly older population than the NSW average, with the region's population forecast to continue ageing over the next two decades.

### Over-reliance on Agriculture:

A heavy reliance on this sector requires diversification and consideration as to how to position our economy into the future to ensure the region continues to grow and prosper. As a predominant employer, the performance of this sector has flow on effects for many other businesses in the region. This reliance poses risks, particularly given the agricultural sector is highly susceptible to changes in weather conditions and global macroeconomic conditions.

### 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.

## KEY OPPORTUNITIES

### Housing Affordability

The median house price for Glen Innes Highlands is \$231,000 compared to \$440,000 in Regional NSW and \$980,000 in Greater Sydney. A 4BR, 2BR Brick home in Glen Innes sold for \$360,000 in November 2020. A vacant land block of 4.1 acres (1.688 hectares) are on the market for \$175,000 as at November 2020

### Physical Connectivity

Locational connection to the major cities of Sydney and Brisbane as well as close proximity to the expanding markets of South-East Queensland and the Northern Rivers offers opportunity across multiple industries. Glen Innes Severn will continue to position itself as the place to Visit, Live and Invest.

### Rich & Diverse Culture

Glen Innes has over 39 Heritage listed buildings which continue to be occupied by local business. Further opportunity exists for the regeneration and repurposing of some iconic buildings and assets including the Glen Innes Railway Station.

### Unique Lifestyle

An ideal tree change and family, or active-retiree destination to enjoy a quality lifestyle. Glen Innes Severn provides affordable housing, local health services, quality education and childcare, retail and professional services as well as opportunities for small business and remote access work.

### Health & Wellbeing

Planning for maximising our major parklands, such as Centennial Parklands will provide opportunity to attract and leverage the visitor economy. It will also provide intended spaces for active recreation and events. Continued investment in our sporting facilities, including a new Regional Netball Facility and the Sporting Facilities Master Plan will boost Glen Innes' position as a regional centre for sport. In addition, it will contribute to the local community's active wellbeing.





# OPPORTUNITIES FOR GROWTH



## 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.

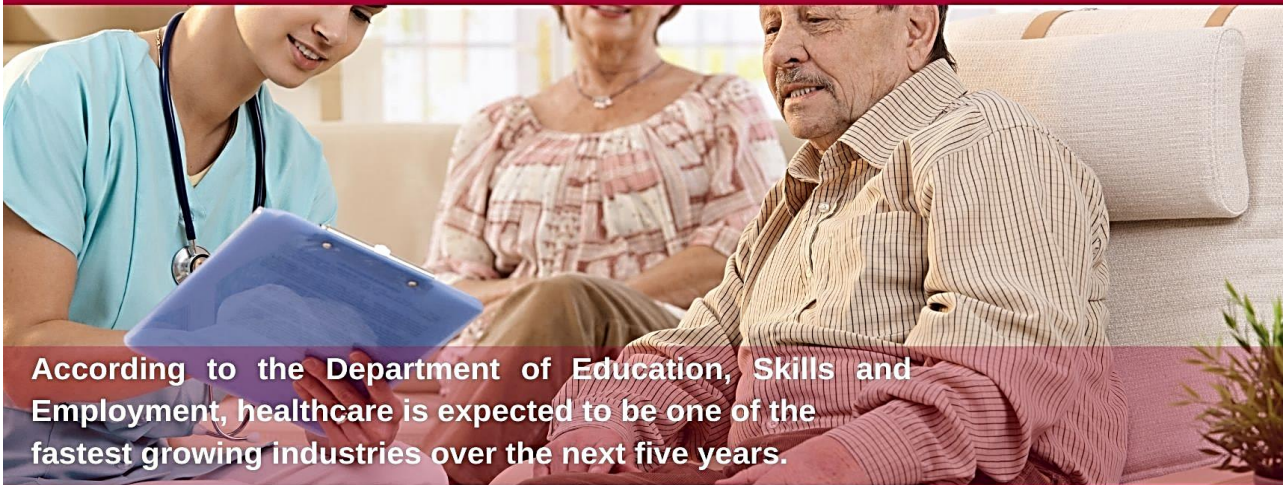
### KEY OPPORTUNITIES

- **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

### 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 (1,190km<sup>2</sup>) and State Forests (231km<sup>2</sup>), 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

### 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

### 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.





# PLACE STRATEGY 2020-2040

STRATEGIC FRAMEWORK

VISION

Our place grows from the people that live within it.  
We connect, engage, nurture and motivate each other  
for collective prosperity and a vibrant community.  
We create a place that is the envy of others

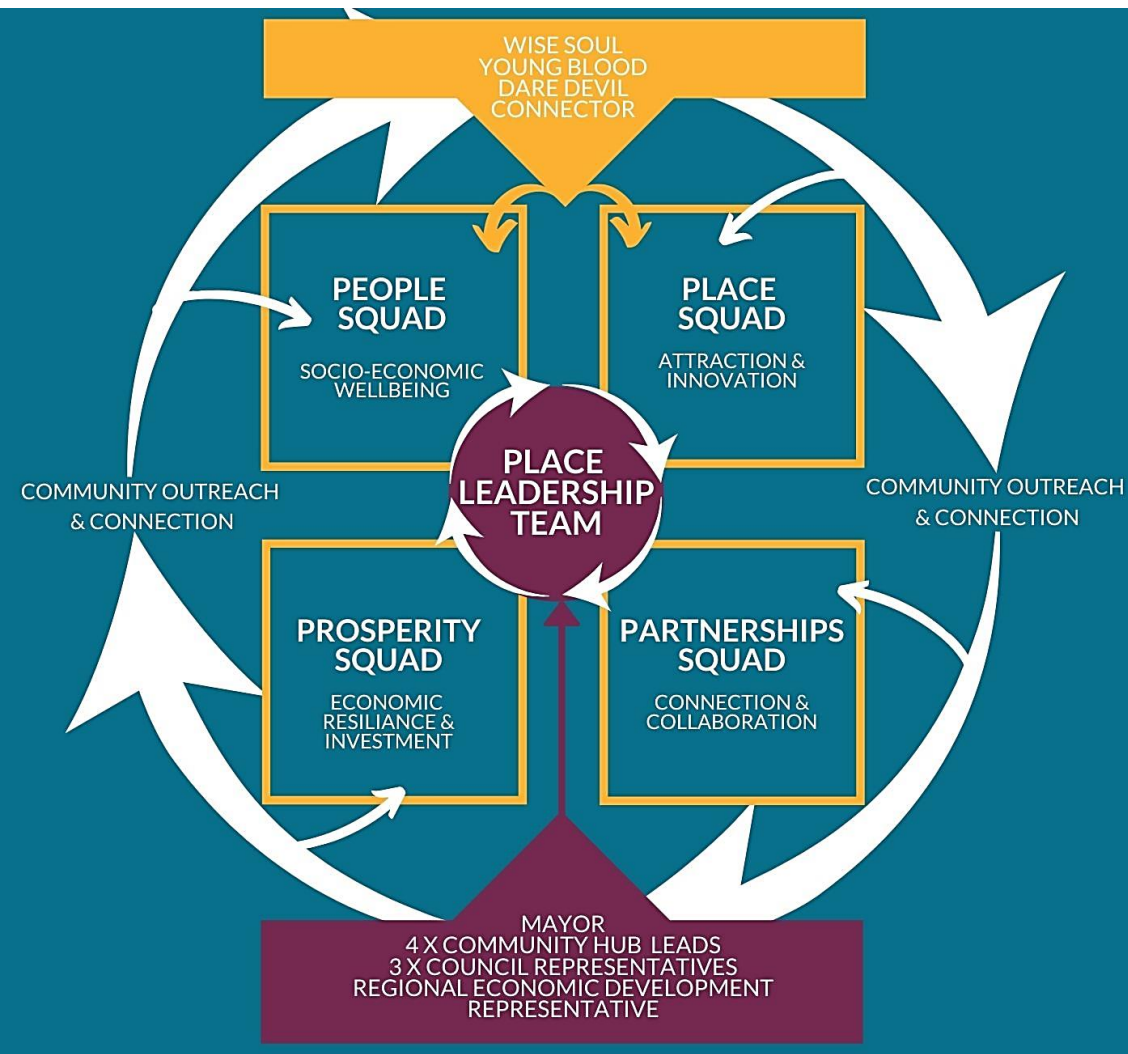
STRATEGIC STATEMENT

Our Place Strategy provides a clear pathway to foster  
local economic growth through an unrelenting focus on  
the four (4) P's:

STRATEGIC PILLARS & PRIORITIES	<p>PEOPLE SOCIO-ECONOMIC WELLBEING</p> <p>WORKFORCE ATTRACTION &amp; JOB CREATION</p> <p>LOCAL TRAINING &amp; SKILLS</p> <p>DEVELOP HUMAN CAPITAL</p>	<p>PLACE ATTRACTION &amp; INNOVATION</p> <p>MARKTING &amp; PROMOTION</p> <p>INVESTMENT ATTRACTION</p> <p>ATTRACTING &amp; RETAINING POPULATION</p>	<p>PROSPERITY ECONOMIC RESILIENCE &amp; INVESTMENT</p> <p>DIVERSIFYING AGRICULTURE</p> <p>GROWTH INDUSTRY FOCUS</p> <p>SUPPORTING LOCAL BUSINESS GROWTH &amp; CONNECTION</p>	<p>PARTNERSHIPS CONNECTION &amp; COLLABORATION</p> <p>ADVOCACY &amp; LEADERSHIP</p> <p>CONNECTIVITY FOR GROWTH</p> <p>DEMONSTRATING ECONOMIC LEADERSHIP</p>	
	STRATEGIC GOAL	Improve existing and new resident socio-economic prosperity	Enable our towns & villages as vibrant & active places.	Stimulate industries to achieve jobs growth and economic value.	Activate generational leadership and collaboration.
	KEY METRICS	SOCIO-ECONOMIC INDEXES FOR AREAS (SEIFA) HOUSEHOLD INCOME SOCIAL PROSPERITY STANDARD (SPS)	POPULATION  BUILDING APPROVALS	VISITORS  JOBS & EMPLOYMENT	PROJECTS DELIVERED AGAINST STRATEGY



## IMPLEMENTATION MODEL



## ROLES:

### PLACE LEADERSHIP TEAM (PLT)

Strategic Direction, alignment & optimisation of the PLACE Strategy & communication and support for the four (4) SQUADS.

### SQUADS

Strategic priority coordination, implementation, delivery and community consultation.

## WHO AND HOW:

### SQUADS

Community nominates prospects under each SQUAD and role descriptor:

1. **Wise Soul** – An experienced leader, innovator and category expert
2. **Young Blood** – Represents the next generation and a potential future leader
3. **Dare Devil** – A risk taker, unafraid of failure and dedicated to new ideas
4. **Connector** – A communicator, collaborator, listener, sharer and digital native

Final SQUAD's vote in a SQUAD Lead whom sits on the PLT and coordinates in/out flow of activity, achievements and challenges against the action plan.

### PLACE LEADERSHIP TEAM (PLT)

1. Four (4) nominated Squad Leads
2. Mayor, General Manager, Director Development Planning & Regulatory, Manager Economic Development.
3. Department of Regional NSW nominates a representative for the PLT.

The PLH nominate a Chair. The Chair also sits on the four (4) Squads for connection, collaboration and transparency.

# IMPLEMENTATION PLAN

## STAGE 1 COMMUNITY CONSULTATION

1. The PLACE Strategy & PLACE Action plan will be on community exhibition following the December 2020 Ordinary Council meeting until 12 February 2021
  - 1.1. Exhibited at all Council offices and the local newsagency (with consent)
  - 1.2. Community walk-in sessions will be held in Glen Innes, Emmaville, Glencoe & Deepwater
  - 1.3. Stakeholders will be invited to review and provide feedback.
  - 1.4. A feedback form will be provided to assist in managing community feedback.

## STAGE 2 COMMUNITY NOMINATIONS & APPOINTMENT

2. The community will be provided with a nomination form and invited to submit nominations for each Squad role through a variety of channels:
  - 2.1. Printed form at each Council offices and at community gathering spaces.
  - 2.2. Online nomination form through survey monkey.
3. Promoted through all available Council and Glen Innes Highlands channels as well as on community notice boards both physical and digital.
4. A score card will be devised that will enable objective scoring of the nominations by the Mayor, General Manager, Director Development Planning & Regulatory Services, Manager of Economic Development and the Regional economic development representative.
5. The final recommended Squad members will be endorsed by Council.

## STAGE 3 SQUAD ON-BOARDING PROGRAM

6. The PLACE Leadership Team and the Squad's will have an inaugural meeting to establish understanding of:
  - 6.1. The PLACE Strategy & PLACE Action plan
  - 6.2. Governance
  - 6.3. Roles and Responsibilities
  - 6.4. Nomination of Chairperson for the PLACE Leadership Team
  - 6.5. Nominations for each Squad's Lead
  - 6.6. Communication processes, assets and tools
  - 6.7. Meetings, code of conduct, principles and ethics
  - 6.8. Reporting
7. Each Squad will be provided with a 'CONNECT' pack outlining the above as well as community outreach actions to ensure the model functions.

## STAGE 4 SQUAD SET-UP ACTIONS & COMMUNITY INTEGRATION

8. Each squad completes their CONNECT pack actions

## STAGE 5 LIVE IN ACTION

9. The implementation model has been set up and is live by 30 June 2020





# **PLACE ACTION PLAN**

## **2020-2025**

## PLACE ACTION PLAN

The following PLACE Action Plan guides the delivery of the strategy for the PLACE Leadership Team and the four (4) Squads. Whilst the implementation model is being set up, the action plan will be in a 'caretaker mode' with Council's Economic Development Manager.

## OPPORTUNITIES FOR GROWTH SUMMARY



### RENEWABLE ENERGY

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

### TOURISM

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

### AGRICULTURE

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

### SMALL BUSINESS

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

### INNOVATION & ENTREPRENEURIALISM

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

### HEALTHCARE & SOCIAL ASSISTANCE

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

### PHYSICAL ENVIRONMENT

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

### ASSET-BASED PLACE-MAKING

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



## ACTION PLAN

The Squads share responsibility with Council to deliver the PLACE Action Plan via the Place Leadership Team (PLT). The PLT consists of a combination of Council and Community including the Mayor, each Squad Leader as nominated by the selected Squad, Council representatives including: General Manager, Director Development Planning & Regulatory Services and Manager Economic Development and a Regional economic development representative will be invited from the Department of Regional NSW or similar representative body. This creates platform and opportunity for community and council to operate collaboratively guided by the strategy and in delivery of the action plan.

SQUADS	PEOPLE SQUAD	PLACE SQUAD	PROSPERITY SQUAD	PARTNERSHIPS SQUAD
STRATEGIC PILLARS & PRIORITIES	<b>PEOPLE SOCIO-ECONOMIC WELLBEING</b>  WORKFORCE ATTRACTION & JOB CREATION  LOCAL TRAINING & SKILLS DEVELOP HUMAN CAPITAL	<b>PLACE ATTRACTION &amp; INNOVATION</b>  MARKTING & PROMOTION INVESTMENT ATTRACTION  ATTRACTING & RETAINING POPULATION	<b>PROSPERITY ECONOMIC RESILIENCE &amp; INVESTMENT</b>  DIVERSIFYING AGRICULTURE  GROWTH INDUSTRY FOCUS  SUPPORTING LOCAL BUSINESS GROWTH & CONNECTION	<b>PARTNERSHIPS CONNECTION &amp; COLLABORATION</b>  ADVOCACY & LEADERSHIP  CONNECTIVITY FOR GROWTH  DEMONSTRATING ECONOMIC LEADERSHIP
STRATEGIC GOAL	Improve existing and new resident socio-economic prosperity	Enable our towns & villages as vibrant & active places.	Stimulate industries to achieve jobs growth and economic value.	Activate generational leadership and collaboration.

## PEOPLE SQUAD – SOCIO-ECONOMIC WELLBEING

### 1.1 WORKFORCE ATTRACTION & JOB CREATION

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
1.1 WORKFORCE ATTRACTION & JOB CREATION	1. Commission and complete a Workforce Attraction Initiative via (RAI)	Grants	MED	2020-21	Report to council by 30 June 2021
				2021-22	Briefing to Squad & PLT by 31 July 2021
	2. Seek relevant grant funding and program opportunities	Council	MED	2020-2025	Number of funded projects reported annually to Council and PLT
	3. Implementation and optimisation of the Workforce Attraction Strategy recommendations	Council	MED/Squad	2021-2025	Briefing to Squad & PLT by 31 July 2021 Quarterly Squad reporting to PLT
	4. Identifying and implementing a 'Local Jobs Program' that can provide a pathway for youth and the unskilled local workforce aligned to local demand and supply factors as well as future workforce requirements.	Grants	Squad/PLT	2021-22	Community Consultation by 31 August 2021
	5. Partner with local education providers to assist local industry to seek and retain employees.				Squad presentation to PLT by 31 October 2021 Implemented by 30 December 2021 Quarterly Squad reporting to PLT
	6. Annual review and optimisation of the Local Jobs Program	Council	Squad	2022-25	Annual presentation to Council and PLT by 30 June
	7. Attract and support new and existing residents through the facilitation of remote-ready programs to leverage the remote-working transition/trend.	Grants	MED/Squad	2020-22	Establish a partner to deliver the program by December 2020 Commence two (2) program sessions by July 2021 and July 2022
	8. Utilise this in marketing activity across 'LIVE' marketing pillar and assets.		MED	2021-2023	Reach and engagement across digital and social channels
	9. Encourage local businesses to advertise job vacancies online to improve the share of internet vacancy market within the Tamworth and North West NSW region.	Council	Squad/PLT	2021-2025	Quarterly Squad reporting to PLT



## PEOPLE SQUAD – SOCIO-ECONOMIC WELLBEING

### 1.2 LOCAL TRAINING & SKILLS

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
<b>1.2 LOCAL TRAINING &amp; SKILLS</b>	1. 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	2020-21	Report to council by June 2021 Briefing to Squad & PLT by 31 July 2021
	2. Deliver a Highlands Hub - Jobs & Skills digital platform through Localised linked to the Glen Innes Highlands website and Glen Innes Highlands HUB for businesses to advertise local vacancies.	Council	MED	2020-21	Design & build by 30 June 2021 Launch July 2021 Briefing to Squad & PLT by 31 July 2021
	3. Review and fund the Highlands Hub license	Council	MED	2022-23	Operational Plan budget inclusion Renew of license completed
	4. Seek relevant grant funding and program opportunities	Council	MED	2020-2025	Number of funded projects reported annually to Council and PLT
	5. Support local business growth to enable job creation through liaison with NSW Business Chamber and State and Federal Members	Council	MED	2020-2025	Monthly ED newsletter updates Shares with PLT & Squad
	6. Leverage and promote the Highlands Hub - Jobs & Skills digital platform to communicate, advocate for and implement workforce	Council	MED/Squad/PLT	2020-2025	Quarterly Squad reporting to PLT

## PEOPLE SQUAD – SOCIO-ECONOMIC WELLBEING

### 1.3 DEVELOP HUMAN CAPITAL

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
1.3 DEVELOP HUMAN CAPITAL	1. To communicate and facilitate programmes and initiatives through the Highlands Hub that improve local businesses employee performance, capabilities and productivity.	Grants	MED	2020-2025	Monthly ED newsletter updates Shares with PLT & Squad
	2. 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	Squad/ PLT	2021-2025	Quarterly Squad reporting to PLT
	3. Connect with the Glen Innes High School to enable students to access more work experience and volunteer opportunities to improve their skills.	Council	Squad/ PLT	2021-2025	Quarterly Squad reporting to PLT
	4. Lobby State and Federal Government for increased local training and education courses linked to our local gaps and future needs.	Council	MED	2020-2025	Monthly ED newsletter updates Shares with PLT & Squad
	5. Support the local Toastmasters to improve public speaking and presenting skills.	Council	Squad/ PLT	2021-2025	Quarterly Squad reporting to PLT



## PLACE SQUAD – ATTRACTION & INNOVATION

### 2.1 MARKETING & PROMOTION

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
<b>2.1 MARKETING &amp; PROMOTION</b>	1. Leverage and continually optimise the Glen Innes Highlands brand to promote the LGA as a place to Visit, Live and Invest through industry and advertising partners.	Council	MED	2020-2025	Council and PLT reporting
	2. Formalise the New England High Country (NEHC) brand and group to deliver marketing and promotions at a regional level	Council	MED	2020-2021	NEHC member Councils adoption of report – 28 February 2021
	3. Facilitate place-making media coverage to create envy of our place	Council	MED/ Squad/ PLT	2020-2025	Council and PLT reporting
	4. Build pride, advocacy and positivity within our local community through a collaborative marketing ecosystem driven by one purpose	Council	MED/ Squad/ PLT	2020-2025	Council and PLT reporting on local engagement via Neighbourlytics
	5. Collaborate with local businesses through the Highlands Hub Business platform and the Highlands Hub to assist businesses to improve their marketing efforts.	Council	MED/ Squad/ PLT	2020-2025	Council and PLT reporting
	6. Disseminate marketing material through networks both directly and through online portals such as Highlands Hub Business as well as relevant industry bodies.	Council	MED/ Squad/ PLT	2020-2025	Council and PLT reporting
	7. Attend industry specific trade shows, exhibitions and other events related directly to identified growth opportunities	Council	MED	2020-2025	Number of attendances – minimum two (2) per year.
	8. Meet with partners (i.e. developers, industry groups, specialty consultants, etc.) in identified growth sectors to discuss opportunities	Council	MED	2020-2025	Number of connections – minimum two (2) per year.

## PLACE SQUAD – ATTRACTION & INNOVATION

### 2.2 INVESTMENT ATTRACTION

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
<b>2.2 INVESTMENT ATTRACTION</b>	1. Create a new 'Investment Incentive Policy' to encourage developments in the LGA.	Council	MED/ MANEX	2021-22	Council Policy adopted by Council by 30 December 2021
	2. Work with partners to host prospective investors in Glen Innes Highlands	Council	MED/ MANEX	2020-25	Council and PLT reporting
	3. Clearly define and seek Council endorsement of a 'First Point of Contact Service' to streamline and monitor economic development opportunities.	Council	MED/ MANEX	2021-22	Council report adopted by 30 June 2022
	4. Implement Council's First Point of Contact Service to provide a coordinated approach across Council departments for supporting new and expanding business	Council	MED	2021-22	Council and PLT reporting
	5. Leverage Glen Innes' position in the New England Renewable Energy Zone to encourage renewable energy-related business and industry investment.	Council	MED/ Squad/ PLT	2021-2025	Council and PLT reporting
	6. Lobby the State Government Planning Department to provide more transparency in contractual agreements to benefit local economic outcomes through the Local Government Authority	Council	MED/ MANEX	2020-2025	Council report endorsed by 30 June 2020
	7. Lobby for Local Government depreciation expenses to be waived/reduced to enable Local Council to fund or co-fund more infrastructure development projects through the Local Government Authority.	Council	MED/ MANEX	2020-2025	Council report endorsed by 30 June 2020



## PLACE SQUAD – ATTRACTION & INNOVATION

### 2.3 ATTRACTING & RETAINING POPULATION

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
<b>2.3 ATTRACTING &amp; RETAINING POPULATION</b>	1. Seek relevant grant funding opportunities for community infrastructure that improves livability.	Council	MED	2020-25	Number of funded projects reported annually to Council and PLT
	2. Advocate for community-driven outcomes through the Council and Highlands Hub whilst improving community consultation and delivery community needs through the External Customer Survey	Council	MED	2022-25	Include additional questions in the next External Customer Survey.
	3. 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	MED	2021- 23	Include additional questions in the next External Customer Survey.
	4. Review the success of the Incubator and support continuing the partnership with BREED Australia	Council	MED	2022-23	Report to Council following securing of additional grant funding for the incubator by 30 December 2022
	5. 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	2021- 22	Council Policy adopted by Council by 30 December 2021
	6. 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	MED/ Squad/ PLT	2021-2025	Council and PLT reporting
	7. Seek relevant grant funding opportunities	Council	MED	2020-2025	Number of funded projects reported annually to Council and PLT

## PROSPERITY SQUAD – ECONOMIC RESILIENCE & INVESTMENT

### 3.1 DIVERSIFYING AGRICULTURE

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
<b>3.1 DIVERSIFYING AGRICULTURE</b>	1. 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.	Council	MED	2020-21	Final Outcomes Report to Council 30 June 2021
	2. Understand the region's productive capacity and resources as a base for Agri-innovation to support transition from a largely grazing Agri-economy, to one that is focused on diversified, high value agriculture.	Council/ Grants	MED/ Squad/ PLT	2021-25	Council and PLT reporting
	3. Diversify agriculture through cluster development to provide momentum and critical mass to support the growth of the sector and the viability of investing in infrastructure and logistics to support growth.	Council/ Grants	MED/ Squad/ PLT	2021-25	Reported annually to Council and PLT
	4. Expand the Agri-economy through value-adding and value chain development to link agriculture, value-adding, tourism and retail to move beyond the farm gate, creating layers of value by connecting more directly with consumers through experiences	Council/ Grants	MED/ Squad/ PLT	2021-25	Council and PLT reporting
	5. 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/ Grants	MED/ Squad/ PLT	2021-25	Council and PLT reporting
	6. Build capacity and knowledge that enables Agri-innovation to flourish and to stimulate growth and innovation of the sector as the catalyst activation and implementation	Council/ Grants	MED/ Squad/ PLT	2021-25	Council and PLT reporting
	7. Seek relevant grant funding opportunities to support industry diversification and specialisation initiatives.	Council	MED	2020-2025	Number of funded projects reported annually to Council and PLT
	8. Review of the Agri-Innovation Action Plan 9. Implementation of the Agri-Innovation Action Plan	Council	MED	2020-21 2021-25	Council and PLT reporting Council and PLT reporting



## PROSPERITY SQUAD – ECONOMIC RESILIENCE & INVESTMENT

### 3.2 GROWTH INDUSTRY FOCUS

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
<b>3.2 GROWTH INDUSTRY FOCUS</b>	1. Provide an approach to leverage the aged care sector as a growth industry to attract skilled healthcare workers, attract the active retirees and care for our aging population	Council	MED/ Squad/ PLT	2021-22	Community Consultation by 31 August 2021 Squad presentation to PLT by 31 October 2021 Implemented by 30 December 2021 Quarterly Squad reporting to PLT
	2. Boost Tourism through delivering master-plans for adventure & nature-based product development & with focus on the following key locations: a. Beardy Waters & Woodlands b. Stonehenge Recreational Reserve c. Airport d. Railway Corridor – New England Rail Trail	Council	MANEX /MED	2021-22	Deliver Master Plans for Community Exhibition by December 2021  Deliver final Master Plan for Council adoption by June 2022
	3. Lobby for the return of local disused assets including the Railway Station to assist in building local and tourism opportunism alongside the NERT	Council	MANEX /MED	2020-21	Report to Council June 2021
	4. Deliver the Glen Inns Highlands Destination Management Action Plan	Council	MED/Squad		Council and PLT reporting
	5. Leverage the Renewable Energy Zone opportunities to attract a renewable energy research and development centre focused on future energy needs and/or locals' trials to reach 100% renewable energy LGA.	Council	MANEX/PLT		Council and PLT reporting
	6. To make available Council's sewer treatment facility as a site for the trial and demonstration of hydrogen technology	Council	MANEX	2021-25	Report to Council adopted by 30 December 2021
	7. Leverage the undeveloped hard-rock tin deposit to create a new industry specialisation and jobs growth provided market indicators are favourable.	Council	MANEX	2021-25	Report to Council
	8. Lobby State and Federal Government to decentralise services to the regions and relocate a large public administration facility to Glen Innes	Council	MANEX	2021-25	Report to Council

## PROSPERITY SQUAD – ECONOMIC RESILIENCE & INVESTMENT

### 3.3 SUPPORTING LOCAL BUSINESS GROWTH & CONNECTION

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
<b>3.3 SUPPORTING LOCAL BUSINESS GROWTH &amp; CONNECTION</b>	1. Leverage the Agri-innovation business development program to create more tourism experiences	Council	Squad	2021-22	Quarterly Squad reporting to PLT
	2. Seek relevant grant funding opportunities to support business growth and initiatives.	Council	MED	2020-2025	Number of funded projects reported annually to Council and PLT
	3. Work with Regional Planning Department to identify potential water sites in order to provide support and promote to the emerging Manufacturing and Horticultural Industry	Council	MANEX	2021-22	Report to Council by 30 June 2022
	4. Undertake a program to understand the region's productive capacity and resources as a base for agri-innovation and to build capacity and knowledge that enables agri-innovation to flourish.	Grants	MED	2021-22	Final Outcomes Report to Council 30 June 2021
	5. Investigate Council expenditure practices, policies and procedures to maximise local spend.	Council	MANEX	2021-22	Report to Council 30 December 2021
	6. Create a digital solution for the packaged tourism market to leverage and uncover local product and experiences to the benefit of Council and Community	Council	MED	2020-21	Final Business Case completed by 30 December 2020
	7. Establish and fund a physical Business & Community Hub that supports local business, remote-working and positive social outcomes as well as a start-up incubator hub.	Council/ Grants	MANEX/ MED	2021-22	Council and PLT reporting
	8. Leverage Highlands Hub – Business to enhance business connection, support and purchasing outcomes.	Council	MED/ Squad/PLT	2020-25	Council and PLT reporting



## PARTNERSHIPS SQUAD – CONNECTION & COLLABORATION

### 4.1 ADVOCACY & LEADERSHIP

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
4.1 ADVOCACY & LEADERSHIP	Facilitate the delivery of the PLACE Strategy Implementation 5-stage program	Council	MED	2020-21	Deliver by 30 June 2021
	Utilise the Highlands Hub as a centre for advocacy and leadership within the community.	Council	MANEX/ MED/ Squad/ PLT	2021-25	Programs, consultation and workshop delivered at the HUB reported quarterly by Council and PLT
	Meet with responsible State and Federal Minister(s) to facilitate funding opportunities and alignment with the actions of the PLACE Strategy & Action Plan.	Council	MANEX/ MED/ PLT	2021-25	Conduct a Minister workshop every 6 months.
	Advocate for Local Economic Development priorities to be realised through representative support and funding opportunities	Council	MED	2021-25	Council and PLT reporting
	Deliver the Economic Development Newsletter to the community on a regular basis to inform the community of projects and opportunities including available grants and funding opportunities.	Council	MED	2020-21	Deliver 10 newsletters per year reporting on engagement in quarterly Council reporting
		Council	MED/PLT	2021-25	As above with PLT reporting

## PARTNERSHIPS SQUAD – CONNECTION & COLLABORATION

### 4.2 CONNECTIVITY FOR GROWTH

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
4.2 CONNECTIVITY FOR GROWTH	Lobby for uninterrupted mobile connectivity across the LGA in partnership with relevant technology and services providers utilising funding opportunities	Council	MANEX/ MED	2020-2025	Annual review of remaining mobile blackspots reported to Council.
	Facilitate and lobby for the improvement of broadband access and quality through leveraging NBN Co and other Broadband solution providers to replace Satellite technology and improve business connectivity.	Council	MANEX/ MED/ PLT	2021-25	Annual review of remaining Satellite technology reported to Council.
	Support and promote Buying Local and advocate local businesses to reduce local economic leakage through engagement with the Highlands Hub Marketplace tool.	Council	MED PLT	2020-25	Council and PLT reporting
	Provide positive economic development media statements (together with partners) associated with key targeted industries and recent success stories (externally focused)	Council	MED PLT	2020-25	Council and PLT reporting

### 4.3 DEMONSTRATING ECONOMIC LEADERSHIP

STRATEGY	ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE & TARGET
4.3 DEMONSTRATING ECONOMIC LEADERSHIP	Invest in the public realm and activation of the Town Centre and Villages.	Council	MANEX/MED	2020-25	Number of grant application with minimum 50% success rate.
	Engage, support and collaborate with regional leaders through the NIRDS forum and building relationships with regional counterparts.	Council	MED	2020-25	Attend all NIRDS meetings.
	Deliver an 'open for business' approach to attracting business through effective support and guidance.	Council	MED PLT	2021-25	Council and PLT reporting





# **MEASUREMENT & REVIEW**

## MEASUREMENT CRITERIA

	STRATEGIC GOAL	MEASURE	DEFINITION	2016 BASELINE	2041 CENSUS
PEOPLE SOCIO-ECONOMIC WELLBEING	Improve existing and new resident socio-economic prosperity	SEIFA	REMPAN Socio-Economic Indexes for Areas	915 (2016)	1000 (Australian Average)
		HOUSEHOLD INCOME	Average Household Income	\$841 (43% lower than the State Average) (2016)	Equal to the State Average
		COMMUNITY WELLBEING	NEIGHBOURLYTICS Social Prosperity Standard (SPS)	TBA – following launch cities program completion	TBA – following launch cities program completion
PLACE ATTRACTION & INNOVATION	Enable our towns and villages as vibrant and active places	POPULATION	Estimated Resident Population	8,871 (2019)	Population growth in line with State Average
		BUILDING APPROVALS	Residential and non-residential building approvals	\$9.6 million	Growth in building approvals in line with State Average
PROSPERITY ECONOMIC RESILIENCE & INVESTMENT	Stimulate industries to achieve jobs growth and economic value	VISITORS	Visitors and Expenditure	150,000 visitors \$38m in expenditure	Sustained growth of visitors and expenditure
		JOBS & EMPLOYMENT	Unemployment rate	7.1% (March 2020), NSW 4.6%	Unemployment rate in line with State Average
		JOBS & EMPLOYMENT	Local Jobs	3,060 jobs (2016)	Employment growth in line with State Average
PARTNERSHIPS CONNECTION & COLLABORATION	Activate generational leadership and collaboration	PROJECTS DELIVERED	TBA following draft adoption	TBA following draft adoption	TBA following draft adoption



## 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 PLACE 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 PLACE 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 PLACE Strategy
<b>September 2021</b>	<b>October – December 2021</b>	<b>January – March 2022</b>	<b>April – June 2022</b>	<b>March 2020</b>
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 PLACE 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.
<b>September 2025</b>	<b>October – December 2025</b>	<b>January – March 2026</b>	<b>April – June 2026</b>	<b>March 2024</b>
<b>September 2029</b>	<b>October – December 2029</b>	<b>January – March 2030</b>	<b>April – June 2030</b>	<b>March 2028</b>
<b>September 2033</b>	<b>October – December 2033</b>	<b>January – March 2034</b>	<b>April – June 2034</b>	<b>March 2032</b>
<b>September 2038</b>	<b>October – December 2038</b>	<b>January – March 2039</b>	<b>April – June 2039</b>	<b>March 2037</b>
<b>September 2042</b>	<b>October – December 2042</b>	<b>January – March 2043</b>	<b>April – June 2043</b>	<b>March 2041</b>



# APPENDIX



## ECONOMIC CONTENT DETAIL

### POPULATION

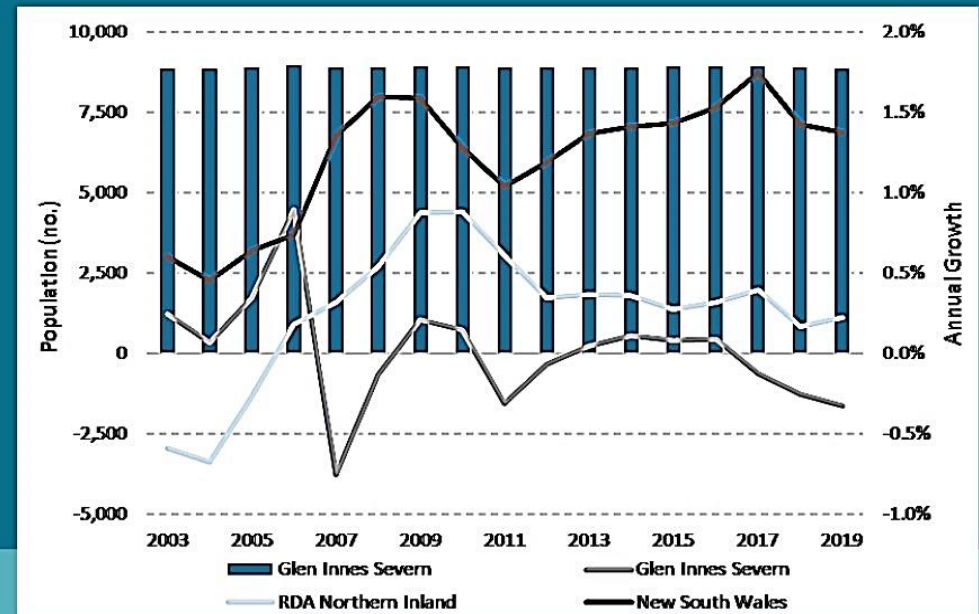
Glen Innes had an estimated resident population of around 8,870 persons in 2019. Population growth in the region has been stagnant over the past decade, in contrast to steady growth of 1% or greater per annum across New South Wales. Glen Innes has an older population than the NSW median, with the ageing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

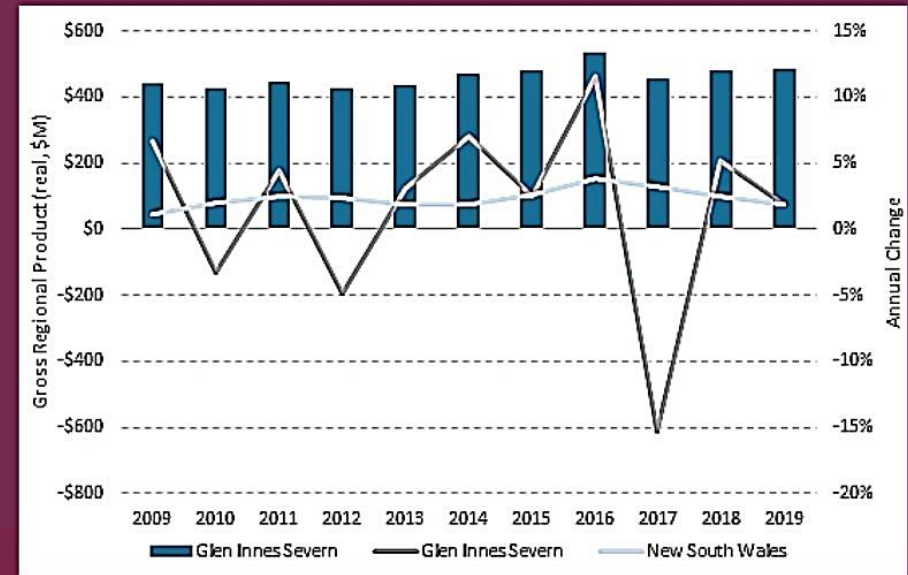
Almost all businesses in the area are small businesses, with almost two-thirds of businesses being owner/operators and one third employing less than 20 staff.

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.

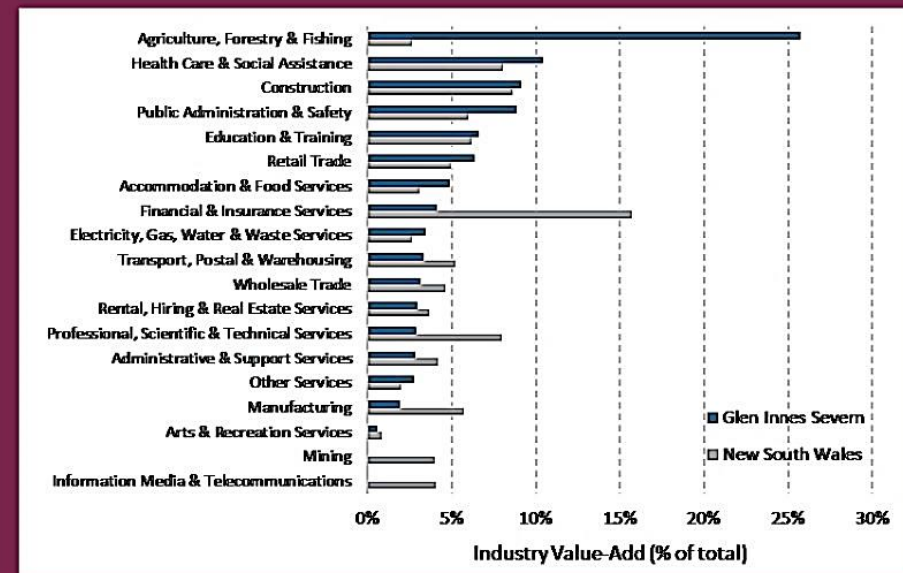
Glen Innes also has a reasonably strong construction industry, which is not typical given population growth has been stagnant over the past decade, with most growth areas around the country that have construction as the largest sector often experiencing population growth above 3%. The construction activity 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.

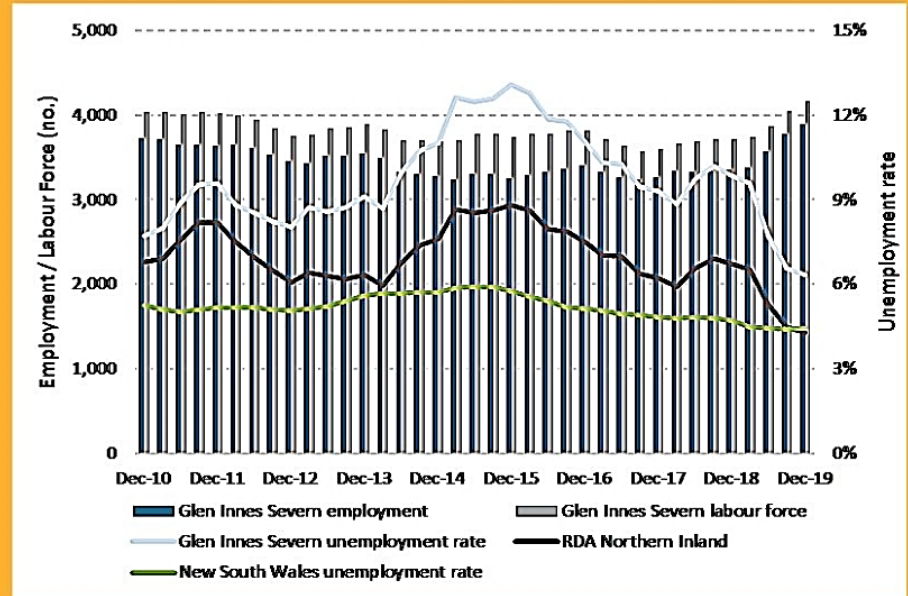
The recent increase in labour force could indicate new residents moving to the area, potentially signally some significant population growth.

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.

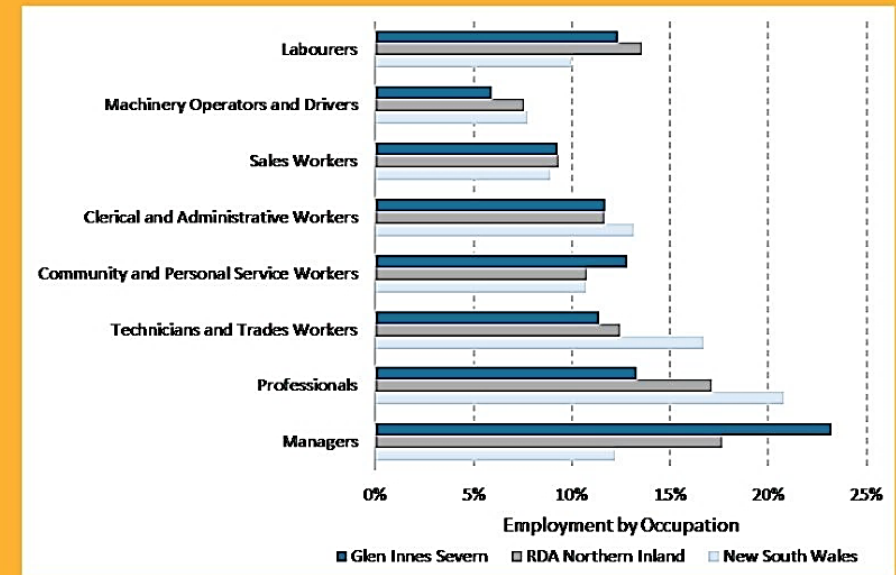
Due to the high demand of unskilled labour to work within the local agricultural industry, and the lack of job opportunities in other industries requiring higher education, Glen Innes has a significantly higher proportion of residents listing 'secondary education' or 'Certificate III & IV Level' as their 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%
<b>Total agriculture</b>	<b>\$95,901,060</b>	<b>100.0%</b>

## PROPERTY & BUILDING APPROVALS

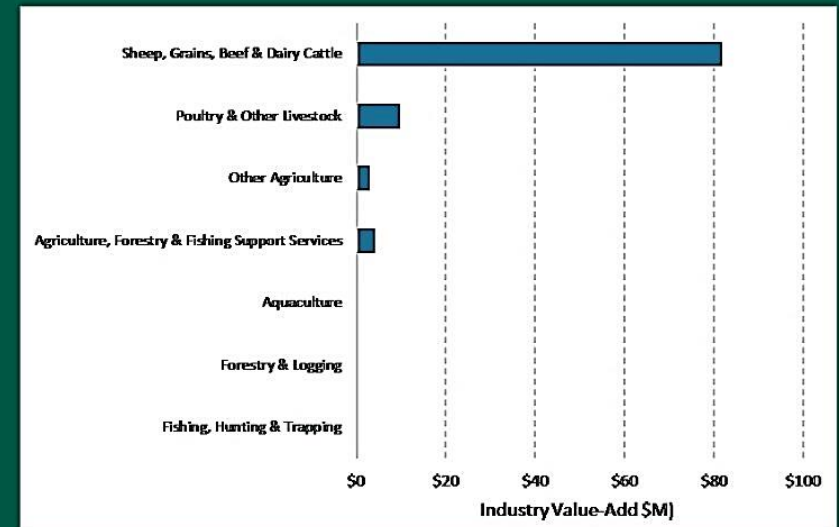
At \$210,000 in June quarter 2019, Glen Innes' median house price is the lowest of the comparison LGAs, \$35,000 below the Inverell LGA median. This is despite very strong price growth over the year to June quarter 2019. The increase in price may be related to the identified increase in local labour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

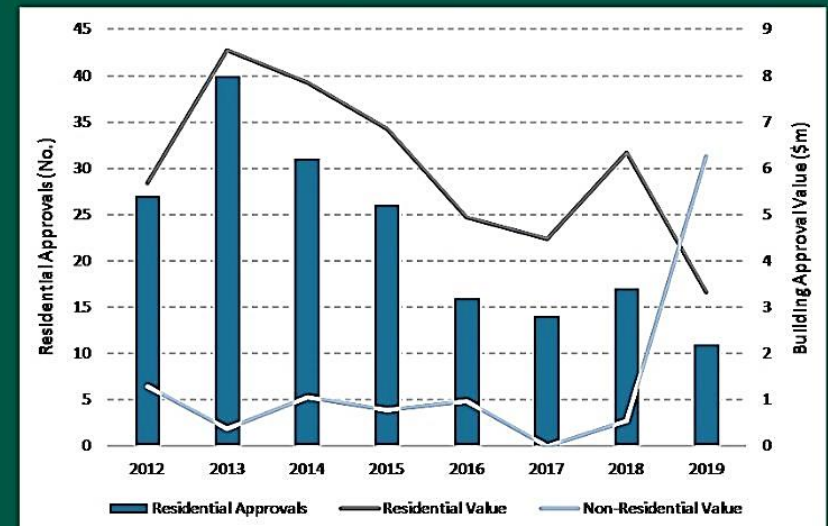
### MEDIAN HOUSE PRICE : \$231,000

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.

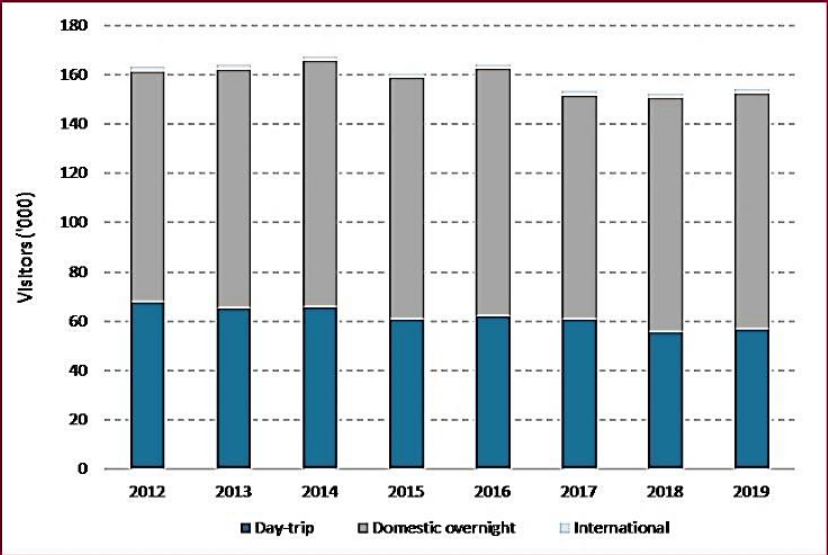
Visitation to the region is primarily for holiday and leisure purposes (52% of total), with this visitor type remaining relatively stable over the past five years. However, 'visiting friends and relatives' and business visitors have declined considerably over the same period.

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.

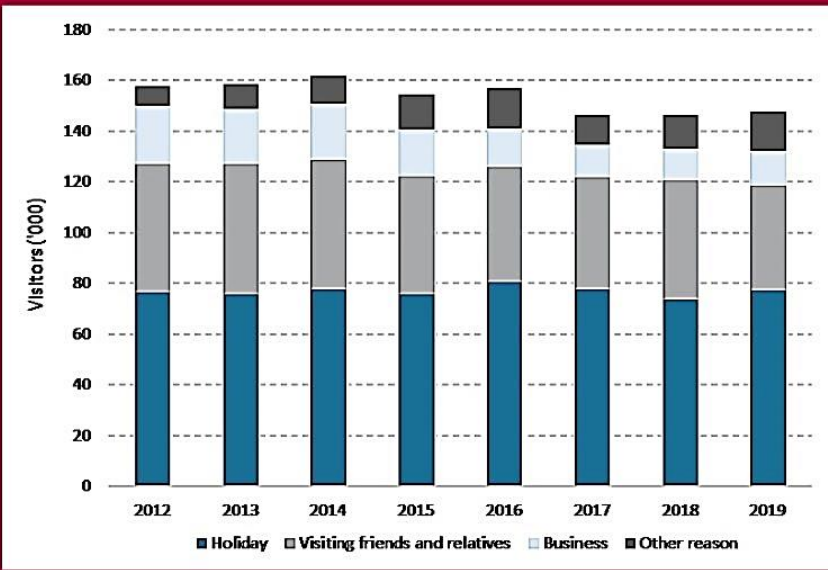
Visitation and average expenditure per trip data from Tourism Research Australia shows that an estimated total visitor expenditure of \$45.1 million in Glen Innes region in the year ending September 2019. This expenditure level equates to the local tourism industry contributing an estimated \$27.2 million (\$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).



## GLEN INNES SEVERN COUNCIL PUBLIC COMMENTS FORM



For items placed on public exhibition as per the Local Government Act (1993).

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### DRAFT GLEN INNES HIGHLANDS

### PLACE STRATEGY 2020-2040 & ACTION PLAN 2020-2025

The Draft PLACE Strategy & Action Plan provides the new Local Economic Development Strategy for Glen Innes Severn Council and the whole Glen Innes Highlands community.

The 'place-based' approach to local economic development provides direction, method and facilitation owned by the community and collaboratively delivered in partnership with council.

Glen Innes Severn Council is seeking community feedback on the draft PLACE Strategy & Action Plan. Community feedback will be incorporated into the final strategy and action plan to be adopted by council in March 2020.

To download the document, go to <https://www.gisc.nsw.gov.au/economic-development>

**On public exhibition until 12 February 2021**



## SCHEDULE OF COMMUNITY CONSULTATION

Glen Innes Drop In Session	Wednesday 13 January 2021 10am - 4pm Glen Innes Town Hall
Glencoe Drop In Session	Thursday 14 January 2021 9am - 12pm Glencoe Hall
Deepwater Drop In Session	Friday 15 January 2021 10am - 12pm Deepwater Hall
Emmaville Drop In Session	Friday 15 January 2021 1pm - 4pm Emmaville War Memorial Hall
Red Range Drop In Session	Tuesday 19 January 2021 2pm - 3pm Red Range Memorial Hall
Wyaliba Drop In Session	Wednesday 20 January 2020 10.30am – 12.30pm Wyaliba Office/Shop
Online Survey	<a href="https://www.surveymonkey.com/r/GLENINNESPLACE">https://www.surveymonkey.com/r/GLENINNESPLACE</a>
Written submissions	Email to: <a href="mailto:council@gisc.nsw.gov.au">council@gisc.nsw.gov.au</a> Send to: 256 Grey Street, Glen Innes Hand deliver to: Any local Council offices

# SUBMISSION FORM

Please complete all details - Personal details will be used for office purposes to reply that Council has received your comments.

*\*Mandatory to complete for submission to be accepted*

Name*:	
Address*:	
Telephone:	
Email*:	
Signature*:	
Date*:	



**What is your age?***Please circle*

Under 18	35-44
18-24	45-54
25-34	55-64
	60+

**Did you participate or provide feedback during the first stage of community consultation for council's Economic Development Strategy in June and July 2020? (either through online survey, one-on-one or the group sessions that were held)***Please circle*

YES	NO
-----	----

**Do you agree with the drafted VISION:****"Our place grows from the people that live within it. We connect, engage, nurture and motivate each other for collective prosperity and a vibrant community. We create a place that is the envy of others." Refer page 4***Please circle*

I'm supportive of the VISION	I disagree with the VISION
---------------------------------	-------------------------------

*Further comments*

The PLACE Strategy is defined under four (4) key pillars:  
PEOPLE (Socio-economic wellbeing);  
PLACE (Attractions & Innovation);  
PROSPERITY (Economic Resilience & Investment);  
PARTNERSHIPS (Connection & collaboration).  
Do you agree with the four (4) key pillars? Refer page 4

*Please circle*

I'm agree with these  
strategic pillars

I disagree with these  
strategic pillars

*Further comments*

Do you feel that your needs have been fully represented - refer page 13 -15?

*Please circle*

YES

NO

*Further comments*



**Our key challenges are listed below. Select the ones you agree with. Refer page 21.**

*Please tick the ones you agree with*

- Stagnant Population and Changing (aging) Demographics

☐
- Over-reliance on Agriculture in our Local Economy

☐
- Availability of Labour and Skills

☐

*Further comments*

**Our key strengths are listed below. Select the ones you agree with. Refer page 21.**

*Please tick the ones you agree with*

- Housing Affordability

☐
- Physical Connectivity

☐
- Rich & Divers Culture

☐
- Unique Lifestyle

☐
- Health & Wellbeing

☐

*Further comments*

Our growth opportunities are listed below. Select the ones you agree with. Refer pages 22-27.

Please tick the ones you agree with

The Visitor Economy / Tourism

☐

Renewable Energy

☐

Value-adding &/or Niche Agriculture

☐

Small Business Support & Local Jobs

☐

Healthcare & Social Assistance

☒

Physical Environment

☐

Innovation & Entrepreneurialism

☐

Asset-based Place-making

☐

Further comments



**Are you supportive of the collaborative community and council implementation model? Refer page 30-31**

*Please circle*

YES

NO

*Further comments*

**Would you be willing to nominate yourself or another community member to one of the SQUADS? Refer page 30-31**

*Please circle*

YES

NO

**What challenges or barriers do you see in the implementation model? Refer page 30**

*Please comment below*

**Having read the Action Plan, what actions do you DISAGREE with? Refer pages 32-45**

*Please comment below*



Having read the Action Plan, what actions do you feel are MISSING that could be included? Refer pages 32-45

*Please comment below*

Overall what is your rating of the draft PLACE Strategy & Action Plan?

*Please circle the number of stars (1 = less satisfied 5 = very satisfied).*



Your summary of comments:

Suggestions for improvement:

Thank you for your time and feedback on the DRAFT GLEN INNES HIGHLANDS PLACE STRATEGY 2020-2040 & ACTION PLAN 2020-2025.

Written submissions

Email to: [council@gisc.nsw.gov.au](mailto:council@gisc.nsw.gov.au)(link sends e-mail)

Send to: 256 Grey Street, Glen Innes

Hand deliver to: Any local Council offices