

Southern Tablelands
Regional Economic
Development Strategy
2018 – 2022:
Supporting Analysis
June 2018



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Preamble

The economic development strategy for the Southern Tablelands Region is presented in the 'Southern Tablelands Regional Economic Development Strategy 2018–2022' (the Strategy). This document, the 'Southern Tablelands Regional Economic Development Strategy 2018-2022: Supporting Analysis' (Supporting Analysis), prepared by AgEconPlus, details the Strategy's methodology, evidence and development process. Both documents are available to the public at dpc.nsw.gov.au/cerd.

Both the Strategy and Supporting Analysis have been developed with the support of the NSW Government as part of the Regional Economic Development Strategies program to assist local councils and their communities in regional NSW.

For further information about the program please contact the Centre for Economic and Regional Development (CERD) on 02 6391 3025 or CERD@dpc.nsw.gov.au.

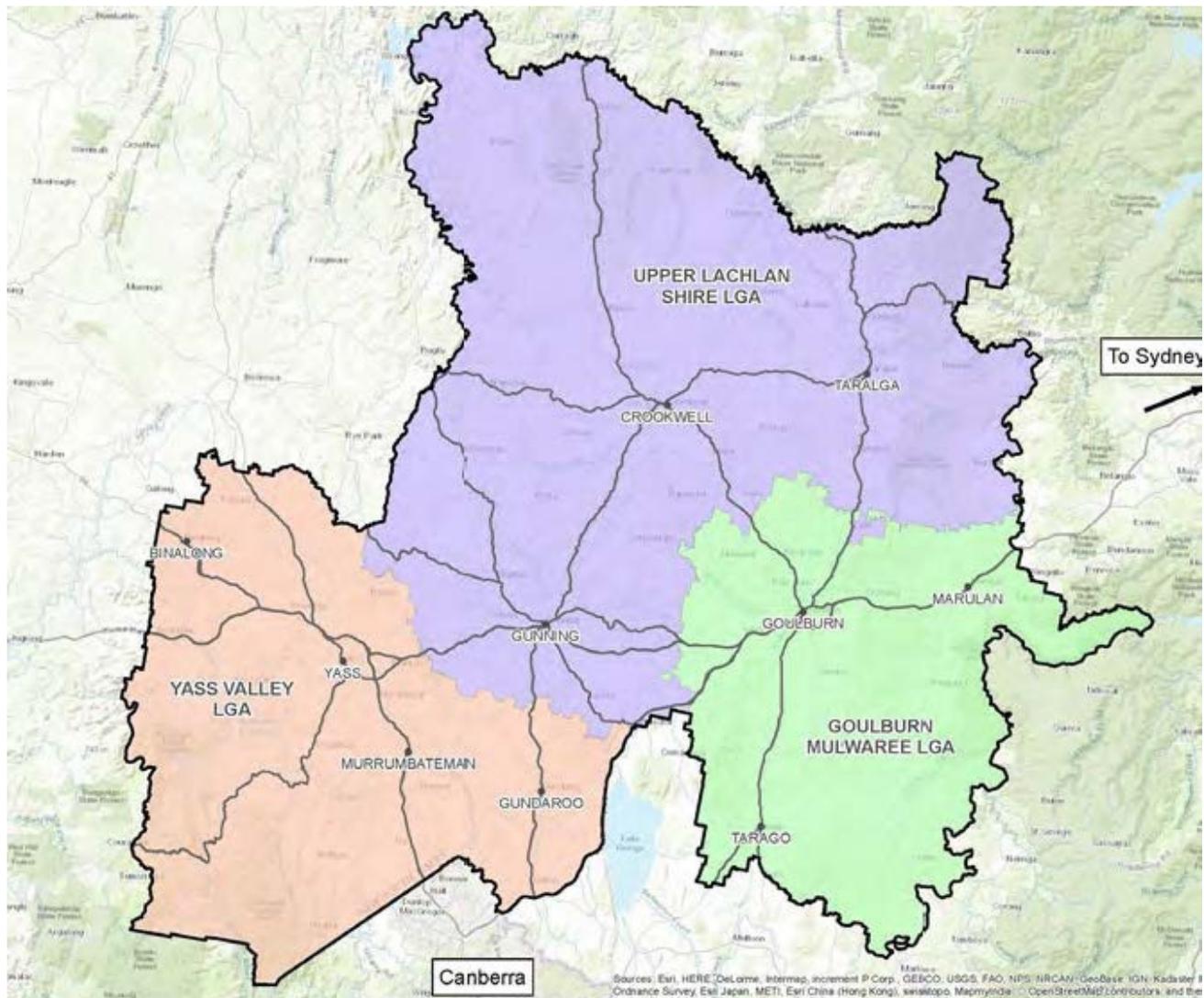


1 Location

The Southern Tablelands Region (the Region) comprises the New South Wales (NSW) local government areas (LGAs) of Goulburn-Mulwaree, Upper Lachlan Shire and Yass Valley (see Figure 1). The Region is located in southern NSW, with strategic access to Sydney and Canberra via the Hume Highway.

In 2016 the Region had a population of 53,446, with 29,609 residing in Goulburn-Mulwaree, 16,142 in Yass Valley and 7,695 in Upper Lachlan Shire. The main urban centres are Goulburn, Yass, Murrumbateman and Crookwell.

Figure 1: Southern Tablelands Region



Source: Southern Tablelands Regional Community Strategic Plan (2016-2036)

This Regional Economic Development Strategy exists alongside other regional strategies such as the:

- South East and Tablelands Regional Plan (by Department of Planning and Environment);
- Tablelands Regional Community Strategic Plan (by Local Councils);
- Regional Economic Development Strategies for neighbouring Regions (by Department of Premier and Cabinet);
- Canberra Region Joint Organisation Strategic plan (by The Canberra Region Joint Organisation); and,
- Destination Management Plan 2018-2020 (by Destination Southern NSW).

2 Economic Audit

2.1 Regional profile

The economy of the Southern Tablelands is strongly based around the Health Care and Social Assistance, Retail Trade, Agriculture and Public Administration and Safety sectors. There is some heterogeneity, with Yass Valley becoming increasingly linked to the economy of the Australian Capital Territory (ACT). The ACT is a major source of employment for Yass Valley residents. Goulburn-Mulwaree and Upper Lachlan Shire LGAs are more homogenous. Those residing within the Region fill 89% of jobs in the Region (see Table 1).

Table 1: Residential Location of Workers Employed in the Southern Tablelands

| Category | No. | % |
|------------------------------------|---------------|------------|
| Live and work in the area | 15,954 | 89 |
| Work in the area, but live outside | 1,895 | 11 |
| Total workers in the area | 17,849 | 100 |

Source: ABS, 2016 Census of Population and Housing (Place of Work Profile)

Those who work in the Southern Tablelands, but live outside are predominantly from ACT (24.8%), Wingecarribee (16.3%), Sydney (13.0%), Hilltops (5.6%) and Queanbeyan-Palerang (7.3%)

The employed labour force residing in the Southern Tablelands exceeds the number of jobs in the Southern Tablelands and hence 27% commute to a work location outside the Region (see Table 2). The work location of an additional 5% of employed labour force is unknown.

Table 2: Work Location of Employed Labour Force Residing in the Southern Tablelands

| Category | No. | % |
|------------------------------------|---------------|------------|
| Live and work in the area | 15,954 | 66 |
| Live in the area, but work outside | 7,103 | 29 |
| Work location unknown | 1,269 | 5 |
| Total employed residents | 24,326 | 100 |

Source: ABS, 2016 Census of Population and Housing (Usual Residents Profile)

The main location of work for those commuting outside the Region is ACT (62.9%). No Fixed Address NSW (14.9%), Queanbeyan (5.3%), Wingecarribee (5.0%) and Sydney (3.9%).

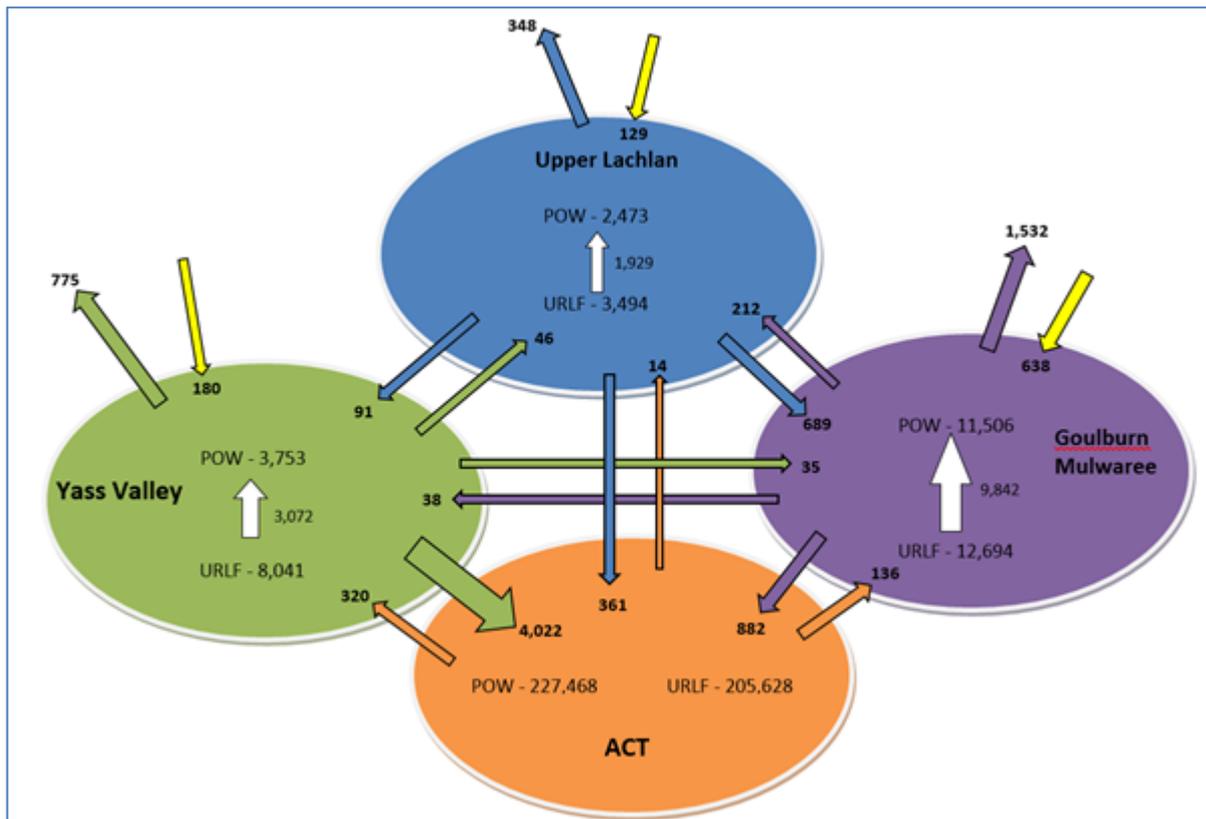
Key measures of Southern Tablelands regional containment of labour are shown in Table 3. These numbers show there is a substantial proportion of the Region's workers travelling outside the Region for work and workers coming into the Region for work (for example, the Employment Self Sufficiency ratio shows 89% of the local jobs are filled by local workers and 11% from outside Region).

Table 3: Gross Value Added for the 5 largest industries (IO Sectors)

| Descriptor | Ratio |
|---|-------|
| Employment Self Containment (ESC ¹) | 0.66 |
| Job Housing Balance (JHB) | 0.74 |
| Employment Self Sufficiency (ESS ²) | 0.89 |

The main labour force flows within and out of the Region are summarised in Figure 2. This indicates the influence of the Australian Capital Territory on the Southern Tableland's usual residential labour force. In particular, Yass Valley has 50% of the usual residential labour force commuting to ACT for work, compared to 7% for Goulburn-Mulwaree and 10% Upper Lachlan Shire Council. Internally, the greatest interaction of the labour force is between Upper Lachlan Shire Council and Goulburn-Mulwaree, with 20% of the usual residential labour force of Upper Lachlan Shire Council commuting to Goulburn-Mulwaree for work.

Figure 2: Main Labour Force flows for Southern Tablelands



Notes: POW = Place of Work; URLF = Usual Resident Labour Force

Source: AgEconPlus and Gillespie Economics based on ABS 2016 Census of Population and Housing

¹ The percentage of employed residents who are employed within the boundaries of the region.
² The percentage of local jobs that are filled by local workers in the region.

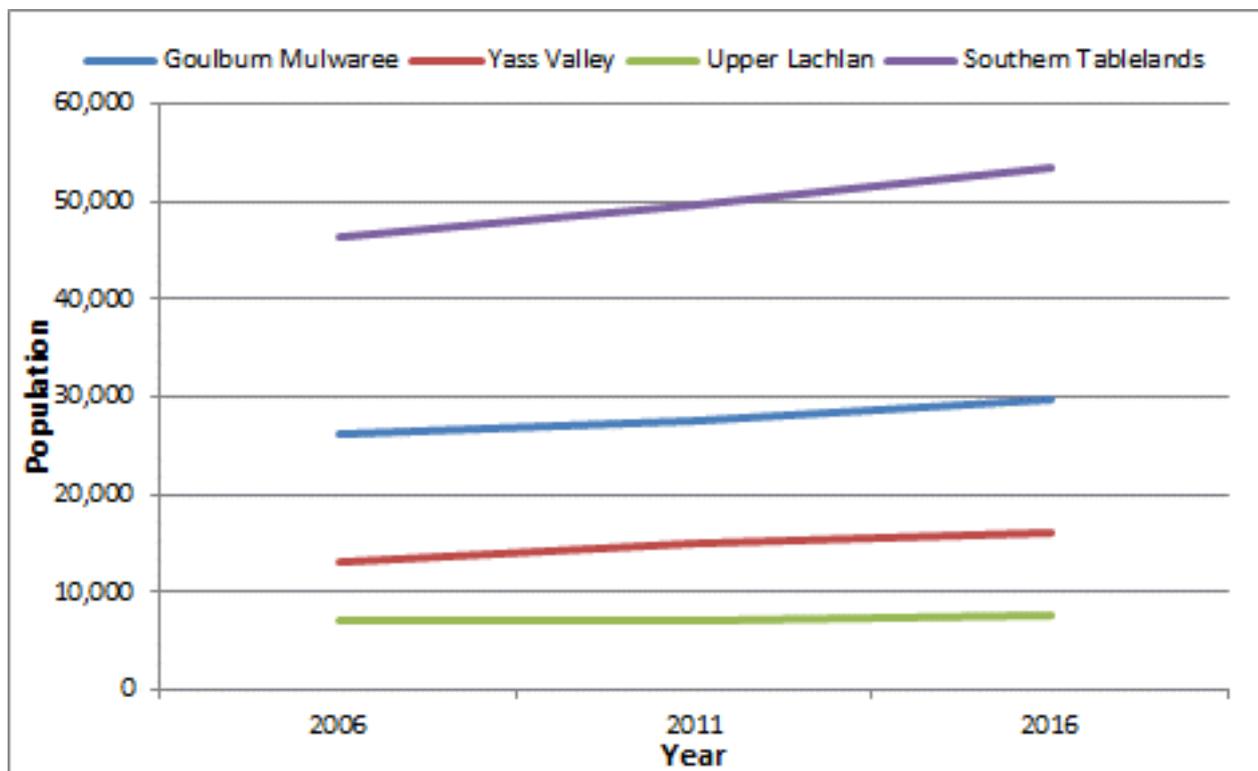
2.2 Demographic profile

2.2.1 Population and housing

The population of Southern Tablelands was 53,466 in 2016, with 29,609 residing in the Goulburn-Mulwaree LGA; 16,142 residing in the Yass Valley LGA; and, 7,695 residing in the Upper Lachlan Shire LGA. The main urban centres from largest to smallest are Goulburn (22,419), Yass (6,506), Murrumbateman (3,219) and Crookwell (2,641).

The population of Southern Tablelands grew strongly from 2006 to 2016 as shown in Figure 3. The growth rate was greater than for NSW between 2006 and 2011 (7.4% compared to 5.6%) and less than for NSW between 2011 and 2016 (7.6% compared to 8.1%). Yass Valley has experienced the largest population growth over this period. However, between 2011 and 2016 the growth rates for each LGA were similar at 7.7%, 7.5% and 7.0% for Goulburn-Mulwaree, Yass Valley and Upper Lachlan Shire.

Figure 3: Historical Population of the Southern Tablelands

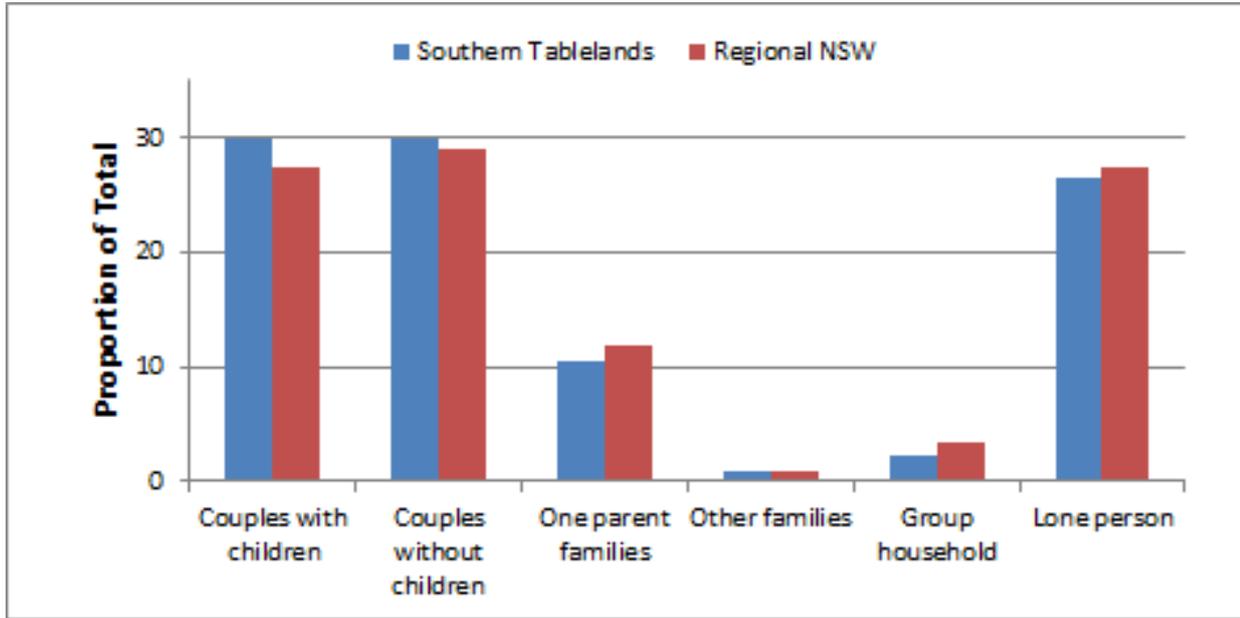


Source: ABS, 2016 Census of Population and Housing

There were 24,377 private dwellings in the Southern Tablelands Region in 2016. Of these, only 84.9% were occupied, which was less than the percentage occupied in NSW (90.1%) and Regional NSW (87.6%). This equated to an average of 2.5 people per household, which was slightly below the NSW average of 2.6 and above that for Regional NSW of 2.4. Yass Valley had the highest average household size at 2.7.

Compared to Regional NSW, in 2016 Southern Tablelands has a higher proportion of couple families with children (driven by a very high proportion in Yass Valley) and couple families without children (driven by Yass Valley and Upper Lachlan Shire)—see Figure 4. It had a lower proportion of one parent families, lone person households and group households.

Figure 4: Household Composition for Southern Tablelands and Regional NSW



Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

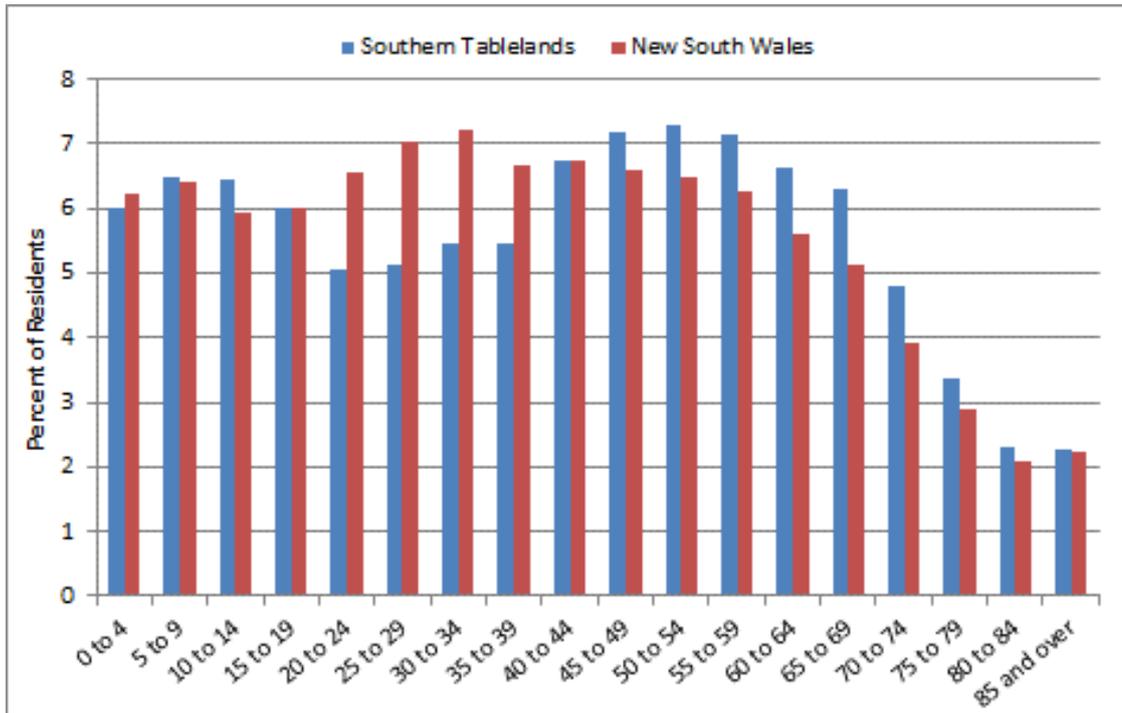
The median rent in Southern Tablelands was \$261 per week in 2016. This made it much more affordable than the median weekly rent for NSW or ACT (both \$380). The highest medium rents were in Yass Valley at \$300 per week followed by Goulburn-Mulwaree and Upper Lachlan Shire, at \$260 and \$190 per week respectively.

2.2.2 Age profile

The median age of the Southern Tablelands was 43 years compared with 38 years in NSW in 2016. Figure 5 compares the distribution of the Southern Tablelands population with the distribution of the population across NSW. Southern Tablelands follows a similar pattern as Regional NSW, with a greater proportion of its population over the age of 45 and a smaller proportion of its population in the 20 to 39 age group.



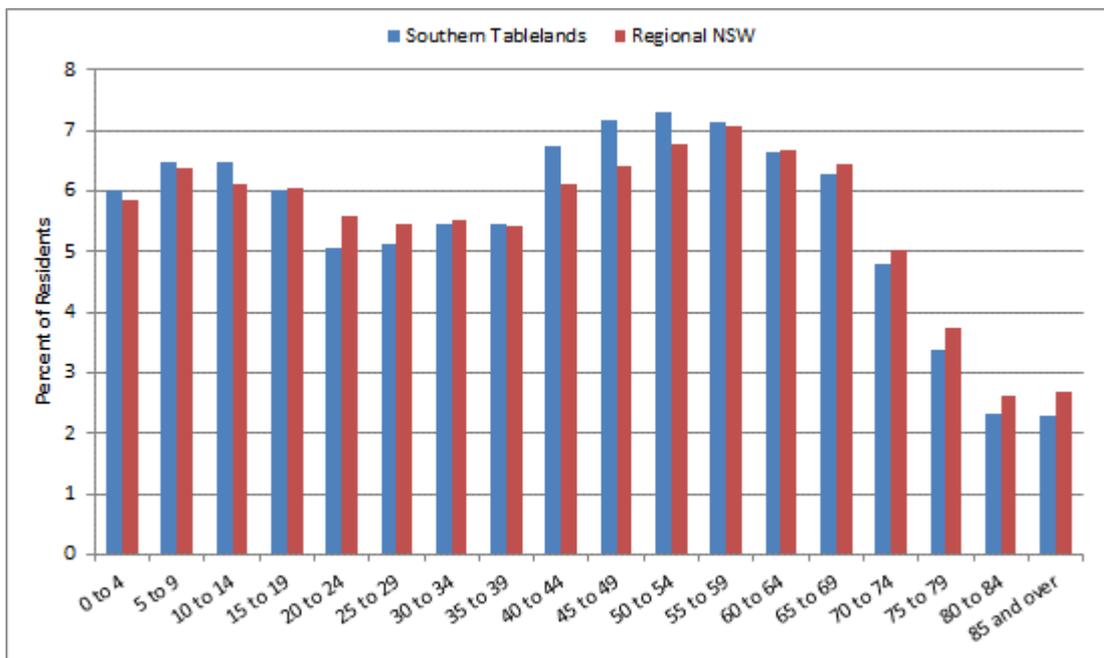
Figure 5: Southern Tablelands Population Age Distribution vs NSW



Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

Figure 6 shows the age profile of the Southern Tablelands compared to the age profile of Regional NSW. The Region has a higher proportion of people in the younger age groups (under 15) and 40 to 54 year age group, and a lower proportion of people in the 20 to 34 years age group and older age groups (65 and over). There is a contrast between the three LGAs, with Yass Valley having a higher proportion than Regional NSW in the younger ages (less than 19), a higher proportion in the 35 to 54 ages, and a lower proportion aged 20 to 34 and greater than 60. Goulburn-Mulwaree has a lower proportion than Regional NSW aged 10 to 19 and greater than 55, and higher proportion aged 25 to 54. Upper Lachlan Shire has a lower proportion than Regional NSW aged 20 to 44 and a higher proportion aged greater than 45.

Figure 6: Southern Tablelands Population Age Distribution vs Regional NSW



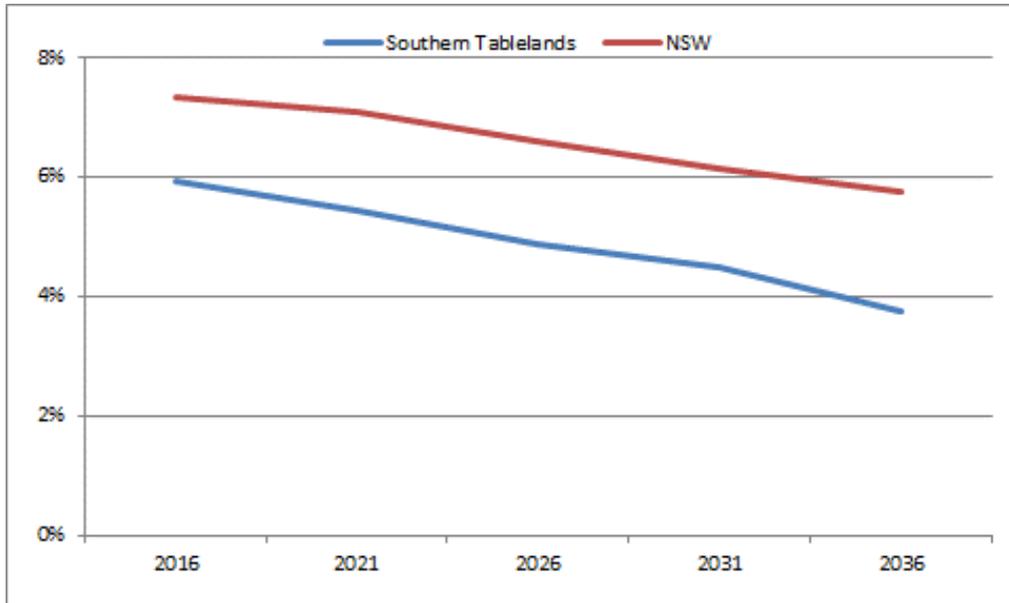
Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

2.2.3 Population Projections

The Southern Tablelands is anticipated to have a population growth rate less than that of NSW up to 2036.

The growth rate is estimated to continue to decline from 5.9% between 2011 and 2016 to 3.7% between 2031 and 2036 (see Figure 7).

Figure 7: NSW Planning and Environment Population Growth Rate Projections

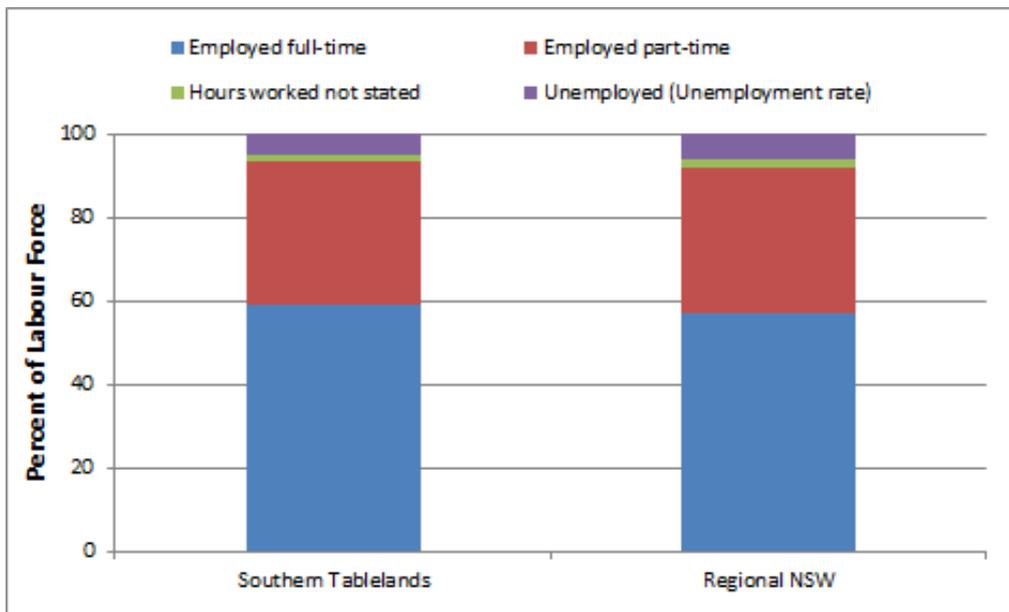


Source: NSW Department of Planning and Environment, Population Projections

2.3 Labour Force

Compared to Regional NSW, the Southern Tablelands has a higher proportion of the workforce in full-time employment and has a lower proportion unemployed than Regional NSW (see Figure 8). This is common to each of the LGAs except Goulburn Mulwaree, which had an unemployment rate of 6.3% compared to 6.1% for Regional NSW.

Figure 8: Labour Force Status



Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

2.3.1 Occupations

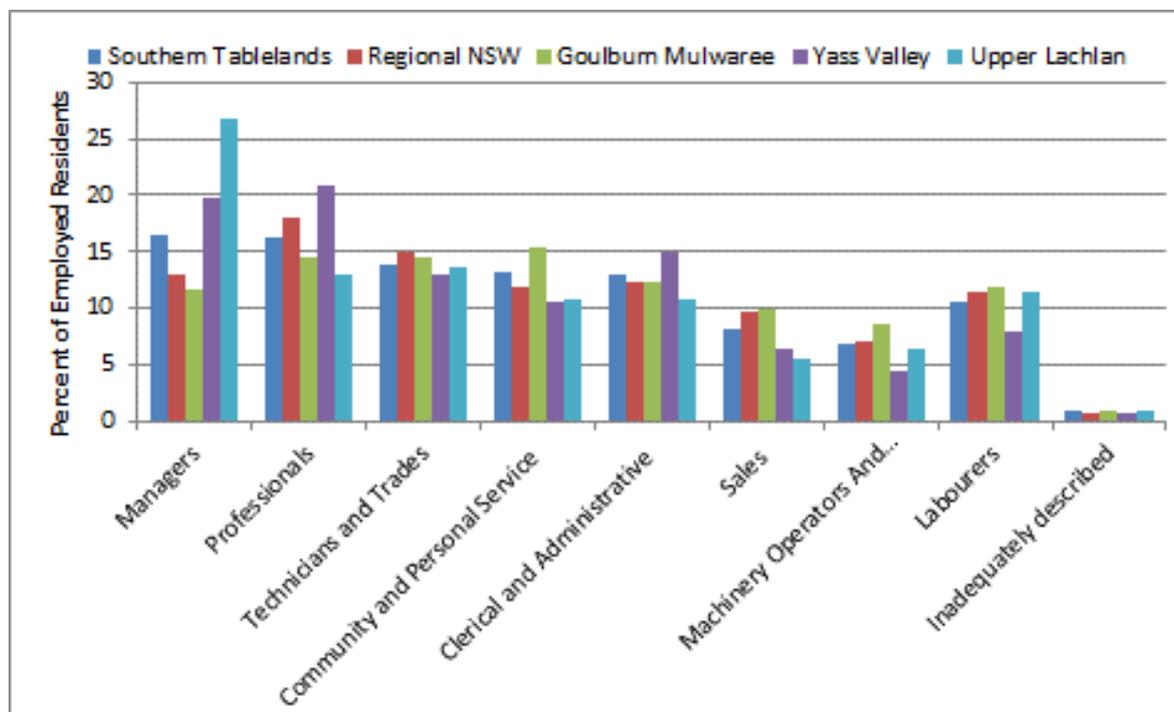
Southern Tablelands has a relatively higher proportion of its workers employed as:

- Managers (driven by Yass Valley and Upper Lachlan Shire);
- Community and personal service workers (driven by Goulburn Mulwaree); and
- Clerical and administrative workers (driven by Yass Valley) compared to Regional NSW in 2016 (see Figure 9).

It has a lower proportion of its workers employed as:

- Professionals (although the proportion in Yass Valley is much higher than for Regional NSW);
- Technicians and trade workers (driven by all Local Government Area's);
- Sales (driven by Yass Valley and Upper Lachlan Shire);
- Machinery operators and drivers (driven by Yass Valley and Upper Lachlan Shire); and,
- Labourers (driven by Yass Valley)

Figure 9: Occupations in the Southern Tablelands and Regional NSW

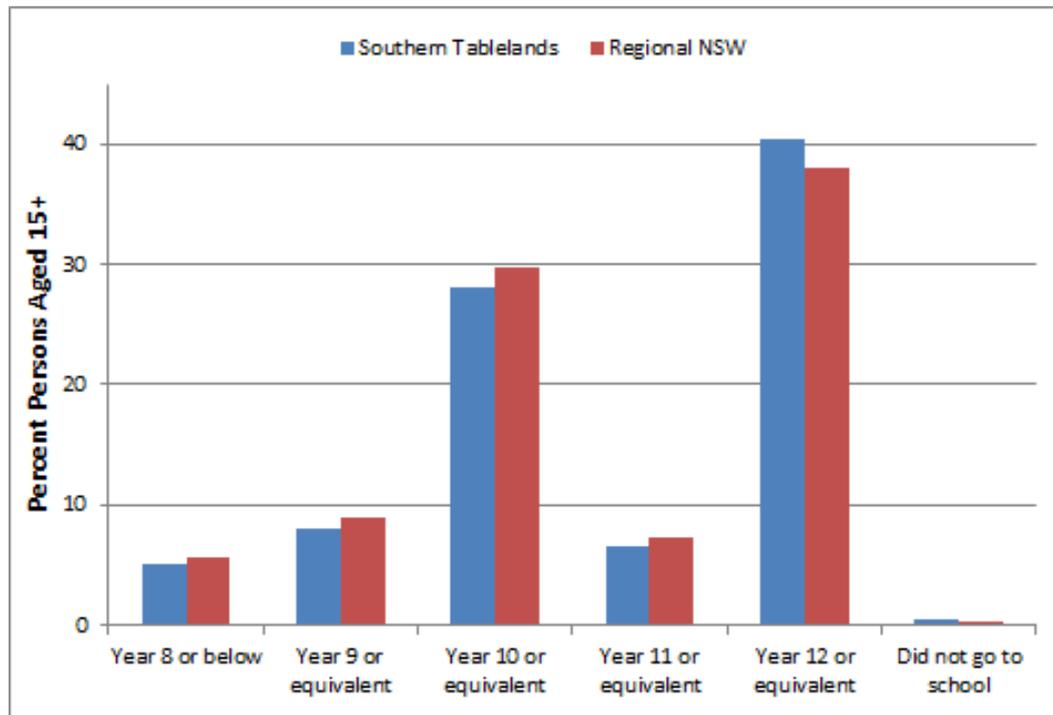


Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

2.3.2 Education and Qualifications

In 2016, the Southern Tablelands had a lower proportion of people who left school at an early level (Year 11 or less) compared to Regional NSW, and a higher proportion of people who completed Year 12 or equivalent (see Figure 10). This is driven by the Yass Valley population. Goulburn-Mulwaree and Upper Lachlan Shire Council have a lower proportion of people who completed Year 12 or equivalent relative to Regional NSW.

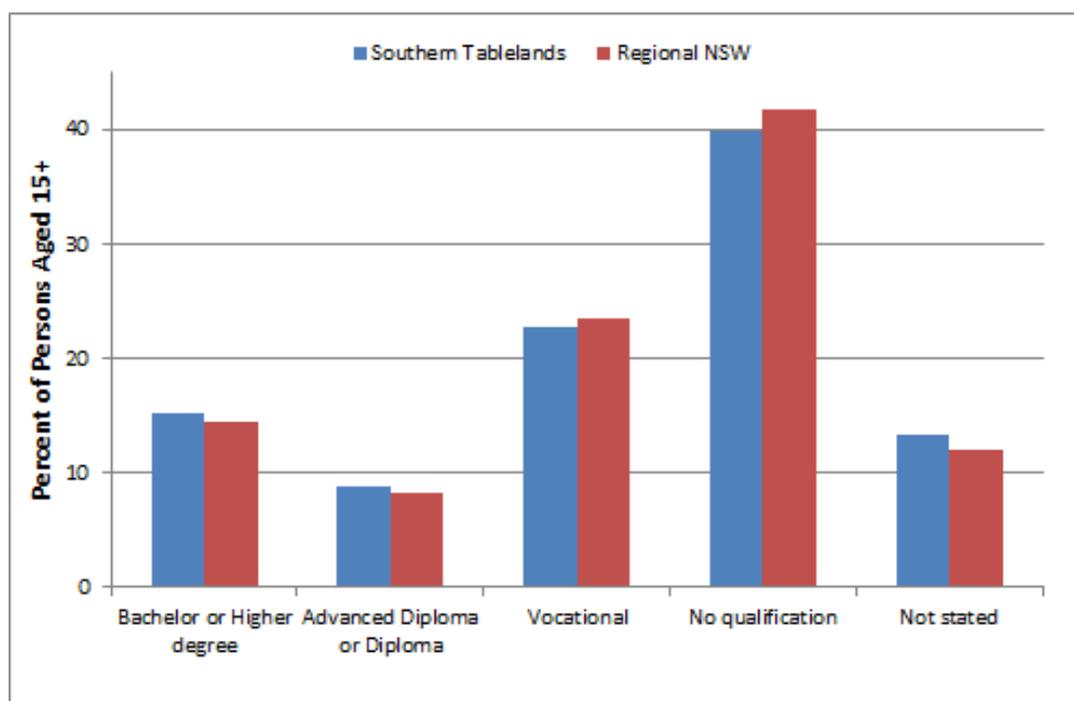
Figure 10: Highest level of schooling



Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

There was a higher proportion of people holding university qualifications (Bachelor or higher degree; Advanced Diploma or Diploma) and a lower proportion with vocational qualifications or no formal qualifications compared to Regional NSW in 2016 (see Figure 11). This may be due to the number of residents in the Region working in Canberra, and is largely driven by the Yass Valley population with Goulburn-Mulwaree and Upper Lachlan Shire having a lower proportion holding university qualifications.

Figure 11: Highest educational qualification



Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

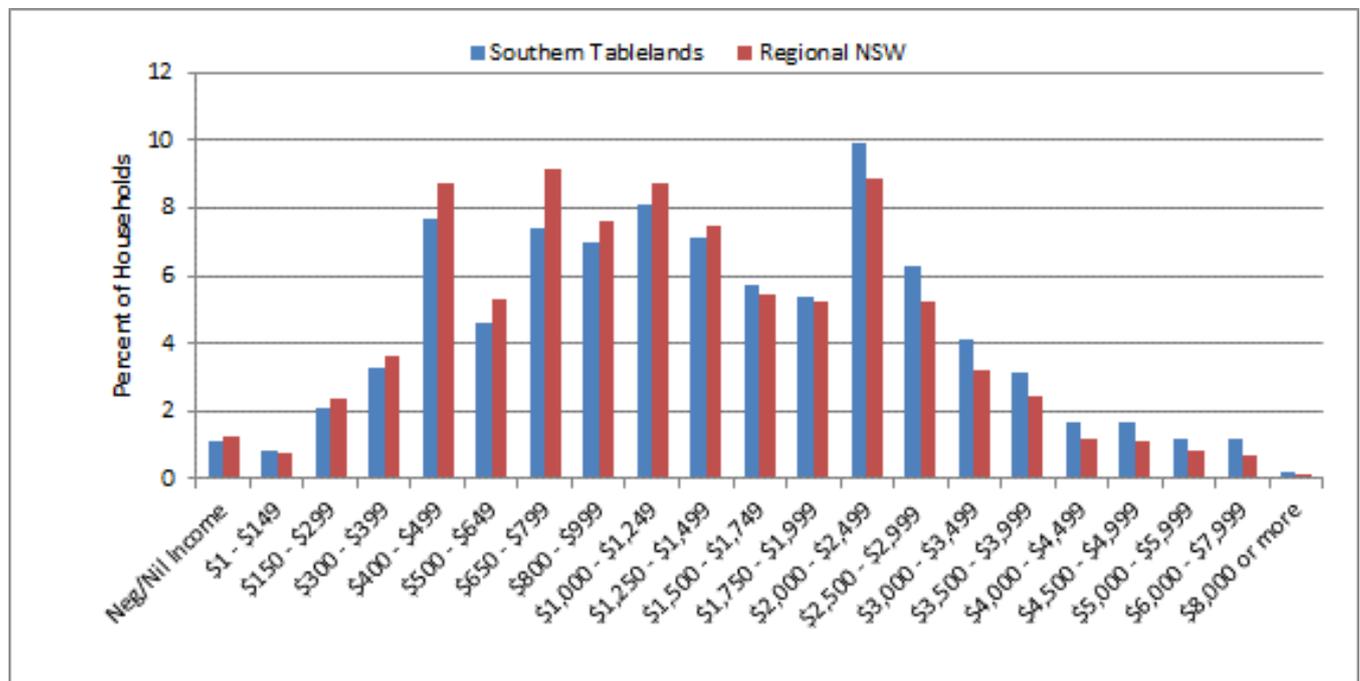
2.4 Income and unemployment

The median household income for the Southern Tablelands was \$1,376 compared to \$1,486 for NSW in 2016. However, there was variation within the Region, with Yass Valley having median household incomes higher than NSW (\$1,879) and Goulburn-Mulwaree and Upper Lachlan Shire having median household incomes below that of NSW (\$1,196 and \$1,161 respectively).

The overall difference in income may be explained by the lower proportion of working age residents and the higher proportion of retirement age residents in the Southern Tablelands compared with NSW. The higher incomes in Yass Valley reflect the employment of a large proportion of residents in more highly paid jobs in the ACT.

The distribution of weekly household income relative to Regional NSW is shown in Figure 12. This indicates that Southern Tablelands had a higher proportion of high income households (those earning \$1,500 per week or more) and a lower proportion earning less than \$1,500 per week compared with Regional NSW in 2016.

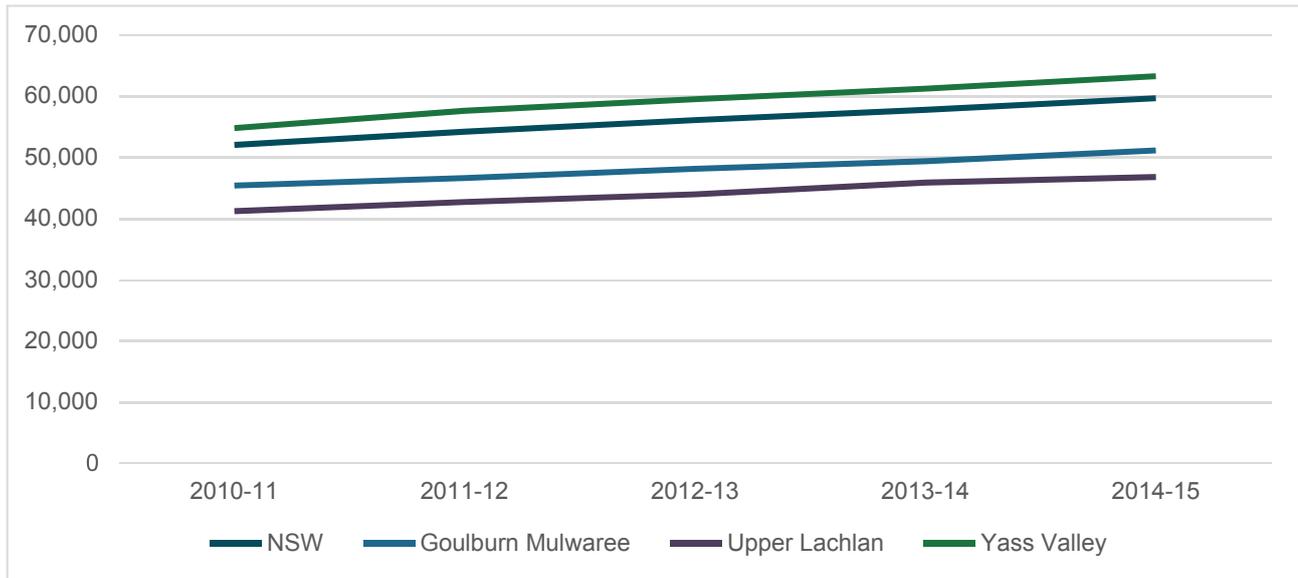
Figure 12: Weekly Household Income Distribution (% of total)



Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

Historically, average wage and salary income in the three LGAs of the Southern Tablelands has grown in line with the NSW average (see Figure 13). However, wages for Goulburn-Mulwaree and Upper Lachlan Shire have been below that for NSW and wages for Yass Valley have been higher than for NSW. This may be attributed to the number of Yass Valley residents working in the ACT.

Figure 13: Average Wage and Salary Income (\$)

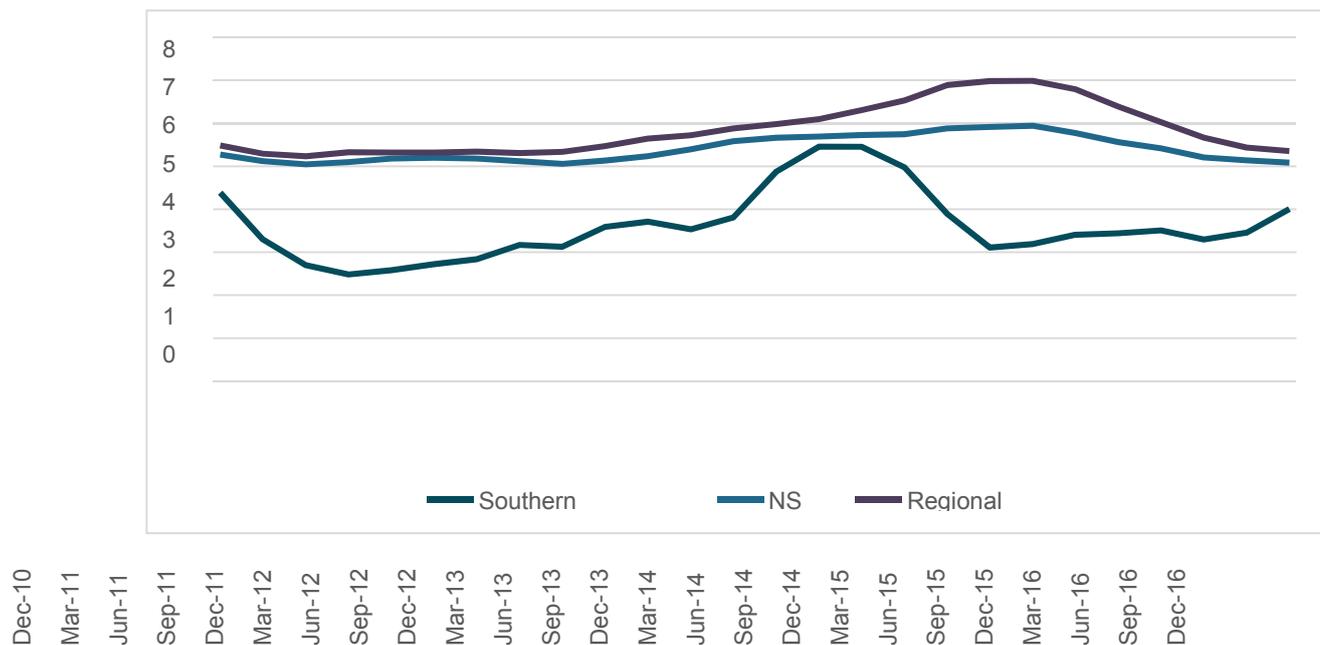


Source: ABS, 2016 Census of Population and Housing (Usual Resident Profile)

Unemployment in the Southern Tablelands was 4.9% in 2016, which was below the unemployment rates for Regional NSW (6.6%) and NSW (6.3%). Within the Region, the unemployment rate was lowest in Yass Valley (2.9%) and Upper Lachlan Shire (3.9%), and highest in Goulburn-Mulwaree (6.3%). The Department of Employment's Small Area Labour Markets publication has estimated that unemployment in Southern Tablelands has been consistently below that of NSW (which has been below that of Regional NSW), however with greater variability (see Figure 14).

Differences in unemployment rates can be due to different employment structures (such as full time/part time composition), industry performance due to macro-economic conditions, natural and environment issues (such as drought), and other factors.

Figure 14: Small Area Labour Markets Estimate of the Southern Tableland, Regional NSW and NSW unemployment rate (%)



Source: Department of Employment, Small Area Labour Markets (March 2017)

Summary of Demographics

Notable features of the Southern Tablelands demography include:

- relatively strong population growth, similar to that of NSW
- high vacancy of dwellings, perhaps reflecting a greater proportion of weekenders
- high proportion of couples, with and without children
- high proportion of the workforce in full employment and a lower proportion unemployed
- high proportion of the workforce employed as managers, community and personal service workers and clerical and administration workers
- high proportion of people in the younger age groups (under 15) and 40 to 54 year age group, and a low proportion of people in the 20 to 34 years age group and older age groups (65+)
- relatively educated population with high proportion of people who have completed year 12 or equivalent and holding formal qualifications
- relatively large proportion of high income households
- relatively low unemployment rate bolstered by a relatively high rate of full-time employment
- relatively high proportion of the labour force engaged as managers and in community and personal service, and clerical and administration jobs
- significant heterogeneity within the Region, with Yass Valley LGA being more integrated with the ACT economy

2.5 Economic profile

This section examines the economic structure of the Region using data from a number of sources, including an Input Output analysis of the regional economy developed by CERD, and employment by industry data compiled by the Department of Premier and Cabinet (NSW) using the ABS Census of Population and Housing data.

2.5.1 Economic snapshot

The following analysis uses the Input Output data and reports the findings in terms of both the Input Output industry classifications and the ANZSIC 1-digit industry classification.

The Gross Regional Product (GRP) of the Southern Tablelands economy was estimated at \$2,524 million in 2015-16, which represents approximately 0.5% of NSW Gross State Product (GSP) and \$47,233 GRP per Capita. The Region is a net importer, with exports out of the Region of \$665 million and imports into the Region of \$1,136 million. Using the Input Output industry classifications, the largest exporting industries by value are:

- Sheep, Grains, Beef and Dairy Cattle (\$266 million); and
- Meat and Meat Product Manufacturing (\$34 million).

In addition, the Southern Tablelands is increasingly a commuter area for the ACT – particularly from the Yass Valley LGA - hence the Region is essentially exporting significant levels of labour.

Conversely, the largest importing industries in the Region are:

- Sheep, Grains, Beef and Dairy Cattle (\$77 million);
- Construction Services (\$33 million); and
- Heavy and Civil Engineering Construction (\$30 million).³

Using the Input Output industry classifications, in terms of value added, it is estimated that the Sheep, Grains, Beef and Dairy Cattle Industry and the Retail Trade industry had the highest value added, equal to approximately 12% of the Southern Tablelands regional economy (see Table 4).⁴

³ Although the household sector is the largest importer in the economy, it is not an industry Sector.

⁴ Gross Value Added (GVA) measures the value of goods and services produced in a region.

Table 4: Gross Value Added for the 5 largest industries (ANZSIC 1-digit sectors)

| Industry | Gross Value Added (\$m.) | Proportion of Southern Tablelands Regional Economy (%) | Proportion of Southern Tablelands Regional Employment (%) | Per Capita Value Added (\$) |
|---|--------------------------|--|---|-----------------------------|
| Sheep, Grains, Beef and Dairy Cattle | 170 | 6.7 | 10.8 | 3,183 |
| Retail Trade | 145 | 5.7 | 11.2 | 2,703 |
| Public Administration | 121 | 4.8 | 4.9 | 2,255 |
| Residential Care and Social Assistance Services | 99 | 3.9 | 7.2 | 1,860 |
| Finance | 94 | 3.7 | 1.0 | 1,760 |

Tourism is not a specific sector in the Input-Output or ANZSIC frameworks. However, it encapsulates final demand expenditure by visitors in a range of sectors, including Retail Trade, Accommodation and Food and Beverage Services. Using tourism visitation and expenditure data, CERD has used Input-Output modelling to estimate the direct impact of tourism on the Southern Tablelands regional economy. This indicated that tourism contributes \$86 million in value-added (3.4% of regional economy), 840 full-time equivalent jobs (5.5% of regional economy) and \$56 million in household income (wages) (4.4% of regional economy).

Based on the ANZSIC 1-digit industry classification, it is estimated that the Public Administration and Safety sector had the highest value-added and provided 9.8% of regional employment. Agriculture, Forestry and Fishing; Health Care and Social Assistance; Construction; and Retail Trade were the next most important for value added and contributed 44.3% of regional employment (see Table 5).

Table 5: Gross Value Added for the 5 largest industries (ANZSIC 1-digit sectors)

| Industry | Gross Value Added (\$m) | Proportion of Southern Tablelands Regional Economy (%) | Proportion of Southern Tablelands Regional Employment (%) | Per Capita Value Added (\$) |
|-----------------------------------|-------------------------|--|---|-----------------------------|
| Public Administration and Safety | 205 | 8.1 | 9.8 | 3,845 |
| Agriculture, Forestry and Fishing | 197 | 7.8 | 12.5 | 3,687 |
| Health Care and Social Assistance | 193 | 7.7 | 14.3 | 3,617 |
| Construction | 147 | 5.8 | 7.2 | 2,741 |
| Retail Trade | 145 | 5.7 | 11.2 | 2,703 |

⁵ The high value-added coming from high wages and profitability.

Tourism data from Destination NSW is available for Goulburn-Mulwaree and Yass Valley (Destination NSW does not publish visitor numbers for Upper Lachlan Shire Council). Destination NSW does not publish visitor numbers for Upper Lachlan Shire Council (see Table 6). Domestic day visitation is responsible for 64% of visitor numbers but domestic overnight visits are the responsible for the majority of expenditure. The main purpose of domestic overnight visitation was to visit family and relatives and holiday.

Table 6: Destination NSW Profiles

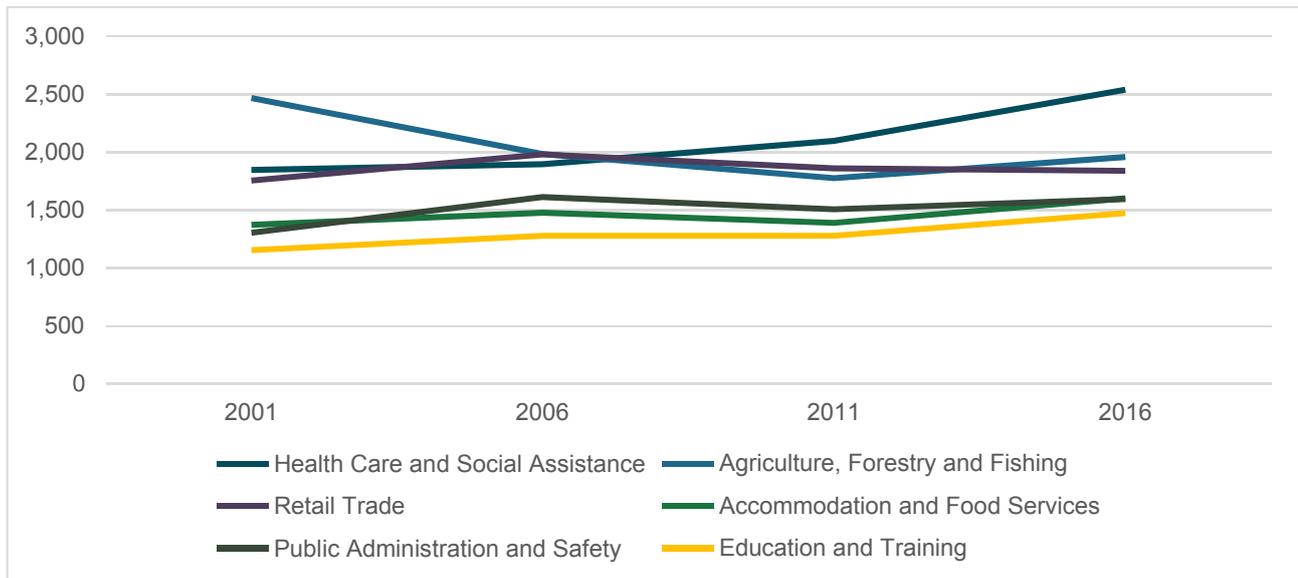
| | Goulburn Mulwaree | | Yass Valley | | Total | |
|---------------------------------|-------------------|----|-------------|----|-------|----|
| | No. | % | No. | % | No. | % |
| Total Visitors (000's) | 619 | | 377 | | 996 | |
| <i>International Overnight</i> | 6 | 1 | 3 | 1 | 9 | 1 |
| <i>Domestic Overnight</i> | 222 | 36 | 124 | 33 | 346 | 35 |
| <i>Domestic Day</i> | 391 | 63 | 250 | 66 | 641 | 64 |
| Total Nights (000's) | 537 | | 324 | | 861 | |
| <i>International Overnight</i> | 100 | 19 | 35 | 11 | 135 | 16 |
| <i>Domestic Overnight</i> | 436 | 81 | 289 | 89 | 725 | 84 |
| Total Spend (\$ million) | 102 | | 50 | | 152 | |
| <i>International Overnight</i> | 5 | 5 | 1 | 2 | 6 | 4 |
| <i>Domestic Overnight</i> | 59 | 58 | 32 | 64 | 91 | 60 |
| <i>Domestic Day</i> | 37 | 36 | 16 | 32 | 53 | 35 |

2.5.2 Employment

Historically the largest employing industries in the Southern Tablelands have been Agriculture, Forestry and Fishing, Health Care and Social Assistance and Retail Trade. As shown in Figure 15, these sectors are still the most significant sectors, although employment in Health Care and Social Assistance has increased to the point that it was the largest employer in 2016. Employment in Agriculture, Forestry and Fishing declined between 2001 and 2011, but grew from 2011 to 2016 to be the second largest employer.

Employment in the Retail Trade sector has declined slightly over time from 2006. The next largest employing sectors, Accommodation and Food Services, Public Administration and Safety and Education and Training, all grew from 2011 to 2016.

Figure 15: Historical Employment in Southern Tablelands



Total employment in the Region grew by 16% between 2011 and 2016 (2,427 jobs), greater than the rate for NSW (11%).

Industry employment share

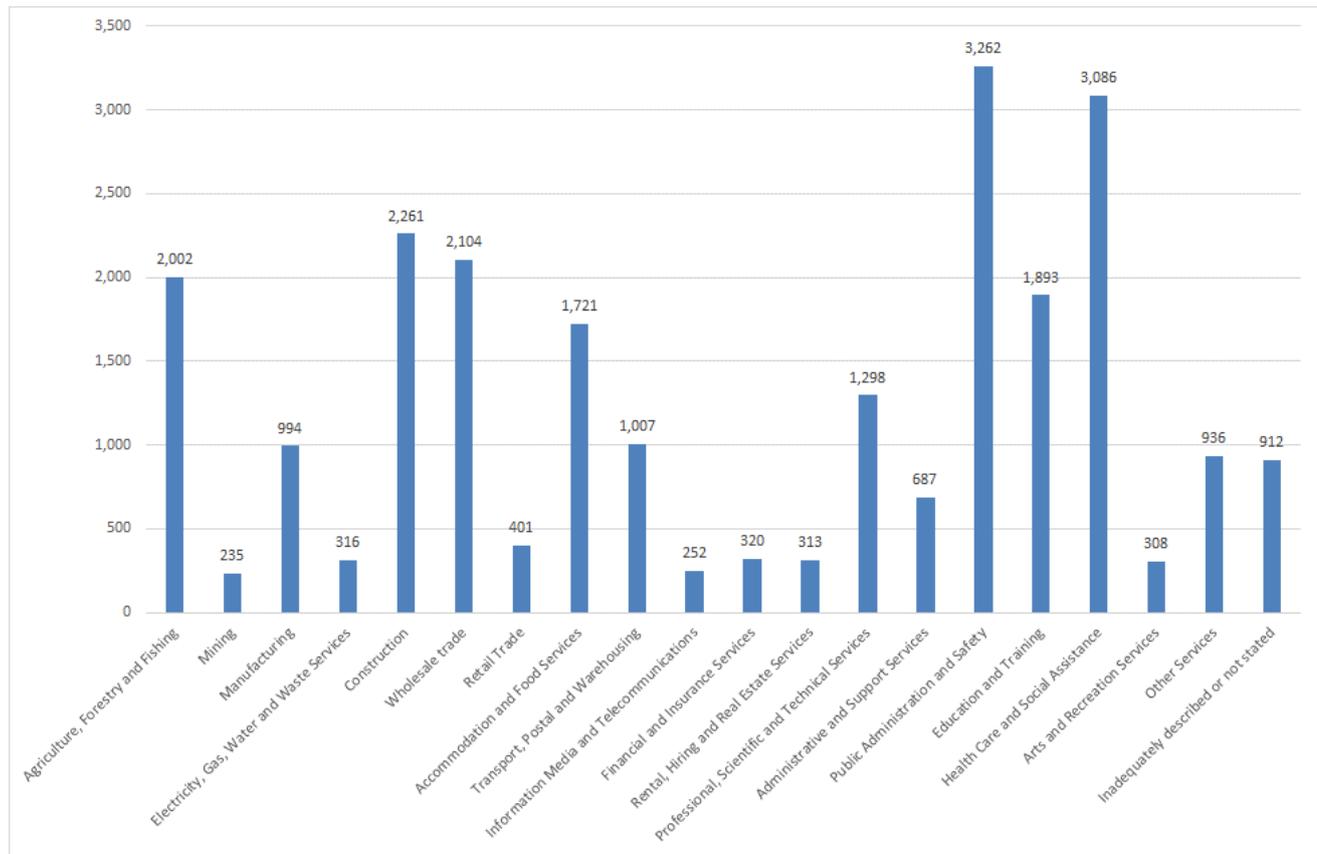
There were 17,732 people employed in the Southern Tablelands in 2016. As illustrated in Figure 16, the largest employing industries in the Region were:

- Health Care and Social Assistance;
- Agriculture, Forestry and Fishing;
- Retail Trade;
- Accommodation and Food Services;
- Public Administration and Safety; and,
- Education and Training.

All of these sectors grew between 2011 and 2016 apart from the Retail Trade sector which declined slightly (see Figure 17 and Figure 18). Most other sectors in the economy also experienced growth, in particular the Mining sector which had a 176% growth in employment. Sectors where employment contracted included Manufacturing, Wholesale Trade, Financial and Insurance Services, Electricity, Gas, Water and Waste Services.



Figure 16: Employment in Southern Tablelands, 2011 to 2016 (no.)



Source: ABS, 2016 Census of Population and Housing

Figure 17: Change in Employment in Southern Tablelands, 2011 to 2016 (no.)

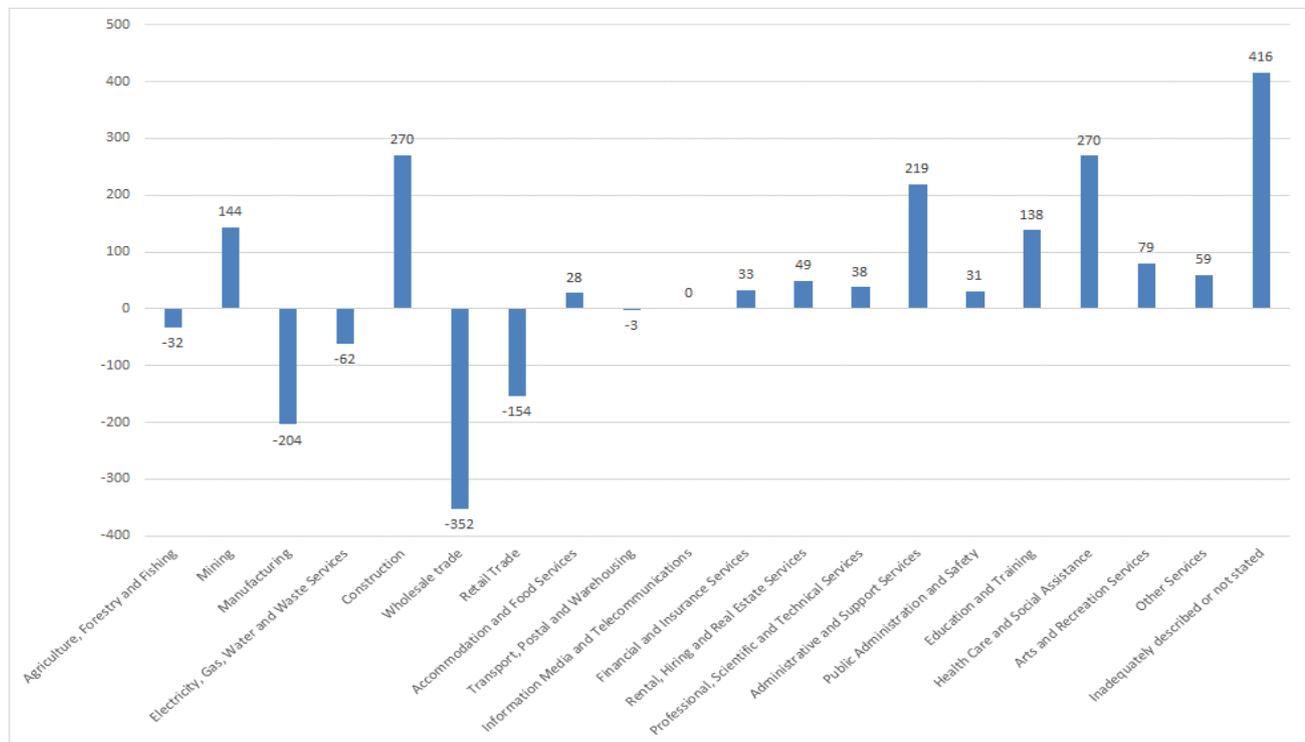
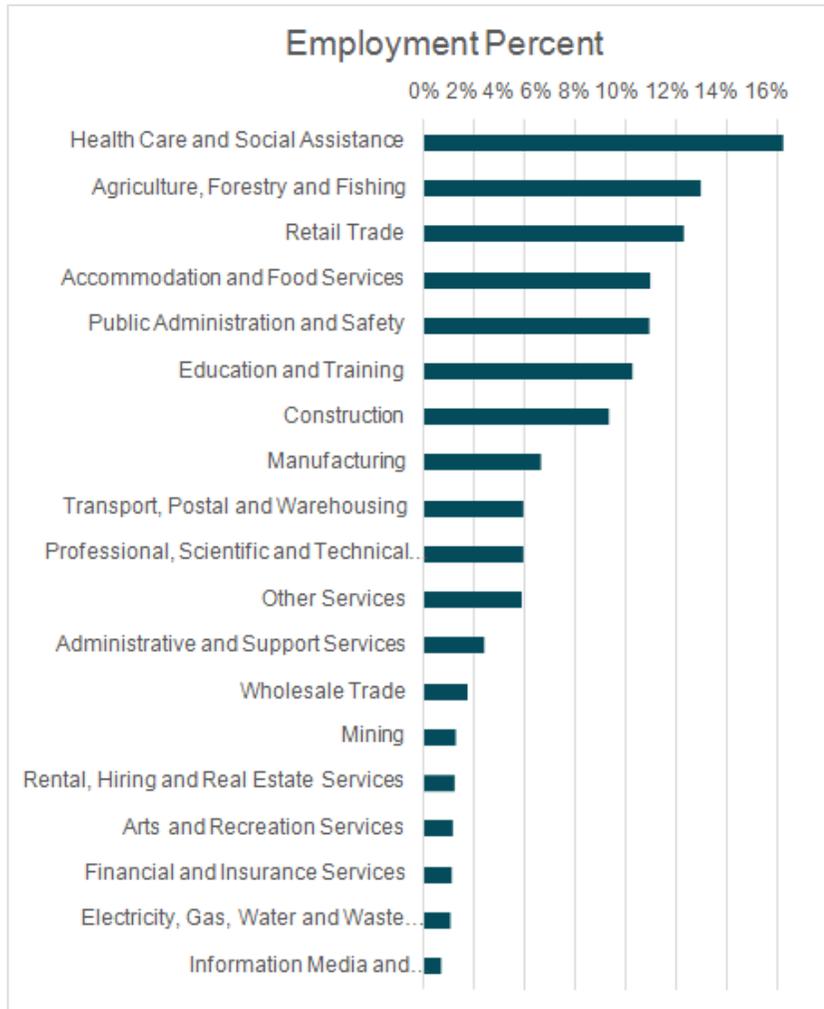
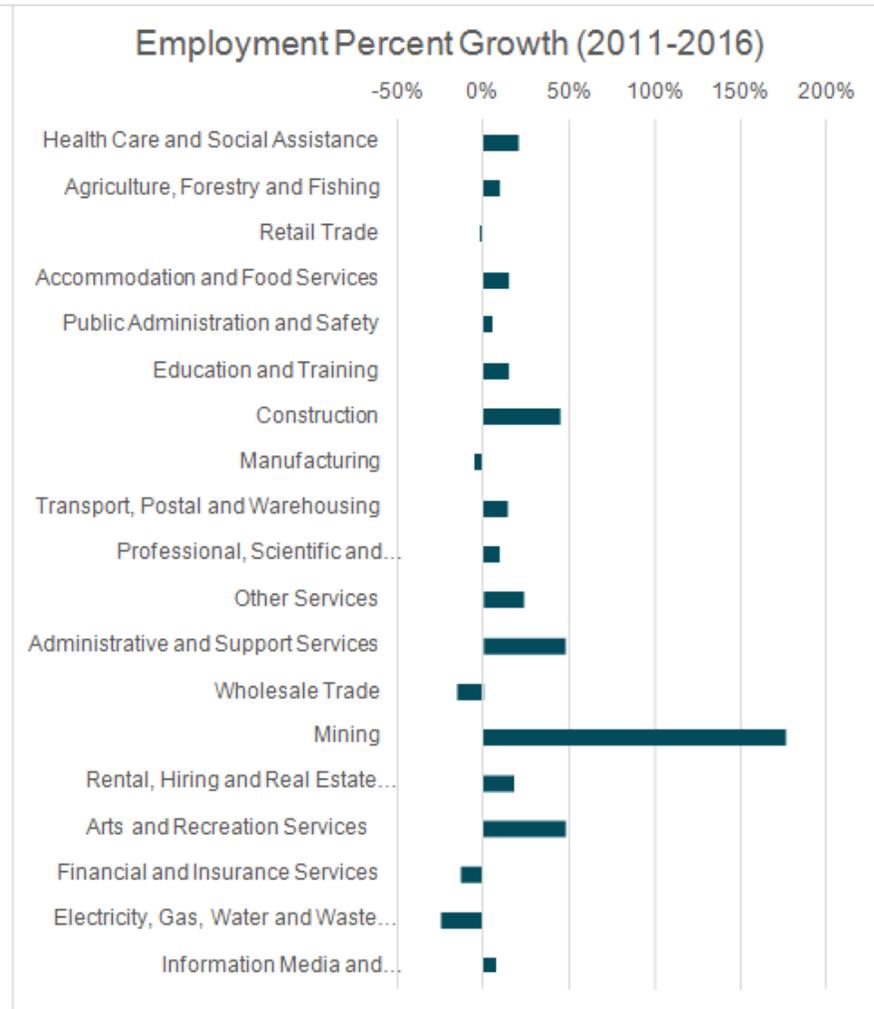


Figure 18: Employed Persons in the Southern Tablelands

Employment Percent



Employment Percent Growth (2011-2016)



There are a higher number of part-time and casual jobs in some of the Region's industry sectors, and wages differ between sectors. This can either reflect personal choices for work or underemployment in the Region.

Income provides another basis on which to compare employment between sectors. On this basis, the most significant sectors in the Region are:

- Health Care and Social Assistance
- Public Administration and Safety
- Education and Training
- Retail Trade; and
- Construction.

The significance of Agriculture, Forestry and Fishing and Accommodation and Food Services declined due to the smaller comparative wages of these sectors, while the significance of Education and Training and Construction increased due to the higher comparative wages.

2.6 Industry cluster analysis

2.6.1 Regional specialisation

Identifying the largest employing industries in a Region and the value of production by industry sector provides a good overview of the strengths of the local economy. However, such analysis typically emphasises traditionally labour intensive, non-basic industries like Retail Trade and Health Care and Social Assistance. A more useful way to understand a region's economy is to compare the proportion employed in the region's industries with the equivalent proportion in the state or nation industries.

Location Quotients (LQs) provide a useful measure of industry employment specialisation in a regional economy compared with industry specialisation at the state level. An LQ compares the ratio of the share of regional employment in a particular industry and the share of employment for that industry across NSW as a benchmark. Generally, an LQ greater than 1.25 is taken as initial evidence of regional specialisation and that the industry has potential to be classified as a basic industry sector (i.e. servicing more than just the regional population). The greater the LQ, the higher the level of specialisation of that industry sector.

Figures 19 to 22 summarise LQs (2016), industry size (2016) and employment growth (2011 to 2016) for sectors that represent more than 1% of employment in the Southern Tablelands at each level of ANZSIC Industry Classification. Table 7 arranges specialisation data in Figures 19 to 22 to the ANZSIC Division, Subdivision, Group and Class. The first level that specialisation occurs is in bold. This is helpful as:

- it is possible for a region to have a specialisation in a sector at the Subdivision, Group title or Class level but not at a higher level because the specialisation can diminish as sectors are aggregated.
- it indicates what sectors at the Subdivision, Group and Class are responsible for specialisation at higher levels of ANZSIC sector aggregation.

From Table 7, it can be seen the Southern Tablelands has a regional specialisation in:

- Agriculture, Forestry and Fishing, predominantly Sheep Farming (Specialised), Sheep-Beef Cattle Farming and Beef Cattle Farming (Specialised).
- Public Administration and Safety, primarily Public Order and Safety Services (Correctional and Detention Services, and Police Services) and also Local Government (associated with the Region having three councils in a relatively low-population area).
- Accommodation and Food Services, predominantly Accommodation and Takeaway Food Services.
- Mining, predominantly Construction Material Mining.
- Primary School Education - most likely a function of the demographics of the Region.
- Repairs and Maintenance, mainly Automotive Repairs and Maintenance - potentially associated with the Region's location on a primary transport route (the Hume Highway).
- Meat and Meat Product Manufacturing, reflecting the presence of a large high-tech abattoir within the Region.

- Road Freight transport, potentially supporting Agriculture, Forestry and Fishing sector, the Mining sector and the Meat and Meat Product Manufacturing sectors.
- Land Development and Site Preparation, potentially supporting the Mining sector as well as the Construction sector.

It is evident that some of these specialisation are 'engines of growth', such as agriculture, manufacturing and mining - while others are more 'population serving' economic activities – such as primary schools. There are some that are 'enabling' economic activities that are important to serving the needs of the 'engines of growth' activities – such as road freight transport activities.



Table 7: Industry Specialisation by ANZSIC Classification Level

| ANZSIC Division (1 Digit) | ANZSIC Subdivision (2 Digit) | ANZSIC Group (3 Digit) | ANZSIC Class (4 Digit) |
|--|---|---|-------------------------------------|
| Agriculture, Forestry and Fishing | Agriculture | Sheep, Beef Cattle and Grain Farming | Sheep Farming (Specialised) |
| | | | Sheep-Beef Cattle Farming |
| | | | Beef Cattle Farming (Specialised) |
| Public Administration and Safety | Public Administration | Local Government Administration | Local Government Administration |
| | Public Order Safety and Regulation | Public Order and Safety Services | Correctional and Detention Services |
| | | | Police Services |
| Accommodation and Food Services | Accommodation | Accommodation | Accommodation |
| | <i>Food and Beverage Services</i> | <i>Cafes Restaurants and Takeaway Food Services</i> | Takeaway Food Services |
| Mining | Non-Metallic Mineral Mining and Quarrying | Construction Material Mining | |
| <i>Education and Training</i> | <i>Preschool and School Education</i> | <i>School Education</i> | Primary School Education |
| <i>Retail Trade</i> | <i>Food Retailing</i> | Supermarket and grocery stores | Supermarket and grocery stores |
| <i>Health Care and Social Assistance</i> | Residential Care Services | Residential Care Services | Aged Care Residential Services |
| | <i>Social Assistance Services</i> | Other Social Assistance Services | Other Social Assistance Services |

| ANZSIC Division (1 Digit) | ANZSIC Subdivision (2 Digit) | ANZSIC Group (3 Digit) | ANZSIC Class (4 Digit) |
|--|-----------------------------------|--|---|
| <i>Other Services</i> | Repair and Maintenance | Automotive Repairs and Maintenance | Other Automotive Repair and Maintenance |
| <i>Manufacturing</i> | <i>Food Product Manufacturing</i> | Meat and Meat Product Manufacturing | Meat Processing |
| <i>Transport, Postal and Warehousing</i> | <i>Road Transport</i> | Road Freight Transport | Road Freight Transport |
| <i>Construction</i> | <i>Construction Services</i> | Land Development and Site Preparation | Site Preparation Services |

* Sectors in italics indicate no specialisation at this level of disaggregation but are included so that it is clear what Division, Subdivision and Group a sector with a specialisation belongs to.

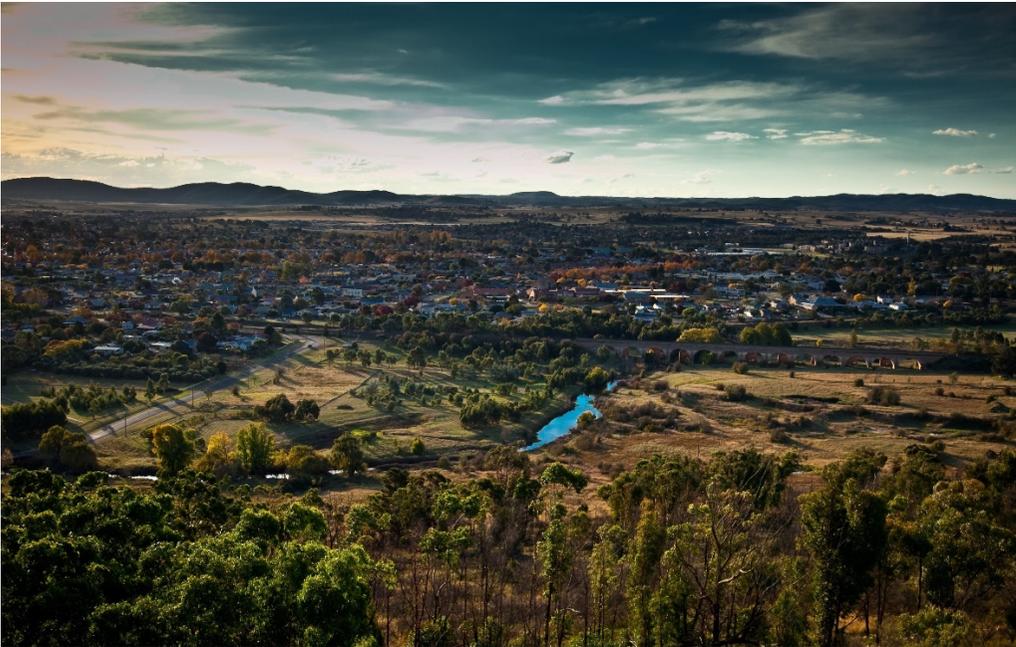
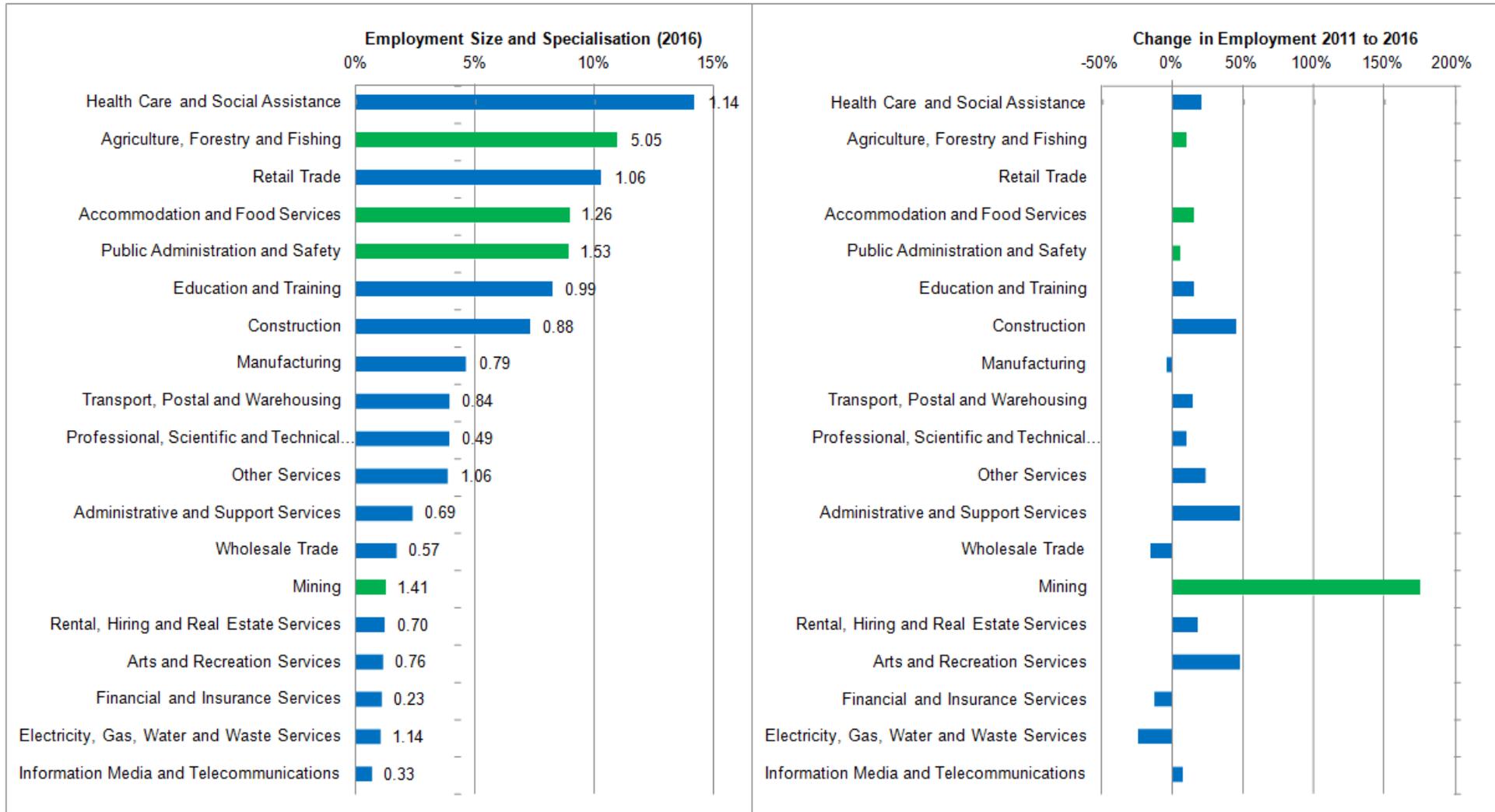


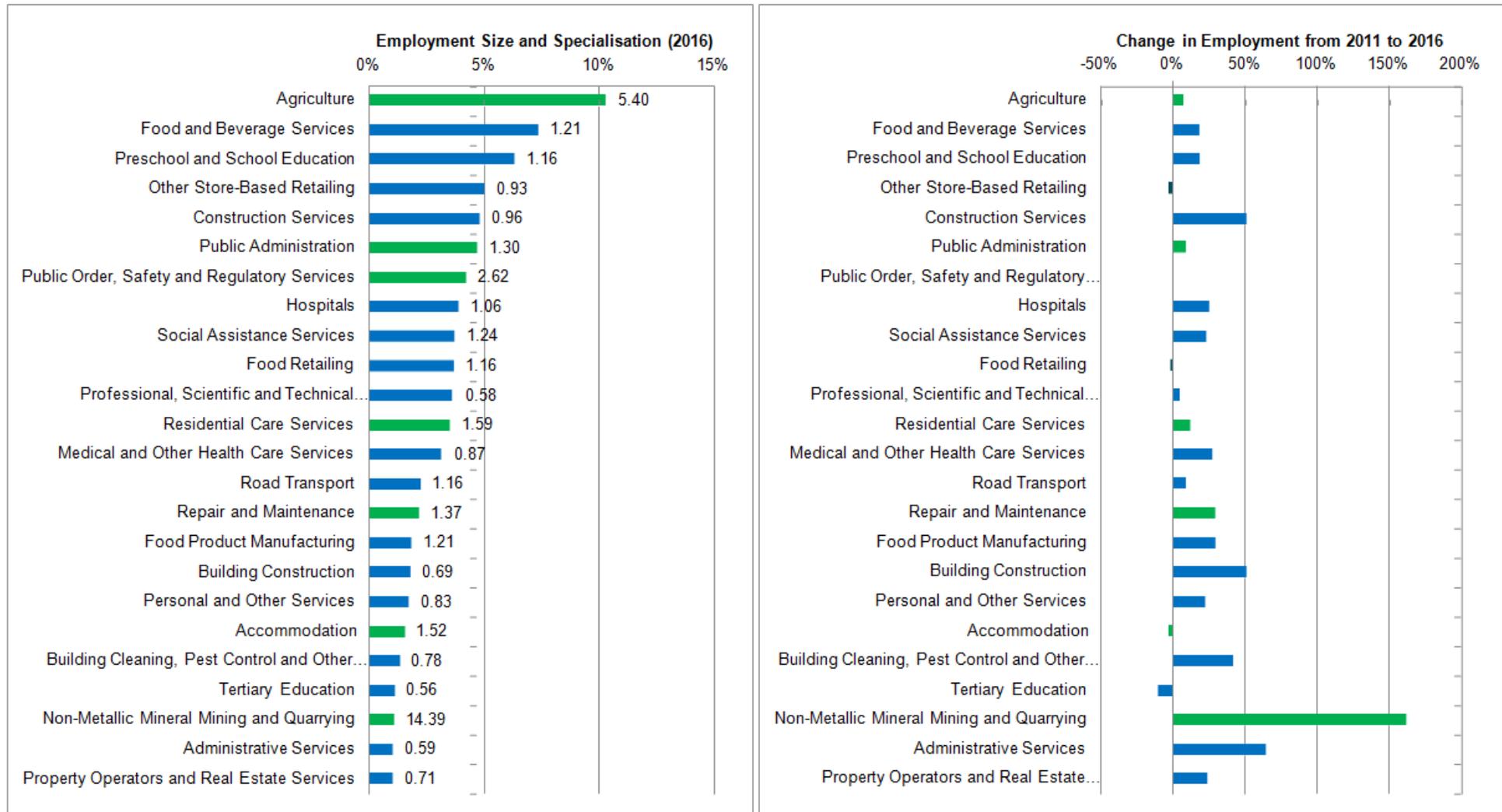
Figure 19: ABS 1 Digit ANZSIC Level Industry Employment Size, Specialisation (LQ) and Change in Employment Size:



Source: Department of Premier and Cabinet (NSW)

Note: Green shading represents a sector with a specialisation. All other sectors are in blue. The LQ for each sector is provided at the end of each bar.

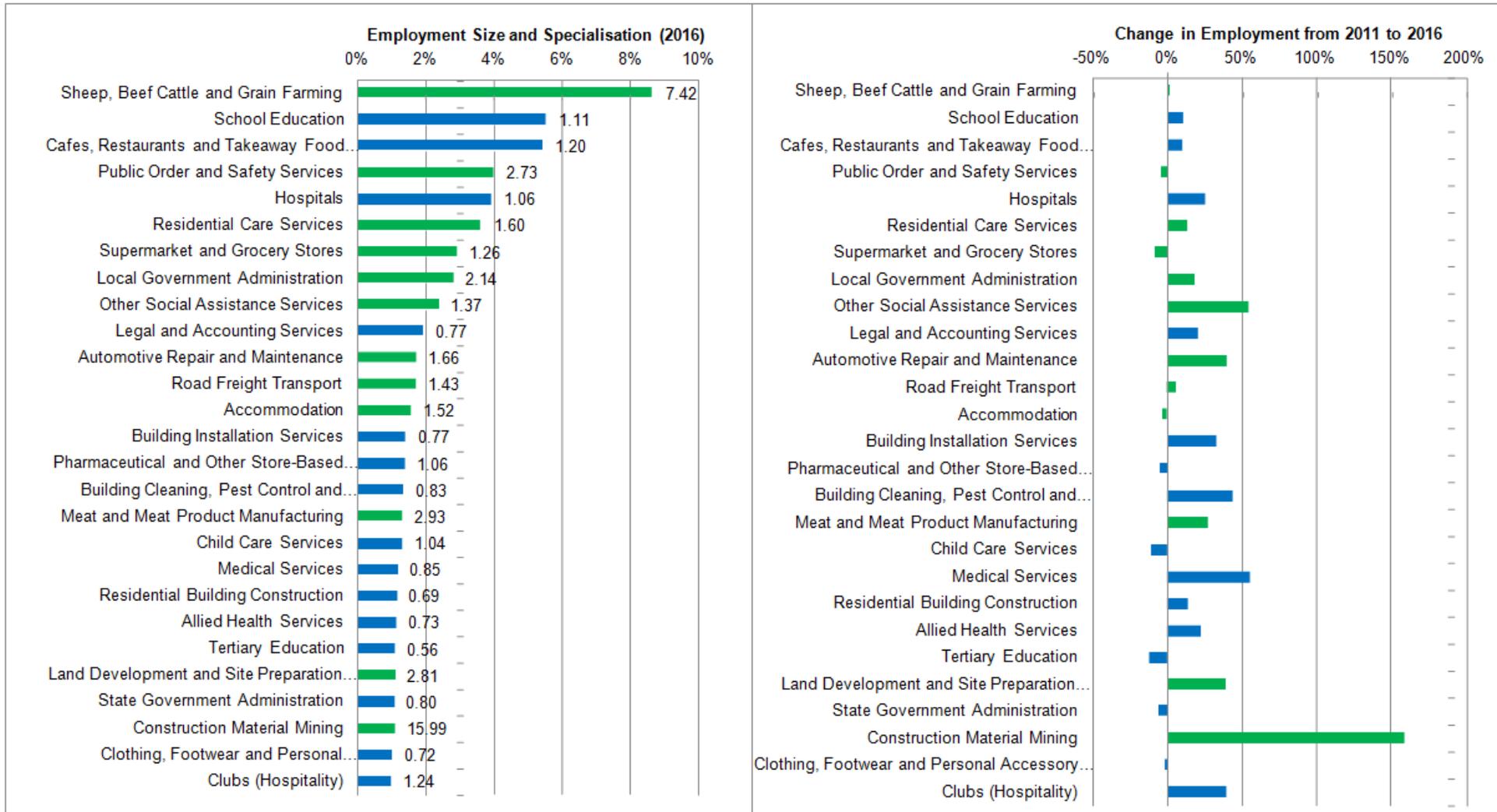
Figure 20: ABS 2 Digit ANZSIC Level Industry Employment Size, Specialisation (LQ) and Change in Employment Size:



Source: Department of Premier and Cabinet (NSW)

Note: Green shading represents a sector with a specialisation. All other sectors are in blue. The LQ for each sector is provided at the end of each bar.

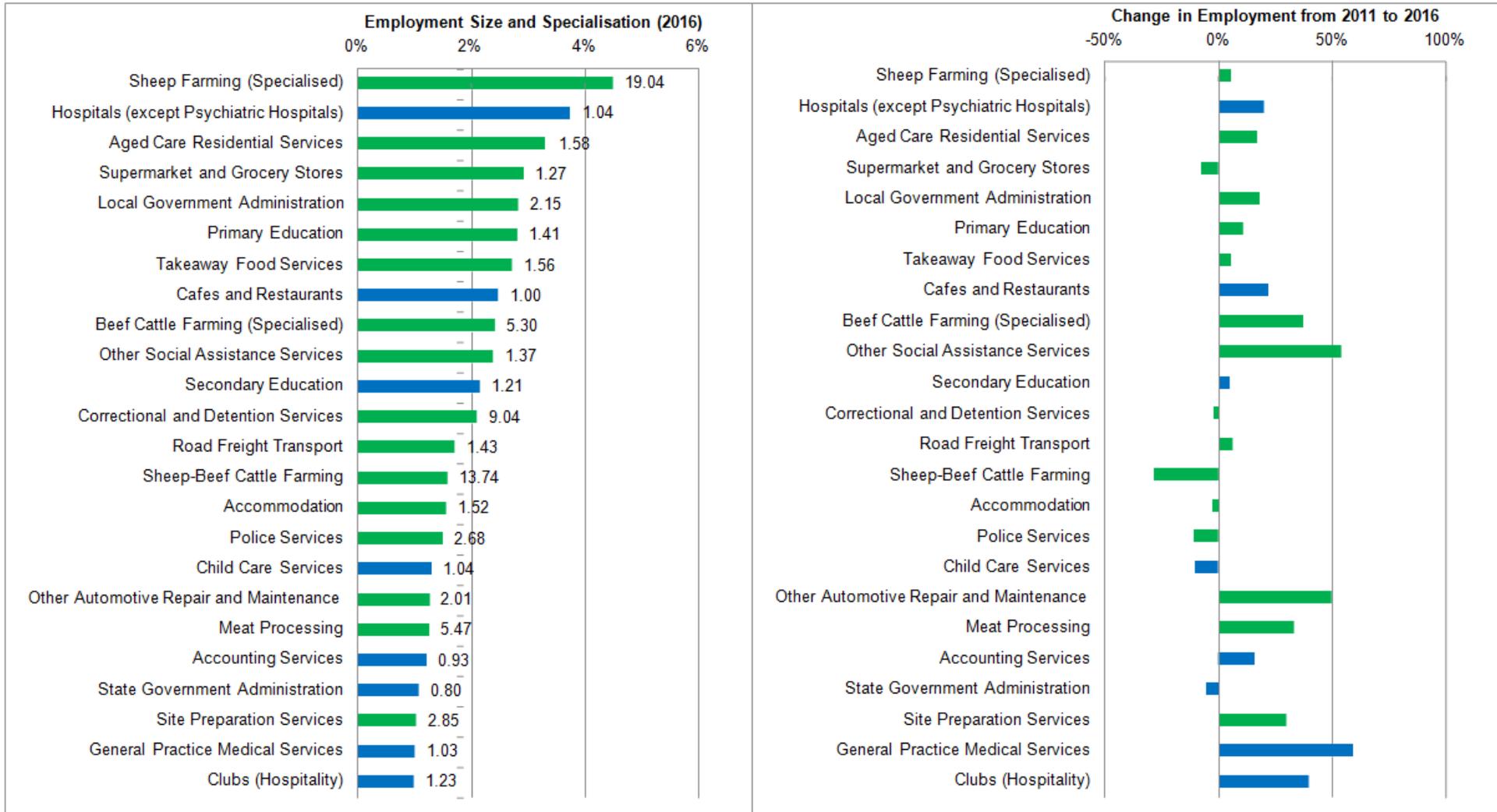
Figure 21: ABS 3 Digit ANZSIC Level Industry Employment Size, Specialisation (LQ) and Change in Employment Size



Source: Department of Premier and Cabinet (NSW)

Note: Green shading represents a sector with a specialisation. All other sectors are in blue. The LQ for each sector is provided at the end of each bar.

Figure 22: ABS 4 Digit Level Industry Employment Size, Specialisation (LQ) and Change in Employment Size

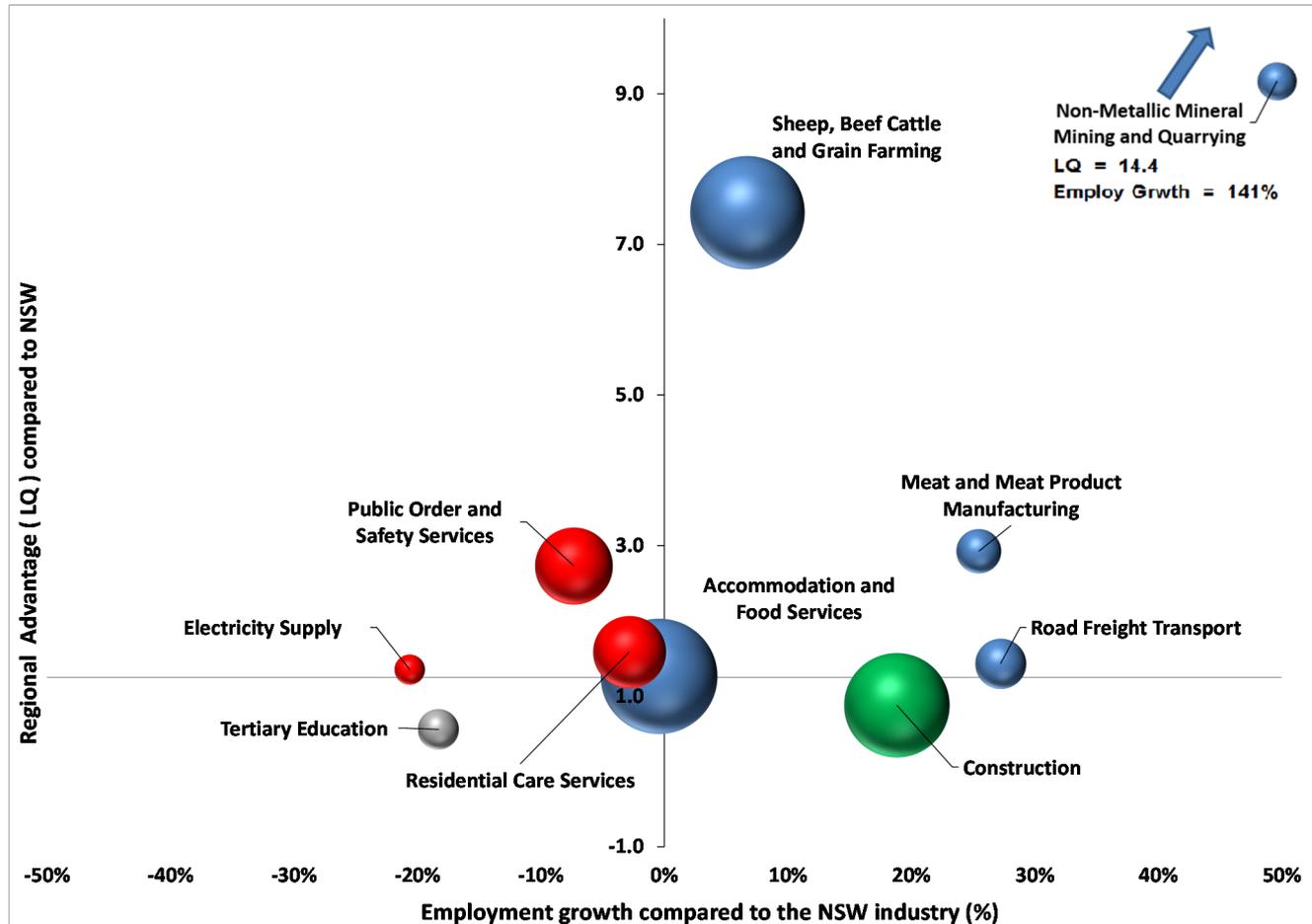


Source: Department of Premier and Cabinet (NSW)

Note: Green shading represents a sector with a specialisation. All other sectors are in blue. The LQ for each sector is provided at the end of each bar.

Figure 23 charts the performance of some of the key industries in the regional. The size of each bubble indicates the relative size of each industry in terms of employed persons in 2016. The vertical axis indicates the LQ for an industry, with those above the line indicating a specialisation (i.e. an LQ greater than 1.25). The horizontal axis indicates an industry's employment growth between 2011 and 2016 relative to that industry in NSW, with those industries to the right of the axis growing faster or contracting slower than in NSW.

Figure 23: Location Quotients and Employment Growth for Industries in the Southern Tablelands



This analysis shows that Sheep, Beef Cattle and Grain farming is a key industry, making up 8.6% of employment at the time of the 2016 Census of Population and Housing. The Region also has a high degree of specialisation in this industry with an LQ of 7.4. Employment in this industry grew at a greater rate than the industry did on average across NSW between 2011 and 2016. Related to the Sheep, Beef Cattle and Grain Farming sector is the Region's specialisation in Meat and Meat Product Manufacturing (LQ of 2.9). This sector represents 1.3% of employment in the Region and between 2011 and 2016 grew at a greater rate than NSW industry average.

Non-Metallic Mineral Mining and Quarrying also exhibited a very high level of specialisation (LQ of 14.4). It is a capital intensive sector that provided 1.1% of employment in the Region, and exhibited strong growth relative to the sector in NSW.

Large employment sectors with specialisations include Accommodation and Food Services (indicative of tourism), Public Order and Safety, and Residential Care Services. The latter two sectors experienced employment growth less than the average growth of these sectors in NSW.

Other specialisation sectors in the Region include Road Freight Transport and Electricity Supply, although the latter sector did not perform as well (in terms of employment growth) as the equivalent sector in the NSW economy between 2011 and 2016.

While the Construction sector is a large employer in the Region, it is not a specialisation.

2.6.2 Shift-Share Analysis: The changing nature of employment

Shift-Share Analysis is a technique used to analyse a regional economy where there is a specific interest in the growth or decline of a particular macroeconomic variable; most often employment. Shift-Share has the ability to partition employment change in a region into three distinct components.

1. Change in employment resulting from changes in the state economy. That is, employment will increase or decrease as a result of broader economic conditions. This component is called the State Shift.
2. Change in employment resulting from broader industry specific trends. For example, an increase in demand for agricultural products may result in an increase in employment in agricultural industries. This component is called the Industry Mix Shift.
3. Change in employment which results from unique regional factors (endogenous factors) that are not related to broader economic and industry factors. This component is called the Regional Shift, and it is a reflection of the role of endogenous (local) factors influencing the employment performance.

The total employment change in the region is called the Total Shift.

Shift-Share Analysis also provides the 'share' that each of these 'shifts' hold in the total change in employment (the Total Shift). This relationship is described by the following expression:

$$\text{Total Shift} = \text{State Shift} + \text{Industry Mix Shift} + \text{Regional Shift}$$

The Regional Shift component is of most interest in regional and economic development. This is the residual change after accounting for State Shift and Industry Mix Shift and is attributed to characteristics or competitiveness unique to the region. This measure may be positive or negative, and it is a proxy measure for the role of factors endogenous to the region. When this value is positive it means that the region is generating jobs over and above those due to the State and Industry Shift effects which may be the result of the competitive advantage of the region, a negative score indicates that the region has characteristics that are not so conducive to jobs generation.

Table 8 shows the Regional Shift in employment growth for the Region's main industries at ANZSIC 1-Digit employing more than 5% of the Region workforce in 2011. The total growth in employed persons between 2011 and 2016 has been split into the three components of State Shift, Industry Mix Shift and Regional Shift. The Regional Shift for five sectors was positive - Health Care and Social Assistance, Agriculture, Forestry and Fishing, Education and Training, Construction and Manufacturing. This indicates that, after accounting for the growth in employment in these industries at the state level, employment in the Region grew faster than in the rest of the state. As an example, people moving into the Region create higher demand for housing construction and may explain the positive regional shift for the Construction industry.



Table 8: Regional Shift between 2011 -2016 in Southern Tablelands for Largest Industries

| Industry | Employed persons (2011) | Industry size (2016) | State Shift | Industry Mix Shift | Regional Shift | Total growth in employed Persons (to 2016) |
|-----------------------------------|-------------------------|----------------------|-------------|--------------------|----------------|--|
| Health Care and Social Assistance | 2,098 | 14% | 225 | 149 | 69 | 442 |
| Agriculture, Forestry and Fishing | 1,777 | 12% | 190 | -81 | 73 | 182 |
| Retail Trade | 1,860 | 12% | 199 | -162 | -59 | -22 |
| Accommodation and Food Services | 1,389 | 9% | 149 | 71 | -6 | 213 |
| Public Administration and Safety | 1,509 | 10% | 161 | -53 | -21 | 87 |
| Education and Training | 1,279 | 8% | 137 | 46 | 13 | 196 |
| Construction | 901 | 6% | 96 | 143 | 170 | 409 |
| Manufacturing | 867 | 6% | 93 | -300 | 172 | -36 |

However, caution must be exercised in the interpretation of the results as they are based on 'point in time' measurement. This is particularly the case for seasonally-reliant industries like Agriculture, Forestry and Fishing, where it is possible that the Regional Shift component was influenced by localised variation in seasonal conditions during the 2011 and 2016 period, rather than systemic factors inherent to the Region.

The result is different at the various levels of the ABS industry classification. The Shift-Share analysis at the ANZSIC Division, Subdivision, Group and Class level for sectors contributing greater than 1% of employment was undertaken. Sectors at each level of analysis where the Regional Shift is positive, indicating growth due to some regional advantage, is summarised in Table 9.

The first level that regional advantage occurs is in bold. This indicates some regional competitive advantage in the following economic sectors upon which development and growth might be built:

- Agriculture, Forestry and Fishing;
- Construction;
- Education and Training;
- Public Administration and Safety;
- Manufacturing;
- Transport, Postal and Warehousing;
- Other Services;
- Administration and Support Services;
- Wholesale Trade;
- Mining;
- Rental, Hiring and Real Estate Services;
- Arts and Recreation Services;
- Information, Media and Telecommunications;
- Accommodation;
- Takeaway Food Services;
- Clubs (Hospitality); and
- Legal and Accounting Services.



Table 9: Regional Shift (%) between 2011 and 2016 for Largest Industries (>1% Regional Employment)

| ANZSIC Division (1 Digit) | RS (%) | ANZSIC Subdivision (2 Digit) | RS (%) | ANZSIC Group (3 Digit) | RS (%) | ANZSIC Class (4 Digit) | RS (%) |
|-----------------------------------|-----------|--|--------|--|--------|--|--------|
| Agriculture, Forestry and Fishing | 4 | Agriculture | 4 | Sheep, Beef Cattle and Grain Farming | 7 | Beef Cattle Farming (Specialised) | 29 |
| Health Care and Social Assistance | 3 | Hospitals | 8 | Hospitals | 8 | Hospitals (except Psychiatric Hospitals) | 5 |
| | | Social Assistance Services | 6 | Other Social Assistance Services | 33 | Other Social Assistance Services | 33 |
| | | Medical and Other Health Care Services | 7 | Medical Services | 25 | General Practice Medical Services | 33 |
| | | | | Allied Health Services | 5 | | |
| Construction | 19 | Construction Services | 23 | Building Installation Services | 16 | | |
| | | | | Land Development and Site Preparation Services | 9 | | |
| | | Building Construction | 25 | Residential Building Construction | 9 | | |
| Education and Training | 1 | Preschool and School Education | | School Education | | Primary Education | 3 |
| Public Administration and Safety | | Public Administration | 2 | Local Government Administration | 10 | Local Government Administration | 10 |

| ANZSIC Division (1 Digit) | RS (%) | ANZSIC Subdivision (2 Digit) | RS (%) | ANZSIC Group (3 Digit) | RS (%) | ANZSIC Class (4 Digit) | RS (%) |
|--|------------|--|--------|--|--------|---|--------|
| | | Public Order, Safety and Regulatory Services | | Public Order and Safety Services | | Correctional and Detention Services | 3 |
| Manufacturing | 20 | Food Product Manufacturing | 29 | Meat and Meat Product Manufacturing | 25 | Meat Processing | 21 |
| Transport, Postal and Warehousing | 10 | Road Transport | 15 | Road Freight Transport | 27 | Road Freight Transport | 27 |
| Other Services | 17 | Repair and Maintenance | 31 | Automotive Repair and Maintenance | 33 | Other Automotive Repair and Maintenance | 42 |
| | | Personal and Other Services | 7 | | | | |
| Administrative and Support Services | 32 | Administrative Services | 58 | | | | |
| | | Building Cleaning, Pest Control and Other Support Services | 13 | Building Cleaning, Pest Control and Gardening Services | 15 | | |
| Wholesale Trade | 9% | | | | | | |
| Mining | 174 | Non-Metallic Mineral Mining and Quarrying | 141 | Construction Material Mining | 130 | | |
| Rental, Hiring and Real Estate Services | 2 | | | | | | |

| ANZSIC Division (1 Digit) | RS (%) | ANZSIC Subdivision (2 Digit) | RS (%) | ANZSIC Group (3 Digit) | RS (%) | ANZSIC Class (4 Digit) | RS (%) |
|---|-----------|---|----------|---|-----------|-------------------------------|-----------|
| Arts and Recreation Services | 35 | | | | | | |
| Information Media and Telecommunications | 6 | | | | | | |
| | | Accommodation | 2 | Accommodation | 2 | Accommodation | 2 |
| Accommodation and Food Services | | Food and Beverage Services | | Cafes, Restaurants and Takeaway Food Services | | Takeaway Food Services | 13 |
| | | | | Clubs (Hospitality) | 26 | Clubs (Hospitality) | 26 |
| Professional, Scientific and Technical Services | | Professional, Scientific and Technical Services (except Computer System Services) | | Legal and Accounting Services | 6 | | |

Note: Bold text indicates first level where a sector shows Regional Competitive Advantage.

2.7 Focus of the Regional Economic Development Strategy

As indicated earlier in this report, industries can be categorised as 'engines of growth', 'enabling industries and population serving industries'. Engines of growth are generally non-population serving industries that produce goods and services that are traded outside the region i.e. exported, and have a reliance on local endowments. Engines of growth can also include population serving industries where they are servicing more than just the local population. These engines of growth typically contribute significantly to value-added in the region. Enabling industries provide specialised inputs to engine industries e.g. repairs and maintenance, while population serving industries generally service the retail and personal services needs of the population.

It is the sufficiently large (greater than 1% of employment) engines of growth sectors, that regions have a specialisation in (i.e. LQs greater than 1.25) and generate significant value-added for the regional economy, that are likely to grow the most in response to government investment to address market failures in regional areas. Notwithstanding, potentially emerging industries (those not showing regional specialisation yet but with potential for growth) may also respond to investment to remove market failures.⁶

Based on the preceding analysis, the key engines of growth sectors in Southern Tablelands are considered to be:

- Agriculture, predominantly Sheep Farming (Specialised), Sheep-Beef Cattle Farming and Beef Cattle Farming (Specialised);
- Meat and Meat Product Manufacturing;
- Public Administration and Safety, primarily Public Order and Safety Services (Correctional and Detention Services, and Police Services);
- Mining, predominantly Construction Material Mining;
- Road Freight Transport;
- Residential Care Services; and
- Tourism.

The Region is also an important supplier of renewable energy, which is not reflected in the employment analysis due to its capital intensive nature.

⁶In a competitive market, the price mechanism (interaction of demand and supply) will work to allocate resources in a way that maximises the welfare to the community. However, impediments to markets such as absence of key infrastructure, inappropriate regulation etc. can result in a reduction in community welfare. Investment to remedy these market and government failures can improve outcomes for the community.

3 Institutional audit

Institutions play a fundamental role in the economic development process. A successful economic strategy is one that capitalises on the institutional strengths and addresses institutional deficiencies in the region, and proposes actions to address these. This section lists the key institutions in the Southern Tablelands Region as well as their:

- role in the economic future of the regional economy
- strengths, capacity and capability
- important linkages to other institutions

Selected Institutions in the Region are shown in Table 10



Table 10: Selected Institutions in the Region

| Institution | Role in economic future of the Region | Strengths and capacity | Important linkages to other institutions |
|--|--|--|--|
| <p>Goulburn-Mulwaree Council</p> <p>Yass Valley Council</p> <p>Upper Lachlan Shire Council</p> | <p>Local Councils play a key regulatory, support and coordination role in the economic future of the Region. In the Yass Valley and Upper Lachlan Shire Councils this role includes establishment of, and consultation with, the Economic Development Committee of Council. Goulburn-Mulwaree Council prefers to establish working groups for specific purposes e.g. working groups to support extractive industry development, the motor sport sector and aged-care. Each council employs a dedicated Economic Development Officer who delivers an agreed economic development program.</p> | <p>The three councils maintain an active relationship with local businesses and play a strong leadership role in the Region. The three councils have a strong working relationship and collaborate on relevant projects and meet regularly through a variety of forums including the Canberra Region Joint Organisation.</p> | <ul style="list-style-type: none"> • Goulburn Chamber of Commerce, Marulan Chamber of Commerce, Yass Valley Business Chamber, and various town and village-based progress associations. • Tourism – Goulburn Australia, Yass Valley Tourism, Upper Lachlan Tourist Association, Destination Southern NSW and CBRJO. • Goulburn Group – primarily concerned with sustainability and ‘green’ issues. • Local radio stations and newspapers including 2GN and the Goulburn Post. • Canberra Region Joint Organisation – provides a bi- monthly forum for economic development officers from all three LGAs where they are able to meet and progress region wide economic development issues. |

| Institution | Role in economic future of the Region | Strengths and capacity | Important linkages to other institutions |
|---|---|--|--|
| Goulburn Chamber of Commerce Yass Valley Business Chamber | These two organisations are the primary business network and advocacy groups in the Region; each has a key role to play in supporting and representing business interests when it comes to shaping the economic future of the Region. | Goulburn Chamber of Commerce provides strong leadership for all sectors, especially Manufacturing. Yass Valley Business Chamber is active and well supported by its business community. The Yass Valley Business Chamber particularly targets tourism and lifestyle opportunities. Business organisations are collaborative and share events to maximise attendance and exposure to new ideas. | <ul style="list-style-type: none"> • Goulburn-Mulwaree Council • Yass Valley Council • Upper Lachlan Shire Council • Tourism Authorities and Associations • Other business chambers and various town and village-based progress associations. |
| Goulburn Tourism Yass Tourism Upper Lachlan Tourist Association | These three organisations are the primary tourism bodies in the Region. They have a vital role in organising and coordinating events and marketing in the tourism sector. | Funded by local government. Each has a high level of engagement with many tourism-related businesses in the Region. | <ul style="list-style-type: none"> • Goulburn-Mulwaree Council • Yass Valley Council • Upper Lachlan Shire Council • Goulburn Chamber of Commerce • Yass Valley Business Chamber • Destination Southern NSW |
| TAFE Illawarra (Colleges in Goulburn and Yass) & Goulburn Country University Centre | TAFE campuses in both Goulburn and Yass aim to provide innovative training aligned with job opportunities in the Region. | <p>Goulburn College specialises in aged care, agriculture, business skills, carpentry, computing, construction, hospitality, tourism and various trade courses. Yass College provides courses in agriculture, business, horticulture, hospitality, rural studies and welding.</p> <p>Goulburn Country University Centre allows students to access and study a number of undergraduate and postgraduate courses from multiple universities while living in the local area. It was operational from February 2018 and is guided by a community board of directors.</p> | <ul style="list-style-type: none"> • Strong links to the regional secondary education system and the university sector including the University of Wollongong. • Links to major employers including hospital and aged care providers. |

| Institution | Role in economic future of the Region | Strengths and capacity | Important linkages to other institutions |
|--------------------------------------|--|--|---|
| Goulburn Base Hospital | The public hospital for the Goulburn district. Provides a direct source of employment as well as playing an important role in attracting doctors and residents to the Goulburn area. | Emergency department, intensive care unit, coronary care, rehabilitation ward, inpatient psychiatric unit, specialist services (gastroenterology, ophthalmology, renal care and a maternity ward). A helipad is located inside the hospital grounds to facilitate patient transfer to either Sydney or Canberra. It is a teaching hospital affiliated with the Australian National University (ANU). | <ul style="list-style-type: none"> • Crookwell and Yass Hospitals. • Crookwell/Taralga Aged Care Ltd • Training linkages with ANU and TAFE. • Gill Waminda Aged Care Plus Centre. • Goulburn Masonic Village Aged Care. • Southern Cross Care Tenison Residential Aged Care • Chatsbury Gardens. • Warrigal Care Services. • Baptist Care Home Services. • McDermott Centre Senior Citizens Club. • Anglicare Social Services. |
| NSW Police Academy | The academy provides employment for local trainers and support personal. Student police officers and trainers spend a portion of their earnings in the regional economy. | Large specialised facility unique in NSW. May have potential for expansion with relocation of training services for other similar professions e.g. firefighters. | <ul style="list-style-type: none"> • Charles Sturt University - prepares and deliver course content. |
| Goulburn Correctional Centre | Provides stable, long term employment for Goulburn residents. Correctional services personal and visiting family members spend a portion of their earnings in the regional economy. | A super-maximum security prison for males that also includes a minimum security section. The Goulburn Correctional Centre also acts as a reception prison for Southern NSW and the ACT. | <ul style="list-style-type: none"> • Goulburn Court House, courts in Southern NSW and Sydney. |
| NSW Department of Primary Industries | Includes specialist poultry support services which have an important role in the economic future of agriculture in the Region and NSW. | Closely aligned with the major agricultural outputs of the Region. | <ul style="list-style-type: none"> • Local Government. • Local Land Services. • Department of Planning. • Agriculture Industry. |

| Institution | Role in economic future of the Region | Strengths and capacity | Important linkages to other institutions |
|--|--|---|--|
| Regional Development Australia (RDA) – Southern Inland | A Commonwealth and state funded organisation responsible for the economic development of the Southern Inland of NSW, RDA – Southern Inland has an advisory, collaboration, awareness and promotion role in the economic future of the region. RDA – Southern Inland has also produced a Strategic Plan 2017-2020 with priorities for the Southern Inland region. | RDA – Southern Inland maintains good relationships with businesses and organisations involved in economic development across the broader Southern Inland region. | <ul style="list-style-type: none"> • Goulburn-Mulwaree Council. • Yass Valley Council. • Upper Lachlan Shire Council. • Other Southern Inland Councils (Hilltops, Wingecarribee, Queanbeyan- Palerang and Snowy-Monaro). |
| Canberra Region Joint Organisation | A voluntary regional collaboration of councils in south eastern NSW, Canberra Region Joint Organisation has an advocacy, facilitation and leadership role in the economic future of the Region. | Canberra Region Joint Organisation uses its regional role to lobby for south eastern NSW priorities such as telecommunication services, energy pricing and policy, environmental sustainability, health, infrastructure and regional development. | <ul style="list-style-type: none"> • NSW Government Departments. • Federal Government Departments. • Includes ACT Government and the councils of Bega Valley, Eurobodalla, Goulburn-Mulwaree, Queanbeyan-Palerang, Upper Lachlan Shire, Yass Valley and Hilltops, Wingecarribee and Snowy Monaro. |
| NSW Farmers (Region 11, South East NSW) | Represent farmers in South East NSW spanning potato production in Crookwell through oyster growing in Batemans Bay and wool production on the Monaro. Identify policy priorities in the South East and channel these to NSW Farmers Head Office for government consideration. | Strong ‘grass roots’ support with capacity to be heard and considered by the NSW Government. | <ul style="list-style-type: none"> • NSW Parliament. • NSW Government agencies. • Landcare groups and other ‘grass roots’ organisations. |

4 Infrastructure audit

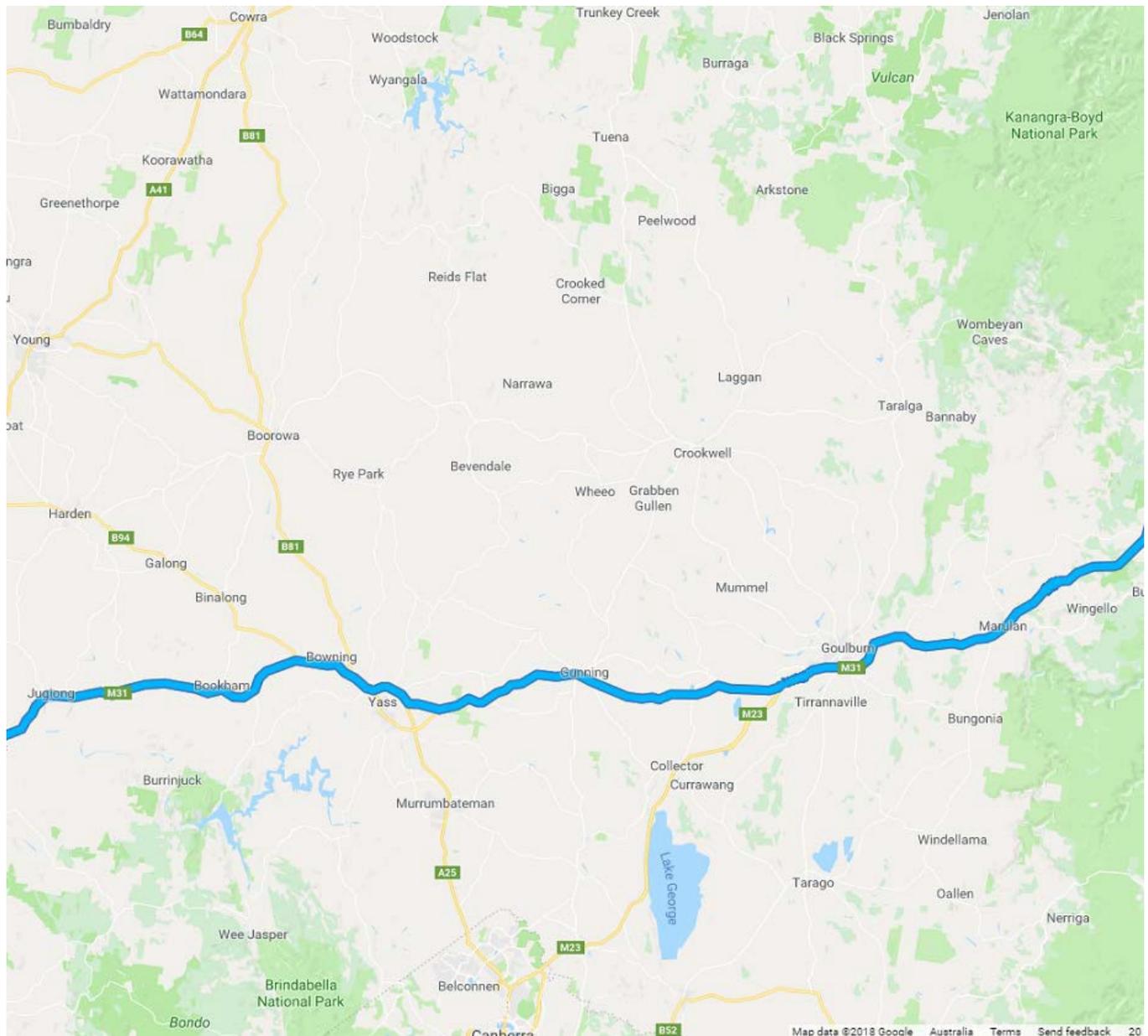
Infrastructure is an important enabler of business activities and can enhance economic development and growth. Customers and businesses rely upon the physical and organisational structures and facilities that exist in a region, or that link regions to other parts of the country or globe. A Regional Economic Development Strategy for the Southern Tablelands must take into consideration the opportunities and limitations presented by the infrastructure in the Region.

4.1 Roads

4.1.1 Highways

The city of Goulburn and the towns of Yass and Gunning lie on the main north-south highway linking Sydney and Melbourne (Hume Highway, M31). Yass is linked to the ACT via the Barton Highway (A25). Collector is linked to the ACT via the Federal Highway. Crookwell is linked to Goulburn via the Goulburn / Bathurst Road. Major roads in the Region are shown in Figure 24.

Figure 24: Roads in the Southern Tablelands



The Hume Highway is the 'life blood' of the Region providing relatively quick access to Sydney for regional exports and the opportunity to commute for work or visit the Region for short breaks. Improved access to the Hume Highway north of Goulburn is required to catalyse economic development in that part of the city.

Additional access is also required at Windellama Road and in Marulan. The Barton Highway requires duplication between the ACT border and Yass, it currently acts as a 'brake' on economic development. Other significant roads include Burley Griffin Way, Crookwell to Bathurst and Goulburn to Bathurst via Oberon.

4.1.2 Secondary Roads

Secondary roads link the Southern Tablelands Region to the major road corridor of the Hume Highway and to other parts of rural NSW.

An upgrade of the Wombeyan Caves Road would support the growth of tourism in the Region to the benefit of both Crookwell and Goulburn. Roadworks on the Grabine/Wyangala Dam Road would support tourism (dam visits for water skiing, camping, picnicking, etc.) and Dalton-Rye Park Road would support agricultural production (lower cost transport for commodities sold and inputs purchased).

State Road MR 54 (Goulburn to Bathurst) provides a connection between the Southern Tablelands and the central west of NSW.

The Lachlan Valley Way linking Yass to Boorowa and on to Cowra requires upgrade if it is to appropriately service agricultural production in the Region. Timber bridges in the Southern Tablelands Region have load limits which affect the efficiency of agricultural transport.

4.2 Rail links

Goulburn and Gunning are serviced by the main north-south rail line linking Sydney and Melbourne. The current service is inefficient and slow for both passengers and freight. The Crookwell railway line is a disused branch of the main line at North Goulburn that passes through Kenmore and Roslyn. Crookwell is serviced by coaches. A disused spur line links the town of Yass to the main north-south rail line at Yass Junction. Yass Junction is serviced by two daily NSW Train Link XPTs in each direction.

The regional economy would benefit from improved rail links possibly including electrification of the Sydney to Canberra rail line with retention of a station at Goulburn or investment to increase the efficiency of the existing Sydney to Canberra line. It has been suggested that policy measures should be put in place to protect a Sydney to Canberra high speed rail corridor. Closed rail branch/spur lines provide opportunity for the creation of tourism assets.

4.3 Airports

Goulburn has a general aviation airport located 7 kilometres south of the city. The main runway is equipped with pilot activated low intensity runway lighting. The second runway is unlit and is only suitable for day operations. There is no control tower or scheduled passenger aircraft service at the airport. Goulburn Airport is owned by Goulburn-Mulwaree Council and is leased to John Ferrara for parachute skydive operations.

John Ferrara plans to make the airport a skydiving hub servicing Sydney and Canberra. Past plans for Goulburn Airport have included making it a freight hub for Canberra as that city's airport operations intensify and as a site for a second Sydney Airport.

Small air strips are located throughout the Southern Tablelands Region including more sophisticated assets in both Crookwell and Yass. Crookwell air strip is currently being reviewed and commercial leases are available.

4.4 Utilities

4.4.1 Domestic water supply

Goulburn, Yass, Crookwell, Gunning and Taralga are appropriately supplied with water for domestic use. Murrumbateman in the Yass Valley LGA also requires a town water supply to meet the demand for rural residential and suburban lots emanating from Canberra. An improved water supply is also required for Yass Marulan in the Goulburn-Mulwaree LGA. Longer term and less urgent is a domestic water supply for Binalong and Bowning.

4.4.2 Sewerage

Goulburn, Yass, Crookwell, Gunning and Taralga are appropriately supplied with Sewerage Treatment Plants (STP) for domestic use.

In the Goulburn-Mulwaree LGA, Sewage Treatment Plant (STP) upgrades are required for Marulan. In addition to its current processing upgrade, the Goulburn STP requires electrical/mechanical investment. Longer term Binalong, Bowning and Gundaroo require the provision of sewerage services.

4.4.3 Power/energy

The Southern Tablelands Region is a centre for the generation of renewable energy and features energy generation from compostable waste, large scale solar farms and the generation of power from wind turbines. The Region is appropriately supplied with both conventional electrical power and natural gas. The Upper Lachlan Shire community has identified the connection of Crookwell and Gunning to the natural gas pipeline that runs through the LGA as a priority for economic development. Binalong has also been identified as having an electrical power supply reliability problem.

4.4.4 Telecommunications

The Southern Tablelands has significant blackspot problems with mobile phone and internet connections. Those areas already connected to the NBN report that the service is slow. Upper Lachlan Shire has numerous mobile phone blackspots requiring funding from the Federal Government to support continued economic development of the area.

4.5 Industry infrastructure

4.5.1 Agriculture

Infrastructure supporting large-scale agricultural irrigation is not relevant to the Southern Tablelands Region – the Tablelands are unsuitable for broad-acre irrigated crop production. Other infrastructure supporting agriculture is appropriately supplied e.g. livestock selling centre, Yass. Irrigation for vineyard expansion, vegetable growing and other water intensive opportunities such as duck, poultry and meat processing warrants further investigation. Failure to upgrade and retain the heavy vehicle inspection station in Crookwell will add to the cost of agricultural production in that LGA. Yass Valley residents report that while there are no gaps in infrastructure and services supporting agriculture in their LGA, those employed in the sector could be better trained.

4.5.2 Extractive industries

Large scale and highly competitive quarrying operations located in the north of the Goulburn-Mulwaree LGA report that there are gaps in support services, equipment supply and trained labour in the Southern Tablelands. As a consequence extractive industries find it necessary to source suppliers and labour from outside the Region.

4.5.3 Industrial estates and land zoned commercial

There is a shortage of appropriately zoned industrial and commercial land in Goulburn and the Goulburn- Mulwaree Council is proposing to develop the North Goulburn Industrial Precinct to ease this shortage. Crookwell is adequately supplied with industrial and commercial land. There is a shortage of industrial land, commercially zoned land and retail space in Yass. Some reasons for a shortage of retail space in Yass include service based businesses occupying main street frontage.

4.6 Education infrastructure

4.6.1 University

There are three universities in nearby Canberra. Charles Sturt University operates dedicated criminology training for police recruits inside the NSW Police Academy Goulburn and a number of Australian National University doctors and specialists complete their internships at the Goulburn Base Hospital. Goulburn-Mulwaree Council has worked with the university sector to develop a shared campus for rural students at the Goulburn TAFE (the 'Country Universities Hub'). The Country Universities Hub, in this case the Country University Centre Goulburn, is operating under a community led Board of Directors.

4.6.2 TAFE

TAFE colleges in Goulburn and Yass provide training aligned to job opportunities in the Region. Crookwell students need to travel to Goulburn for training. Construction training to supply graduates to meet the needs of a core sector of the Yass LGA must be completed in Canberra. The extractive industry sector in Goulburn-Mulwaree notes there are gaps in the provision of TAFE courses needed to supply quarrying with appropriately trained graduates.

4.6.3 Primary and secondary schools

All three LGAs making up the Southern Tablelands Region are serviced by both the State and Catholic education systems. Goulburn High has limited land for playing fields. Goulburn will require expansion of one of its existing high schools (Goulburn High or Mulwaree) or a new secondary school in the medium term. Yass High is too small for its student population following closure of the Catholic high school. Murrumbateman needs a primary school.

4.6.4 Pre-school and childcare

Places in pre-schools and childcare centres are limited within the Region and it is difficult to secure a place for children in long day care.

4.7 Health infrastructure

4.7.1 Hospitals

Goulburn Base Hospital is the largest public health facility in the Southern Tablelands Region. Goulburn is serviced with medical centres such as the Goulburn Health hub, GP services and specialist health services. District hospitals operate in both Yass and Crookwell. The Crookwell Hospital attracts doctors to the LGA and provides a foundation for the ongoing sustainability of the aged care sector in the Region. In Yass, most patients rely on Goulburn and particularly Canberra hospitals and the ambulance service which shuttles between these locations. Yass would benefit from the provision of rooms for visiting specialists. Murrumbateman lacks health facilities and services (such as medical centres, GP services and specialist health services).

4.7.2 Aged care

All three LGAs have significant aged care sectors and no gaps have been identified in aged care infrastructure. Crookwell and Yass would benefit from the provision of a hydrotherapy pool that could be used by both the general public and aged care residents.

4.8 Sporting and cultural infrastructure

4.8.1 Recreation and sporting facilities

The Southern Tablelands is a long established Region with ample recreation and sporting facilities. Some of these facilities are at the end of their economic life and require refurbishment and upgrade. For example Victoria Park in Goulburn requires additional parking, an amenities block and improved access to support development of an adventure playground and increased utilisation of its existing ovals (Prell and Seiffert). Crookwell Memorial Oval precinct requires an upgrade. Gunning requires upgrade of sporting ground amenities and rugby fields. Yass requires upgrade of its ovals and facilities. In Murrumbateman, a cycleway would add to local recreational and wine tourism opportunity and a cycleway linking Murrumbateman and Canberra has been proposed. A Yass cycleway using the disused rail spur has also been scoped.

Upper Lachlan Shire and Goulburn-Mulwaree Councils have developed a joint proposal to turn the disused rail branch line between north Goulburn and Crookwell into a walk and cycleway. Realisation of this proposal would add to the Southern Tablelands tourism infrastructure. Additional caravan facilities and related infrastructure in Murrumbateman may also assist in tourism growth.

4.8.2 Cultural and entertainment

Cultural and entertainment infrastructure requires investment to upgrade structures and services in line with modern expectations and changing demographics. A performing arts centre and upgraded Rocky Hill Museum are proposed for Goulburn. A new community civic centre is required in Crookwell and an art gallery and performance space in Yass would add to local amenity and the town's tourist potential.

Goulburn has a core competency in motor sport events and tourism. Upgrade of the speedway and motorcycle club precinct is required to better realise this competency.

4.9 Accommodation infrastructure

Accommodation infrastructure in Goulburn is currently comprehensive and adequate. There is a shortage of low cost accommodation for agricultural workers in Yass and Murrumbateman. In Crookwell, there is a shortage of rental housing and a larger motel capable of taking groups is required. Accommodation shortages in Crookwell do not stem from a lack of suitably zoned land.



5 Endowments

Endowments are tangible strengths that a regional economy possesses and can capitalise on. Physical endowments include agricultural land, climate, mineral and water resources, aesthetic appeal and location relative to major trade routes. Built and institutional endowments include hospitals and educational facilities, which may be the result of government decisions, or heritage buildings. Human capital endowments include abundant labour, specialist skills and entrepreneurship. Economic principles suggest that endowments play a key role in the economic development of each region.

The Centre for Economic and Regional Development in its Regional Growth Economic Enablers Report (2017) found that:

“the future of individual regional economies is inexorably linked to their natural endowments, and attempts to retain or establish industries without an underpinning endowment are unlikely to succeed”.⁷

Thus, a region seeking to encourage economic development needs to concentrate on the growth enablers of endowment-based industries, as well as building local leadership capacity in order to capitalise on the opportunities that the region’s endowments present.

5.1 Physical endowments

5.1.1 Topography, Water, Climate and Soil

The soils, climate, topography and land use vary significantly across the Region with high and medium rainfall production zones and a range of farming enterprises. Although the predominant farm enterprises focus around livestock (in particular sheep and beef) and mixed farming production, Crookwell is renowned as a potato growing area, and became the premier certified seed potato growing area in NSW, and viticulture for cool climate wine is developing in the Region (such as around Murrumbateman and other Yass Valley locations). Agriculture based on the Region’s physical endowments has been the backbone of the economy and will continue to be so. With suitable infrastructure (such as the Yass to Murrumbateman Water Supply Pipeline) there is ample water for stock and domestic use. Irrigation is not a strength of the Region.

The topographical and climate characteristics of the Region has also been found to be suitable for wind and solar farms.

5.1.2 Natural Resources

The Region is also endowed with a range of nature resources and features including a number of national parks, State parks and forests, Wombeyan Caves and over 5,000 kilometres of waterways including Lake Wyangala and Burrinjuck. These are an important resource for regional tourism.

5.1.3 Location and Access to Sydney and Canberra

The Region is located in close proximity to the major cities of Sydney and Canberra. This enables accessibility of residents and businesses to the social and business infrastructure associated with major cities, while enjoying lower housing and land prices. This proximity is credited with the Region becoming a popular destination for retirees and people wishing to leave large cities for a lifestyle change, while still maintaining access to the benefits of major cities.

The Region’s location enables the Southern Tablelands (especially the Yass Valley LGA) to increasingly act as a dormitory area, exporting labour to these major cities, particularly the ACT.

⁷ Centre for Economic and Regional Development, *Regional Economic Growth Enablers Report (2017)*

5.1.4 Extractive and Mineral resources

The Southern Tablelands is an important source of aggregates for the Sydney Region which is experiencing a construction boom associated with Government infrastructure projects. The Penrith Lakes Scheme which previously dominated supply of both construction sand and gravel to Sydney ceased production in 2016.

Marulan has subsequently become an important replacement source of aggregates. There are currently three major producers of aggregates operating in the Marulan area, Boral (Peppertree), Holcim (Lynwood) and Gunlake (Marulan West), with these three producers controlling significant latent resources.

5.1.5 Lifestyle Benefits

Lifestyle is an important strength of the Region. The Region offers country town and a rural lifestyle with reasonably close proximity to Sydney and close proximity to Canberra. Affordable house prices, small community feel, numerous rural towns and villages and natural beauty were all referred to in consultations. These factors make the Southern Tablelands a liveable region and attractive place to raise a family.

5.2 Built and institutional endowments

5.2.1 Aboriginal Heritage, Historic Heritage and Villages

The Region has a rich and varied Aboriginal and European heritage. Aboriginal people have lived in the Region for at least 21,000 years. At the time of the first explorers there were two major language groups identified in the Region, the Gandangara to the north of Goulburn, and the Ngunawal to the south. From the earliest years of settlement, this Region has been important in the development of Australia. The Region encompasses the first inland city of Goulburn (officially declared in 1863) as well as numerous towns and villages with extensive built heritage. A number of bushrangers were active in the area from the 1830s to the 1860s, notably Ben Hall's gang. Historic heritage and the villages throughout the Region are a potentially important resource for regional tourism.

5.2.2 Access to Canberra Airport

Canberra Airport is located approximately one hour's drive from Goulburn and Yass and 1.5 hours from Crookwell. The arrival of international flights (with freight capacity) to and from Canberra Airport provides the Southern Tablelands with expanded access to international markets. The realisation of direct flights to Asia and New Zealand will grow inbound tourism to the Canberra region and facilitate the export of business services, produce and goods.

5.2.3 Public Order and Safety Institutions

A cornerstone of the Southern Tablelands economy for many years has been the Goulburn Correctional Centre and the Goulburn Police Academy. The Goulburn Correction Centre has existed for over 100 years, with the latest development within the confines of the centre – The High Risk Management Centre (commonly called the SuperMax) – opening in September 2001.

The Goulburn Police Academy was established in 1984, and is situated on 40 hectares of land in the city of Goulburn. The Academy buildings are extensive, consisting of 80 training facilities such as lecture theatres, classrooms, virtual weapons training facility, live fire indoor pistol range, a simulation training venue, scenario village, library, indoor and outdoor physical fitness areas and Charles Sturt University Wi-Fi access (staff and policing students only). A Police Driver Training Centre is located approximately 5 kilometres from the main Academy and comprises about 80 hectares of land, including specialist training facilities.

Both institutions are major employers in the Region with the Goulburn Police Academy having significant land resources for future expansions of scale and scope of activities.

5.2.4 Hospitals

The Goulburn base hospital is a public hospital with between 100 and 199 beds and an emergency department. A variety of allied health services are also available on the hospital campus. It serves as a regional referral facility providing a range of general, surgical and some specialist services. A helipad on the hospital grounds facilitates patient transfers and evacuations. It is also a teaching hospital affiliated with the Australian National University, based in Canberra. The hospital is undergoing a \$120 million redevelopment, and when complete in late 2021 or early 2022 the new hospital will include:

- Emergency department including a main entry and hospital reception;
- Intensive care unit;
- Perioperative, theatres, day surgery unit, recovery, pre-admission;
- Medical imaging;
- Medical, surgical, paediatric and geriatric inpatient units; and,
- Maternity and birthing.

The Region also contains Crookwell District Hospital and Yass District Hospital which are public hospitals, each with less than 50 beds and an emergency department. Yass District Hospital is undergoing an \$8 million development. It will include will include 24-hour access to emergency care, an additional treatment bay, a dedicated ambulance entry point, an increase from 10 to 12 inpatient beds, improved community and allied health facilities, and new dedicated onsite staff accommodation.

As well as enhancing the liveability of the Region, with an increasingly ageing population and regional specialisation in aged care, the hospitals are an important regional resource.

5.2.5 Road and Rail

The Region is serviced by both road and rail access to the major cities of Sydney and Canberra. The Hume Highway (M31) provides quick access to Sydney and Canberra for regional exports and opportunity to commute for work or visit the region for short breaks. Yass is also linked to the ACT via the Barton Highway (A25). Collector is linked to the ACT via the Federal Highway. State Road MR 54 (Goulburn to Bathurst) provides a connection between the Southern Tablelands and the central west of NSW.

Goulburn and Gunning are serviced by the main north-south rail line linking Sydney and Melbourne. The Crookwell railway line is a disused branch of the main line at North Goulburn. A disused spur line links the town of Yass to the main north-south rail line at Yass Junction. Yass Junction railway station is about 4 kilometres from Yass and is serviced by two daily NSW Train Link XPTs in each direction.

While there are limitations to these linkages (e.g. Barton Highway requires duplication between the ACT border and Yass, the rail needs electrification and better services for both passengers and freight) they are important endowments for the Region that may be able to be leveraged to create benefits for the regional economy.

5.2.6 Local Institutions

The Region is well supported with a chamber of commerce in Goulburn, a business chamber in Yass and progress associations. Together with village based progress associations these institutions provide ideas and support for economic development. In addition, the three councils in the Region have strong relationships with businesses and economic development institutions.

5.3 Human endowments

5.3.1 Labour supply

The Southern Tablelands has a higher proportion of the labour force in full-time work and a lower proportion unemployed relative to Regional NSW. Skills training is required to maximise the potential of these resources, particularly for school leavers lacking readiness for employment. There is scope to relocate Federal Government jobs from Canberra to the Region given its proximity to the national capital, which could include smart work hubs.

5.3.2 Specialist skills

The Region has a relatively high proportion of its workforce working as managers (16.5%) compared to Regional NSW (13.0%)³. The Region also has a comparatively high proportion of its workforce working in community and personal service (13.1% compared to 11.9% for Regional NSW).

In addition, the Region has higher proportion of people who completed Year 12 or equivalent and a higher proportion of people holding university qualifications (Bachelor or higher degree; Advanced Diploma or Diploma).



³ This is because farmers are typically classified as managers under the Australian and New Zealand Standard Classification of Occupations (ANZSCO).

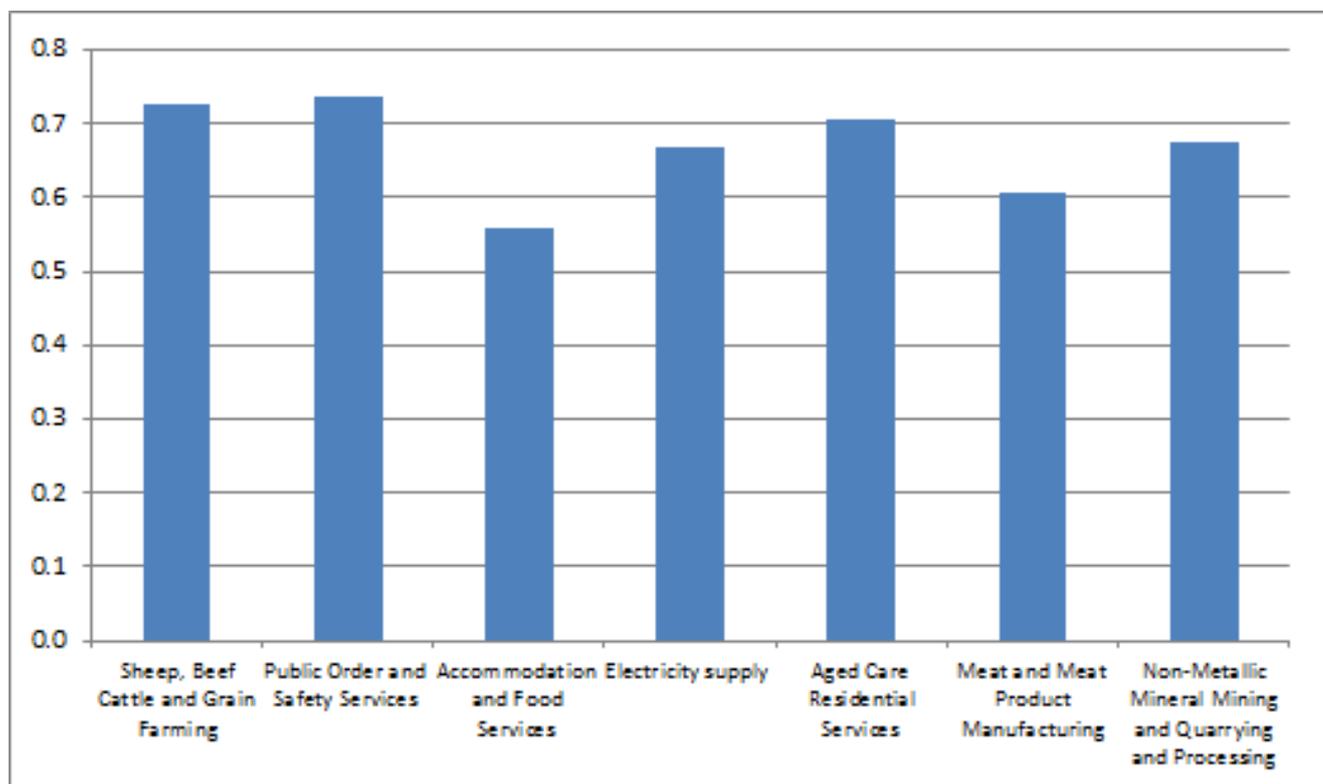
6 Core competencies

Core competencies represent the ability of a region to organise its resources (land, labour and capital) in order to produce goods and services. They refer to the set of skills, technology, resource applications and management unique to that region. The analysis of core competencies involves an assessment of seven sectors of regional specialisation using 34 core competence criteria used by Roberts and Stimson (1998). The selected competency criteria were ranked as either Strong (S), Average (A) or Weak (W). The ranking involved a subjective assessment, based on information derived from consultations, background reports, data analysis and industry knowledge. A weighting was then applied to the three selected competency criteria (a performance weighting score of three allotted to strong, two to average and one to weak). Next, the column score for each sector industry was summed, then divided, against a possible maximum score for each industry to derive a relative index of strengths and weaknesses for each sector. The maximum relative index score for any industry sector is one. The row score for each core competency can be derived in a similar manner. From this analysis it is possible to develop two indices:

- a sector industry competence index;
- a regional core competency index; and,

The sector industry competence index for key regional specialisation sectors is shown in Figure 25.

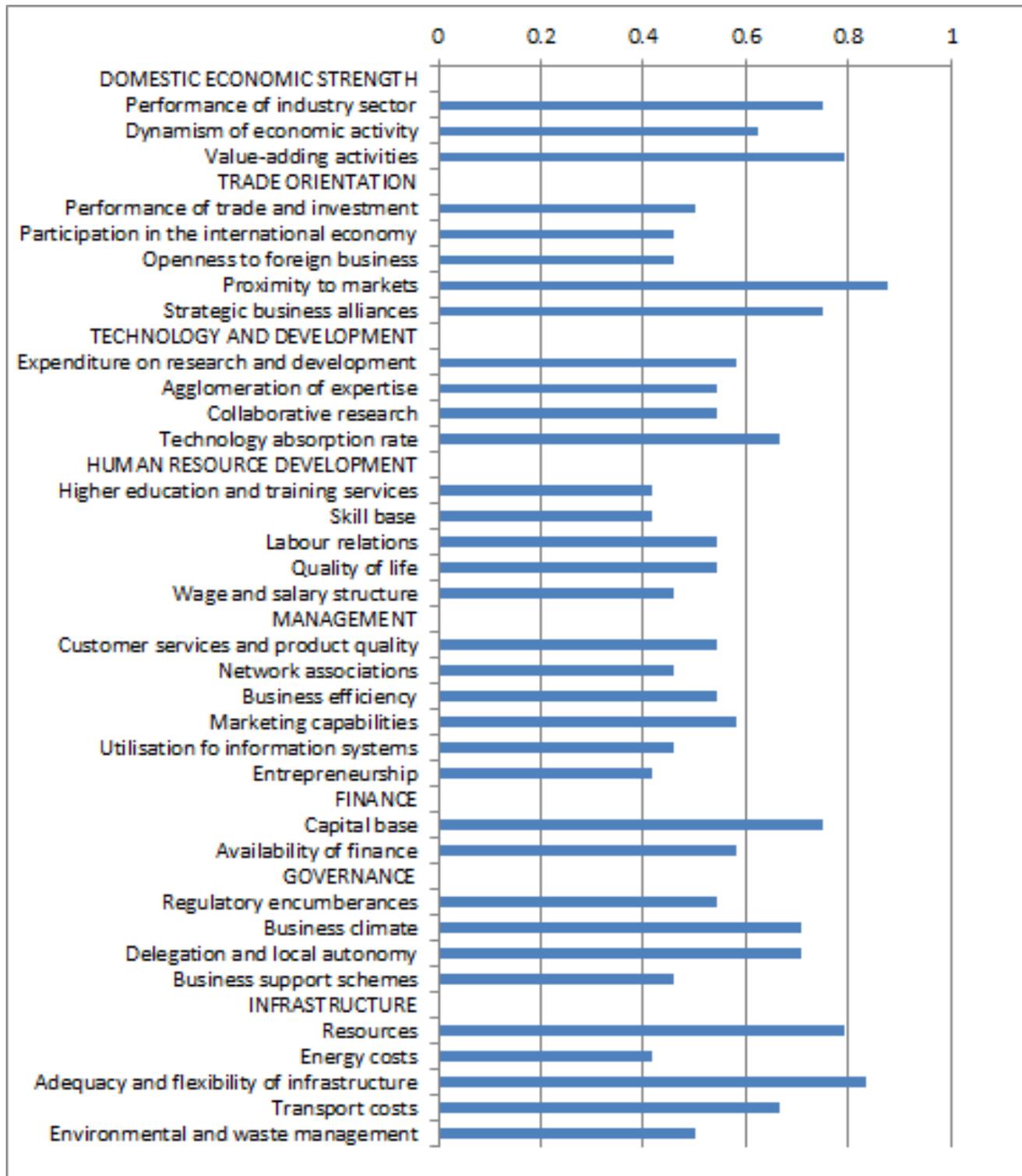
Figure 25: Index of Sector Competencies



This indicates that of the main regional specialisation sectors in the Southern Tablelands, Sheep and Beef Cattle Farming Sector and Public Order and Safety Sectors have the highest supporting core competency index.

The regional core competency index shown in Figure 26 indicates that the Region has significant strengths in proximity to markets, adequacy and flexibility of infrastructure, resources, capital base of key sectors and value adding. Notwithstanding, a number of infrastructure deficiencies were identified including telecommunications and limitations of road and rail access.

Figure 26: Regional Core Competency Index



However, Human Resource Development was identified as a weakness for the Region with particular emphasis on lack of readiness of school leavers for employment. Local, State and Commonwealth government regulations and processes were also viewed somewhat unfavourably as were energy costs.

7 Economic future of the region

7.1 Long term economic vision for the region

Regional economic development can take a variety of forms. The objectives of economic development are usually measured in terms of population growth, GRP growth, a decrease in unemployment rates and improvements in quality of life. These measures are important for regional economic development. However, a future vision and strategy should be a reflection of the community's aspirations.

A long term, economic vision for the Southern Tablelands, building on the vision in the Tablelands Regional Community Strategic Plan 2016-2036 is:

"To grow the region's core strengths in agriculture, energy, extractive industries, aged care, transport, and tourism and deliver a highly liveable community which attracts and rewards residents and visitors."

This will involve steady population growth by attracting new residents to the region. While the region (especially Yass Valley) is increasingly a dormitory area for ACT, exporting its labour, it is important that these new residents are bringing skills into the Region and that the Region can also expand its internal employment opportunities.

For this economic vision to be sustainable, it also must be based on the existing endowment and specialisations (strengths) of the Region. Economic theory suggests that unless the strategies are built upon the region's endowments and specialisations they will not be successful.⁸ In the Southern Tablelands, this would involve further leveraging the land capability, natural resources, proximity to Sydney and Canberra (including the road and rail access and Canberra international airport), extractive and mineral resources, lifestyle advantages, historic heritage and villages, public order and safety institutions and hospital.

The Strategy for the Southern Tablelands must therefore set out a road map for the Region in the context of these endowments and the demographic and economic trends of the Region. A long term economic vision for the Southern Tablelands Region has five pillars which are outlined in Figure 27.

Figure 27: The five strategic pillars of the long term vision for the Southern Tablelands



Source: The Tablelands Regional Community Strategic Plan, 2016-2036

⁸ Centre for Economic and Regional Development, Regional Economic Growth Enablers Report (2016)

7.2 Economic opportunities and risks for the Southern Tablelands regional economy

Broadly speaking, economic opportunities can be categorised as either ‘stretch’ opportunities or ‘leverage’ opportunities. Stretch opportunities refer to those that make use of the existing core competencies and endowments within an industry. Meanwhile, leverage opportunities refer to those that take advantage of presently unrealised opportunities to exploit the region’s endowments. In practice, these two types of opportunities are not mutually exclusive and regional economic development generally relies upon a combination of inter-industry relationships in a region, as well as regional endowments and core competencies. Strategies to capitalise on these opportunities must also take into consideration regional risks.

7.2.1 Inter-industry relationships

Table 11 depicts the main linkages associated with sectors of specialisation in the Southern Tablelands. It also shows the degree to which expenditure on inputs to production (i.e. on intermediate sectors) and wages paid to labour are captured by the regional economy. It is based on the Input Output model of the regional economy and hence uses the Input Output sector classifications that best align with ANZSIC sectors of specialisation in the regional economy. Table 11 indicates that the Meat and Meat Product Manufacturing Sector expenditure on inputs to production is almost solely from the regional economy.

Table 11: Current industry linkages in the Southern Tablelands

| Sector | Main backward linkages from intermediate sector expenditure | Intermediate sector expenditure captured in the region (%) | Wages to labour residing in the region (%) |
|--------------------------------------|---|--|--|
| Sheep, Grains, Beef and Dairy Cattle | Sheep, Grains, Beef and Dairy Cattle | 75 | 93 |
| | Agriculture, Forestry and Fishing Support Services | | |
| Non Metallic Mineral Mining | Electricity Transmission, Distribution, On Selling and Electricity Market Operation | 50 | 83 |
| | Construction Services | | |
| Meat and Meat product Manufacturing | Sheep, Grains, Beef and Dairy Cattle | 96 | 97 |
| Electricity Generation | Electricity Transmission, Distribution, On Selling and Electricity Market Operation | 57 | 100 |
| Public Order and Safety | Non-Residential Building Construction | 50 | 79 |
| | Professional, Scientific and Technical Services | | |

| Sector | Main backward linkages from intermediate sector expenditure | Intermediate sector expenditure captured in the region (%) | Wages to labour residing in the region (%) |
|---|---|--|--|
| | Employment, Travel Agency and Other Administrative Services | | |
| Residential Care and Social Assistance Services | Professional, Scientific and Technical Services | 48 | 97 |
| | Retail Trade | | |
| | Non-Residential Building Construction | | |
| Accommodation | Electricity Transmission, Distribution, On Selling and Electricity Market Operation | 52 | 91 |
| | Building Cleaning, Pest Control and Other Support Services | | |
| | Non-Residential Building Construction | | |
| Food and Beverage Services | Non-Residential Building Construction | 59 | 93 |
| | Meat and Meat product Manufacturing | | |
| | Electricity Transmission, Distribution, On Selling and Electricity Market Operation | | |

7.2.2 Risks facing the Region

The risks identified during the consultations included those within the following broad categories:

- economic risks (relates to the impact of global markets, trade factors, inflation or transportation disruptions)
- production risks (relates to access to resources, profits, production costs, changes in energy prices, labour disruptions, production process failures)
- governance risks (relates to sovereign risk [not just domestic], regulatory environment)
- environmental risks (relates to resource depletion, pollution, natural and /or man-made disasters)
- societal risks (relates to public liability claims against business, community attitudes toward development and pressure groups).

Figure 28 shows the relative impact of the risks for the Region identified during consultations. This was generated using a 'likelihood and severity of the consequences' risk matrix approach, where the score for impact is multiplied by the score for likelihood (refer to Appendix 5). The higher the score the greater the relative risk. The figure indicates that economic risk associated with agricultural markets and trends, as well as the strength of the ACT economy. Linkages to the ACT economy posed the greatest risks to the Southern Tablelands. Governance risks for the specialisation sector of quarrying was also identified as a significant risk.

Figure 28: Relative Regional Risks

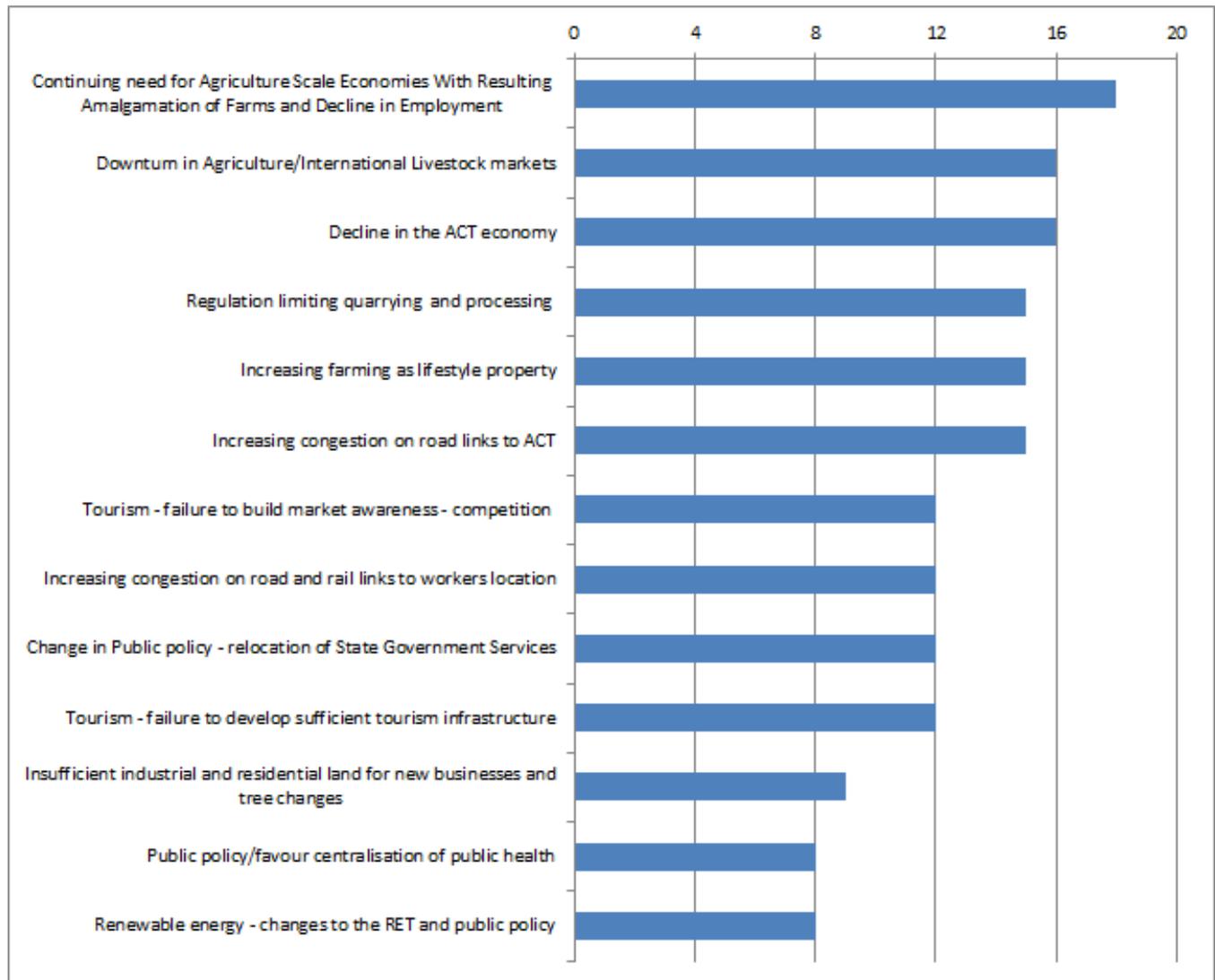


Figure 29 shows the risk impacts on each of the main regional specialisation sectors based on consultations and analysis. The figure shows the Meat and Meat Product Manufacturing sector faces the greatest risks followed by Sheep, Beef Cattle and Grain Farming and Non-metallic Mineral Mining and Quarrying Sector. The Aged Care Residential Services sector faces the least risks. Risk vary between sectors with economic risk being important to Sheep, Beef Cattle and Grain Farming and Meat and Meat Product Manufacturing.

Production risks (access to labour) are also significant for Meat and Meat Product Manufacturing sector. Governance risk (regulatory risk) is significant to Non-metallic Mineral Mining and Quarrying sector.

Figure 29: Industry Risk Impact for Southern Tablelands

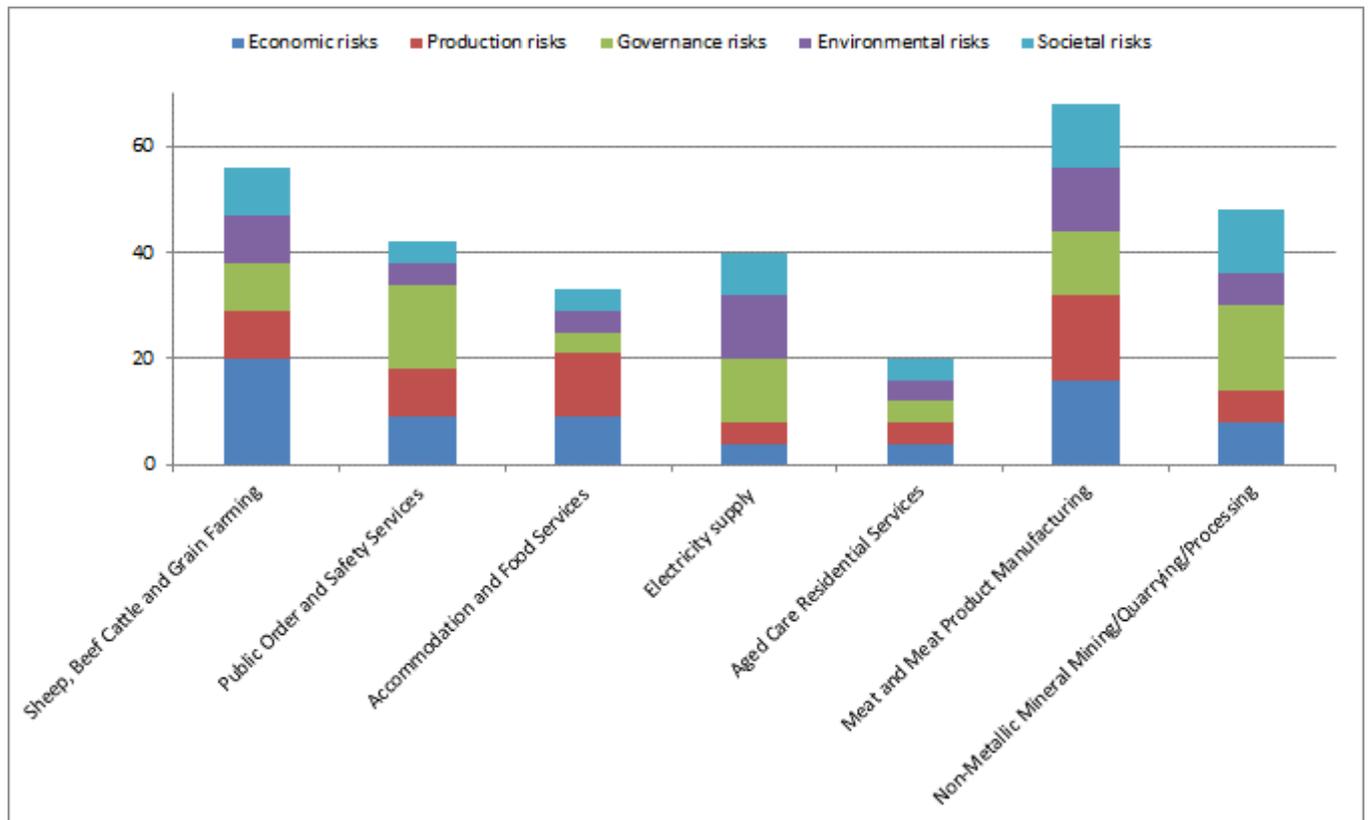
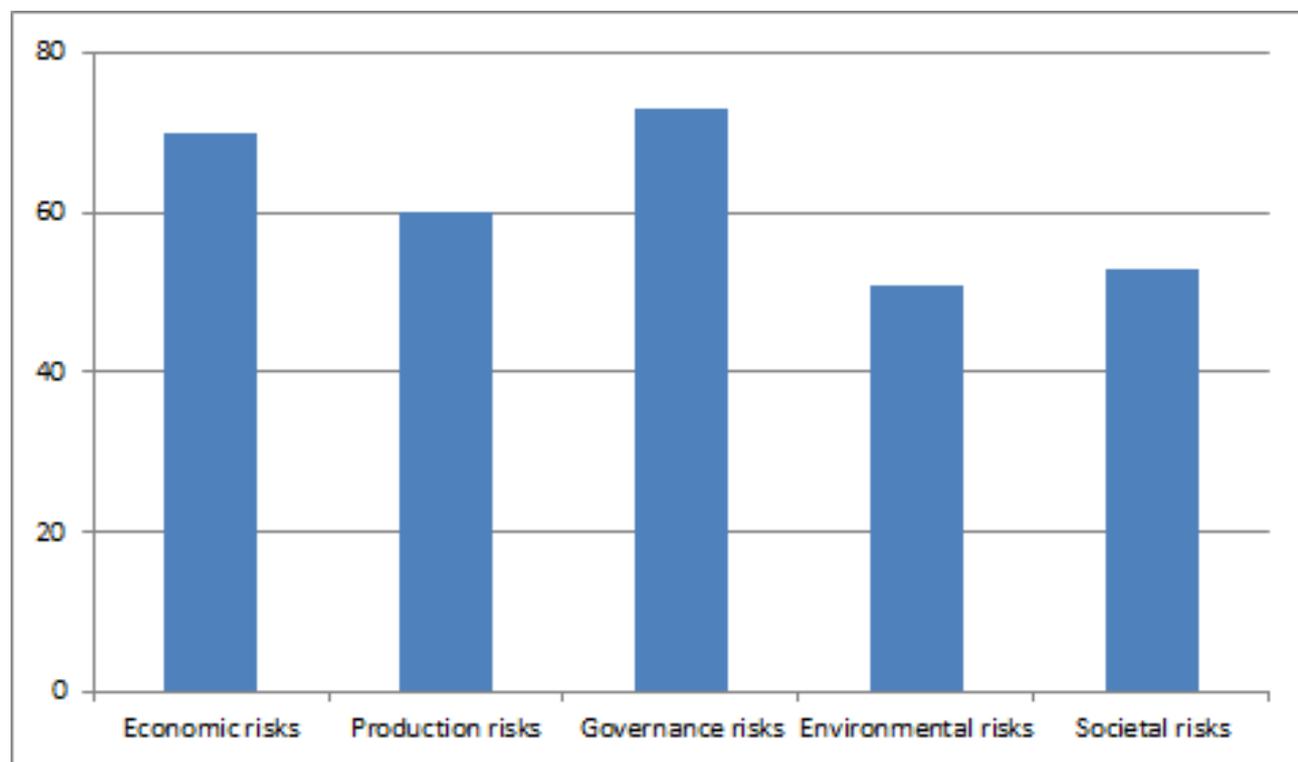


Figure 30 indicates that the main category of risk facing the key sectors of specialisation in the regional economy are governance risks - both in terms of regulation of Mining and Meat Production Manufacturing - but also policy decisions around Public Order and Safety location and investment within the Region.

Economic risks are the next most significant and affect trade exposed sectors of agriculture and agricultural processing.

Figure 30: Main types of regional risks for specialisation sectors



7.2.3 Sectoral opportunities

Based on the local endowments, core competencies, inter-industry relationships and risks in the Southern Tablelands economy, Table 12 identifies a number of opportunities for the Region.

Table 12: Economic Opportunities for the Southern Tablelands

| Opportunity | Relevant endowments and core competencies | Relevant sector (s) |
|--|---|--|
| Enhance the liveability of the Region and grow its visitor economy | <ul style="list-style-type: none"> • Location close to Sydney and Canberra • Natural resources – national parks, caves and waterways • Local lifestyle benefits • Historic heritage and villages • Canberra Airport • Hospitals • Road and rail linkages • Local institutions • Infrastructure | <ul style="list-style-type: none"> • Accommodation and Food Services • Arts and Recreation • Retail Trade • Construction • Education and Training • Public Administration and Safety |

| Opportunity | Relevant endowments and core competencies | Relevant sector (s) |
|---|--|--|
| Sustain the Region's agriculture and agricultural processing advantage, especially in livestock | <ul style="list-style-type: none"> • Topography, climate, water and soil • Location close to Sydney and Canberra • Road and rail linkages • Labour supply • Human resource development • Infrastructure | <ul style="list-style-type: none"> • Sheep and Beef Cattle Farming • Meat and Meat Product Manufacturing • Construction • Education and Training |
| Build on the Region's core strength in energy generation and natural resource extraction | <ul style="list-style-type: none"> • Extractive and mineral resources • Topography, climate, water and soil (wind, solar) • Location close to Sydney and Canberra • Road and rail linkages • Domestic economic strength • Finance (capital base) | <ul style="list-style-type: none"> • Electricity supply • Non-metallic Mineral Mining and Quarrying • Non-metallic Mineral Processing • Construction |
| Realise the economic opportunity presented by public order, safety and aged care | <ul style="list-style-type: none"> • Location close to Sydney and Canberra • Public order and safety institutions (already in place) • Aged-care residential services • Hospitals • Labour supply • Finance (capital base) • Human resource development | <ul style="list-style-type: none"> • Public Administration and Safety Services • Education and Training • Health Care and Social Assistance • Construction |
| Drive growth in the transport, access and logistics sectors | <ul style="list-style-type: none"> • Location close to Sydney and Canberra • Canberra Airport • Road and rail linkages • Infrastructure | <ul style="list-style-type: none"> • Road transportation • Rail transportation • Warehousing • Construction • Accommodation and food services • Education and training |

8 An Economic Development Strategy for the Southern Tablelands

Regional Economic Development Strategies should have high level plans that identify actions required to achieve the long term economic vision for the region. For these strategies to be executable and sustainable, they must be based on the strengths of the region, such as local endowments and core competencies. These strategies must also be developed in the context of the likely risks facing the region, and be adaptable and resilient enough to withstand these risks.

These economic development strategies recognise the opportunity to leverage off the Region's proximity to Canberra and small business as an important driver of economic growth.

Five economic development strategies have been prepared for the Southern Tablelands:

1. Sustain the Region's agriculture and agricultural processing advantage, especially in livestock
2. Build on the Region's core strength in energy generation and natural resource extraction
3. Realise the economic opportunity presented by public order, safety and aged care
4. Drive growth in the transport, access and logistics sector
5. Enhance the liveability of the Region and grow its visitor economy.

8.1 Sustain the Region's agriculture and agricultural processing advantage especially in livestock

8.1.1 Strategy overview

The Southern Tablelands has a core competency in agriculture, especially sheep and beef cattle farming. Relative to the rest of NSW it has a strong Meat and Meat Products Processing sector. In addition to these long standing competencies, economic growth in the Sydney Basin provides the Southern Tablelands with the opportunity to expand its 'footprint' in intensive livestock production, especially chicken/duck meat and processing.

8.1.2 Potential benefits of sustaining the Region's agriculture and agricultural processing advantage

- Markets are well established and production is profitable
- Agricultural production and processing builds on a long established and core strength of the Region. The Region is well suited to livestock and wool production
- Chicken/duck meat production and processing is a growing industry that employs significant amounts of local labour
- It is consistent with the changing profile of land use in the Southern Tablelands – smaller lifestyle blocks are able to graze sheep and cattle and employ locals with relevant skills
- Agricultural production maintains traditional landscapes that are attractive to both new residents and visitors.

8.1.3 Challenges and other considerations

- While agricultural grazing is attractive to residents and visitors, intensive animal production of the type used in the chicken/duck meat industry, saleyards and cattle and sheep abattoirs are not. Noise and smell can be issues for residents and visitors and careful land use planning is required
- Agricultural production is dependent on the vagaries of the weather and world commodity markets. Chicken/duck meat production is somewhat insulated from weather (although grain prices will increase during a drought) and is not dependent on world commodity markets (products are consumed in Australia and are not exported).

8.1.4 Infrastructure priorities

- **Road transport:** cost effective freight is important to agricultural businesses in the Region. Successful advocacy (potentially in coordination with other regions) for upgrade to the highway and secondary roads would reduce the long term cost profile of agricultural enterprises in the Region. This will enhance connectivity for export opportunities.
- **Digital connectivity:** fast and reliable internet access (NBN rollout) as well as mobile reception in additional parts of the Southern Tablelands would facilitate on-farm uptake of spatial technology to enhance productivity.
- **Agricultural infrastructure:** additional training and agricultural education infrastructure would communicate the importance of the sector to visitors and help sustain a supply of agricultural labour. It may also be appropriate to develop infrastructure to support value adding associated with the South Eastern Livestock Exchange Yass.

8.1.5 Implications for stakeholders

- Careful land use planning is required to ensure agriculture and agricultural processing remains viable in the Region as it becomes more urbanised and lifestyle oriented.
- Potential for enhanced value added processing.
- Coordinated action is required to ensure the Region benefits from the relocation of the chicken/duck meat industry.

8.2 Build on the Region's core strength in energy generation and natural resource extraction

8.2.1 Strategy overview

The Southern Tablelands Region has become a powerhouse for renewable energy generation in the twenty-first century. The Region features large scale and commercial energy from waste projects, solar farms and wind turbines. In addition the Region is a crossroads for electricity transmission lines and is on the route of the Moomba to Melbourne natural gas pipeline. There are opportunities for the Southern Tablelands to build on both its natural and constructed energy endowments.

Relative to the rest of NSW the Southern Tablelands has a core advantage in Non-metallic Mineral Mining and Quarrying. On the ground this manifests itself as a large construction material quarrying sector based in the Goulburn LGA at Marulan. The sector creates employment and economic activity in the Region, is vital for Sydney's ongoing growth and has scope for expansion.

8.2.2 Potential benefits of building on the Region's core strength in energy generation and natural resource extraction

- Carefully managed, renewable energy generation has the potential to create sustainable income sources without compromising other economic values e.g. solar farms have a relatively small footprint and can be operated on large grazing properties.
- Quarrying is a large scale industry reliant on a natural resource endowment that is not readily available in other NSW regions and in close proximity to the Sydney market. Quarrying offers the Southern Tablelands a sustained and relatively recession proof source of income and employment.

8.2.3 Challenges and other considerations

- Renewable energy development can be divisive in a community – waste to energy projects generate truck movement and odour concerns, wind turbines may be visually intrusive and may possibly effect resident's health
- Quarrying can be associated with noise, dust and a large increase in truck movements.

8.2.4 Infrastructure priorities

- **Utilities infrastructure:** give further consideration of the economic feasibility of connecting Crookwell and Gunning to the natural gas pipeline.
- **Rail freight:** improved rail access for Marulan quarrying activities.

8.2.5 Implications for stakeholders

- Careful planning is required to ensure the advantages of energy generation and natural resource extraction are maximised and the cost to the community is minimised.

8.3 Realise the economic opportunity presented in public order, safety and aged care

8.3.1 Strategy overview

The Southern Tablelands has a long standing core competency in public order and safety. Key institutions delivering these services are based in Goulburn and include the NSW Police Academy and the Goulburn Correctional Centre. Both institutions are major employers of local people. It is important to maximise economic opportunities associated with the academy and the correctional centre.

All three LGAs making up the Southern Tablelands region have a core competency in aged care and the sector is forecast to grow over the medium term. Aged care is a major employer and offers jobs to young people who might otherwise find it necessary to leave their community to secure employment.

8.3.2 Potential benefits of realising the economic opportunity presented by public order, safety and aged care

- Opportunities in this sector are mostly immune to typical economic cycles as they do not rely on either a buoyant domestic or international economy
- Institutions employ a range of both skilled and unskilled people and offer a wide variety of employment opportunity.

8.3.3 Challenges and other considerations

- Opportunities in this sector are strongly linked to public policy considerations and it is important that local councils remain in touch with State government decision makers and are aware of any policy changes that may affect local employment.
- Care is needed to ensure that fostering this sector does not detract from Strategy 1 with its focus on enhancing the liveability of the Region and growing the visitor economy.

8.3.4 Infrastructure priorities

- **Aged care:** provision of complementary infrastructure such as hydrotherapy pools in Yass and Crookwell that would also be used by the Southern Tablelands community.

8.3.5 Implications for stakeholders

- Those responsible for implementing the plan need to work in close contact with NSW Government agencies responsible for decisions pertaining to use of the Police Academy and policy relating to the Goulburn Correctional Centre.
- There is a role for those responsible for implementing the plan in publicising the Region's comparative advantage in aged care.

8.4 Drive growth in the transport, access and logistic sector

8.4.1 Strategy overview

The Southern Tablelands is strategically located between Sydney and Canberra. Additionally, Goulburn and Yass lie on the main north-south road between Australia's two most populous cities, Sydney and Melbourne. The Southern Tablelands geographic position provides it with core advantages in road transport and freight logistics. The Region has an opportunity to capitalise on these endowments and become a nexus for people and freight movements between Sydney, Canberra and Melbourne.

8.4.2 Potential benefits of strengthening Southern Tablelands transport, access and logistic advantages

- Strong transport linkages facilitate the relocation of existing businesses to the Southern Tablelands and the

organic growth of local enterprises.

- Strong transport links build on the Region's core strength in providing desirable lifestyles for those employed in the ACT.

8.4.3 Challenges and other considerations

- Southern Tablelands is not unique in being well located. Other competing regions such as Queanbeyan-Palerang, Cooma and the Snowy Mountains are equally able to provide desirable residential locations for Canberra workers. The Southern Tablelands must offer a clear value proposition consistent with the strategy 'enhance the liveability of the Region and grow its visitor economy'.

8.4.4 Infrastructure priorities

- **Road infrastructure linkages to the ACT:** of which the highest priority is duplication of the Barton Highway between the ACT border and Yass.
- **Hume Highway access:** to facilitate the development of new industrial estates in both Goulburn, Marulan and Gunning.
- **Road infrastructure to improve agriculture and other industry competitiveness:** upgrade of a number of key regional roads will improve the competitiveness of a number of regional industries including agriculture. Key roads include, but are not limited to, Main Road 92 from Nowra to Nerriga, and the connection between Nerriga, Collector and the Hume Highway at Gunning, livestock supply routes, State Road MR 54, Regional Road MR 256 and Regional Road MR 52, Range Road, Windellema and Bungonia, and the Dalton/ Rye Park Road (MR241).
- **Rail infrastructure:** upgrade of existing passenger and freight rail services.

8.4.5 Implications for stakeholders

- Implementation of this strategy will require a strong partnership between Southern Tablelands councils and Roads and Maritime Services (RMS).

8.5 Enhance the liveability of the Region and grow its visitor economy

8.5.1 Strategy overview

A buoyant and sustainable region is one that attracts both residents and visitors. To achieve this the community must invest in infrastructure that enriches the lives of its residents (including infrastructure to enhance the Region's villages and central business areas) and attracts visitors from outside the Region. A Southern Tablelands core competency is in the provision of a cost effective and desirable lifestyle. This strategy focuses on community priorities to enrich the liveability of the Region and grow the visitor economy including long term land use planning, water and sewerage infrastructure, education and training for residents, connectivity, arts and culture and sport and recreation.

8.5.2 Potential benefits of enhancing the liveability of the Region and growing its visitor economy

- A more desirable place to live which sets up a virtuous cycle of growth and opportunity.
- Additional employment opportunity for young people in the Region - greater integration of the Region into the broader NSW and ACT community.
- Diversification from traditional and relatively high risk industries such as weather dependent agricultural production.
- Embrace of an industry with relatively few negative environmental impacts – carefully managed tourism does not diminish the natural environment.

8.5.3 Challenges and other considerations

- The strategy may be seen as a low priority when compared to traditional industries with more immediate and job creation potential.

- Many of the initiatives require large amounts of capital and this may make funding of the entire strategy difficult – final agreement on priorities by community leaders will be important.

8.5.4 Infrastructure priorities

- **Water and sewerage infrastructure:** to enhance the liveability of the Region and attract residents who have opportunity to work in the ACT. Investment is particularly targeted at village locations offering desirable lifestyles.
- **Education infrastructure:** for both secondary and tertiary students so that they might study successfully while remaining resident in their community. Tertiary students who study locally have a better chance of success and seeking employment in their community.
- **Digital connectivity:** fast and reliable internet access (NBN rollout) and improved mobile reception foster connections within the community.
- **Arts and culture infrastructure:** addressing both visual and performing arts and museum spaces for the benefit of both residents and visitors. Arts and culture investment recognises the changing nature of lifestyles in the Southern Tablelands.
- **Sport and recreation infrastructure:** including upgrade of local grounds and ovals, making hydrotherapy and swimming pools into year round venues and the creation of equestrian spaces. There is a focus on the Region's core strengths including field hockey.
- **Tourism infrastructure:** including new destinations for visitors based on walking and cycling tracks and opportunities linked to wine/food tourism and motor sport. Investment also includes initiatives to improve access to existing tourist destinations.

8.5.5 Implications for stakeholders

- The strategy will require close coordination between operators of new infrastructure funded under the plan and the three councils which make up the Southern Tablelands Region.
- Care will be needed to ensure that the additional people attracted to the Region through successful execution of the strategy do not compromise the lifestyles of long term residents.

9 Regional Action Plan

9.1.1 Sustain the Region's agriculture and agricultural processing advantage especially in livestock

| Early Stage Priority Action | Issue | Responsibility |
|---|--|---|
| Develop a register of locally available, appropriately skilled agricultural service providers for use by lifestyle landholders moving to the Region. | Lifestyle landholders engaged in agricultural production create local employment opportunities and generate economic activity within the Region. | Appropriate NSW Government agencies |
| Prepare a poultry industry development strategy to realise opportunities associated with industry relocation out of the Sydney Basin. | Rising land values in the Sydney Basin are forcing the relocation of intensive industries (e.g. poultry, mushrooms, vegetables). The Southern Tablelands is well placed to attract these industries and benefit from additional employment and economic activity. | Goulburn-Mulwaree Council Upper Lachlan Shire Council NSW Poultry Industry Appropriate NSW Government agencies |
| Investigate the feasibility of the Australian Agricultural Centre, Crookwell. | Proposal to showcase agricultural industries and skills and draw additional visitors to the Upper Lachlan Shire. | Australian Agricultural Centre Inc. |
| Ensure appropriate land use planning policies are in place to sustain seed potato production. | Limited land is available in NSW for seed potato production and the Upper Lachlan Shire has a core competency in this industry. | Appropriate NSW Government agencies Crookwell Potato Association Upper Lachlan Shire Council |
| Advocate to government and provide suitable land, planning and infrastructure support for a possible relocation of the Yennora Wool Selling Centre to the Region. | Land currently occupied by the Wool Selling Centre is needed for housing growth in Western Sydney. The Wool Selling Centre would be well served by a lower cost land base and return to an area in the Region with a comparative advantage in wool production and marketing. | Goulburn-Mulwaree Council Yass Valley Council Upper Lachlan Shire Council |

| Early Stage Priority Action | Issue | Responsibility |
|---|---|--|
| Develop a partnership between Goulburn-Mulwaree Council and Southern Meats to ensure that the abattoir continues to meet environmental standards and generate job opportunities for local people. | Retain Goulburn's comparative advantage in wool and sheep meat processing by encouraging investment in local supporting infrastructure (e.g. road and telecommunication networks). | Goulburn-Mulwaree Council |
| Recognise and promote the South Eastern Livestock Exchange, Yass as the regional saleyards for sheep and cattle. | Centralisation of livestock saleyards provides for efficiencies in livestock marketing and 'frees up' small sites in the Southern Tablelands for higher value use | Goulburn-Mulwaree Council Yass Valley Council Stock and Station Agents |
| Investigate the feasibility of value adding enterprises in association with the South Eastern Livestock Exchange, Yass. | Large agglomerations of sheep, cattle, buyers and sellers may provide impetus for additional economic activity. | Yass Valley Council Stock and Station Agents |
| Work with agricultural producers to ensure transfer of skills to make the most of spatial technology. | Upgrade of internet and mobile phone services has been identified as a high priority. Appropriate agricultural producer skills are required to make the most of the upgrade. | TAFE NSW Australian Agricultural Centre Inc. Upper Lachlan Shire Council |
| Build on current programs designed to increase the supply of trained staff to intensive agricultural production (e.g. poultry, mushrooms, vegetables, viticulture). | Southern Tablelands agricultural industries report difficulty in securing willing and well trained staff. | Goulburn-Mulwaree Council Yass Valley Council Upper Lachlan Shire Council TAFE NSW Australian Agricultural Centre Inc. |
| Investigate opportunities to attract migrant labour and their families to the Region. | Southern Tablelands agricultural industries report difficulty in securing willing and well trained staff. | Goulburn-Mulwaree Council Yass Valley Council Upper Lachlan Shire Council Regional Development Australia Southern Inland |

| Early Stage Priority Action | Issue | Responsibility |
|---|---|---|
| Explore opportunities to attract agricultural education and scientific research facilities to the Region. | Builds on Region’s core competency in agriculture and is consistent with Australian Government decentralisation policies. | Upper Lachlan Shire Council Yass Valley Council TAFE NSW Australian Agricultural Centre Inc. |



9.1.2 Build on the Region's core strength in energy generation and natural resource extraction

| Early Stage Priority Action | Issue | Responsibility |
|---|--|---|
| Develop a renewable energy plan for specific parts of the Southern Tablelands Region. | A clear plan will assist the Upper Lachlan LGA realise its potential in the generation of wind, solar and other forms of renewable energy. | NSW Department of Planning and Environment South East Region of Renewable Energy Excellence Upper Lachlan Shire Council |
| Work with Veolia at their Woodlawn site to ensure sustainable energy generation from Sydney's waste. | Ensure long term viability of the renewable sector in Goulburn. | Goulburn-Mulwaree Council |
| Report to determine economic feasibility and funding support for natural gas connection to the towns of Crookwell and Gunning via the Moomba to Melbourne Gas pipeline. | Natural gas pipeline passes through the Upper Lachlan Shire LGA but has not been tapped for local residential and business use (e.g. poultry production). | Upper Lachlan Shire Council Appropriate NSW and Federal Government agencies |
| Protect and expand mining and quarrying activities in the Goulburn area that profitably supply Sydney and other markets. | Quarrying activities in the Goulburn- Mulwaree LGA supply essential building materials for Sydney and generate jobs and economic activity in the Region | Goulburn-Mulwaree Council |
| Request a NSW Government investigation of the feasibility of rail as the principal means of transporting quarry product from Marulan to Sydney. | Quarry industry activities are being constrained due to perceptions that rail rather than road transport may be safer and more environmentally benign. Economic merit of this argument needs to be tested. | Goulburn-Mulwaree Council |
| Investigate opportunities to localise the energy supply chain | Goulburn-Mulwaree Council has had success in working with the quarry sector to identify their purchase needs and marry them to local suppliers. This success could be replicated in the energy sector. | Goulburn-Mulwaree Council |

9.1.4 Realise the economic opportunity presented by public order, safety and aged care

| Early Stage Priority Action | Issue | Responsibility |
|--|--|---|
| Liaise with the NSW Police Academy and allied sectors to maximise economic opportunities for Goulburn. | NSW Fire Service, Rural Fire Service and SES may have an interest in relocating their training services to Goulburn/making use of spare capacity at the NSW Police Academy and freeing up high value land in Sydney. | Goulburn-Mulwaree Council |
| Liaise with the NSW Department of Corrective Services to maximise economic opportunities for Goulburn. | It is understood that there is no expansion capacity at the Goulburn Jail but it is important for the economy of the town that existing jobs and economic activity is protected. | Goulburn-Mulwaree Council |
| Publicise the region's competitive advantage in aged care to appropriate providers and developers. | The Southern Tablelands has a core competency in aged-care drawing residents from outlying rural areas, Sydney and Canberra. Aged-care is a major employer of both skilled and unskilled labour. Medium term demand for places is forecast to exceed supply. | Goulburn-Mulwaree Council Upper Lachlan Shire Council Yass Valley Council Appropriate NSW and Federal Government agencies Aged Care Providers |
| Liaise with NSW Health to ensure retention and investment in the Crookwell and other local Hospital's in the Region. | Crookwell Hospital provides important ancillary support for aged-care and a means of attracting doctors to the area. | Appropriate NSW Government agencies Goulburn-Mulwaree Council Upper Lachlan Shire Council Yass Valley Council |
| Investigate the feasibility for an indoor pool/hydrotherapy pool for Crookwell and Yass. | There is a need to provide support infrastructure if the region is to realise employment and economic opportunities presented in aged care. | Upper Lachlan Shire Council Yass Valley Council |
| Investigate opportunities to localise the aged care supply chain. | Goulburn-Mulwaree Council has had success in working with the quarry sector to identify their purchase needs and marry them to local suppliers. This success might be replicated in the aged care sector. | Goulburn-Mulwaree Council |

9.1.5 Strengthen transport, access and logistic advantages

| Early Stage Priority Action | Issue | Responsibility |
|--|---|---|
| Complete duplication of the Barton Highway between the ACT border and Yass. | Road duplication required to improve road safety, freight flows and access to the ACT. | Appropriate NSW and Federal Government agencies Yass Valley Council (advocate) |
| Lobby to secure an efficient passenger and freight rail service. | Various current proposals including electrification of the Sydney to Canberra line, efficiencies in the current line and protection of the high speed rail corridor. | Goulburn-Mulwaree Council Yass Valley Council Upper Lachlan Shire Council |
| Improve the northern access to Goulburn from the Hume Highway at Murrays Flat Road. | Improved Hume Highway access at north Goulburn would unlock high value employment lands suitable for large footprint agricultural industries, such as mushroom and greenhouse horticulture. | Goulburn-Mulwaree Council |
| Improve central access to Goulburn from the Hume Highway at Windellema Road. | Improved Hume Highway access would facilitate the development of a Goulburn transport and logistics hub. The Windellema Road interchange was approved by RMS in 2007. | Goulburn-Mulwaree Council |
| Investigate the construction of a Southern exit to the Hume Highway from Marulan to prevent main street double truck movements and realise the potential of industrial land. | Improve the amenity of Marulan Main street including protection of heritage buildings and realise the economic potential of Marulan industrial land that is currently land locked. | Goulburn-Mulwaree Council |
| Advocate for the upgrade of the Dalton / Rye Park Road (MR241). | Poor road condition adds to the cost of marketing sheep and cattle at the new regional livestock saleyards in Yass. | Upper Lachlan Shire Council |

| Early Stage Priority Action | Issue | Responsibility |
|---|--|---|
| Advocate for heavy vehicle upgrade of key routes to market for livestock in the Goulburn- Mulwaree and Upper Lachlan Shire LGA. | Heavy vehicle upgrade to roads including State Road MR 54, Regional Road MR 256 and Regional Road MR 52, Range Road, Gurrundah Road, Windellama Road and Bungonia Road will result in agricultural freight efficiencies. | Goulburn-Mulwaree Council Upper Lachlan Shire Council NSW Farmers Federation Agricultural Industry Associations Trucking Associations |
| Advocate for the upgrade of Main Road 92 from Nerriga to the Hume Highway via Collector. | An upgraded Main Road 92 would improve road freight efficiencies between Nowra and the Hume Highway, safe transport costs (R&M and fuel) and allow the establishment of a service freight hub in the Goulburn district. | Goulburn-Mulwaree Council Upper Lachlan Shire Council South East Australian Transport Strategy Inc. |
| Advocate for the continued funding of upgrades to MR 54 Goulburn to Bathurst Road | Goulburn to Bathurst road is a major economic route connecting the Southern Tablelands to the Central West of NSW and this road requires further investment to facilitate freight and tourism | Upper Lachlan Shire Council Goulburn Mulwaree Council Roads and Maritime Services |
| Investigate the feasibility of low cost warehousing on the old Goulburn saleyards site. | Saleyards are adjacent to rail yards and a business could be established taking containers off rail and 'processing' contents before their further distribution by road. | Goulburn-Mulwaree Council |
| Ensure appropriate employment lands are available to respond to and accommodate business seeking to either relocate or establish their business in the Southern Tablelands. | Rising land prices and urban encroachment on Sydney based business can encourage/force them into regional NSW. The Southern Tablelands is well placed to attract these businesses provided adequate and sufficient infrastructure is available usually through industrial parks or hubs. | Goulburn-Mulwaree Council Upper Lachlan Shire Council Yass Valley Council |

| Early Stage Priority Action | Issue | Responsibility |
|--|---|--|
| Advocate for the upgrade and retention of the heavy vehicle inspection station in Crookwell. | Retention of station to support agriculture and the transport sector. | Upper Lachlan Shire Council NSW Farmers Federation Agricultural Industry Associations Trucking Associations |



9.1.6 Enhance the liveability of the Region and grow its visitor economy

| Early Stage Priority Action | Issue | Responsibility |
|---|---|---|
| Develop a long term vision and land use plan for specific parts of the Southern Tablelands Region. | An agreed long term vision would inform land use planning and a rewrite of local LEPs. | NSW Department of Planning and Environment Goulburn Mulwaree Council Yass Valley Council Upper Lachlan Shire Council |
| Implement recommendations from the village streetscape study and the pedestrian and mobility plan completed for the Upper Lachlan Shire Council | Improved townscapes and pedestrian access will improve the liveability of the area and encourage additional visitors to the Region. | Upper Lachlan Shire Council Roads and Maritime Services |
| Develop the Murrumbateman water supply pipeline from Yass to enable residential growth. | Residential growth constrained by reliance on limited bore water. | Yass Valley Council |
| Add a water softening capacity to the Yass Water Treatment Plant. | Hard water has implications for washing and increases water supply R&M. | Yass Valley Council |
| Upgrade Marulan water supply/quality and sewerage system to facilitate residential growth. | Poor water supply and quality and the absence of a reticulated sewer system hold back Marulan residential growth | Goulburn-Mulwaree Council |
| Investigate the provision of reticulated sewer and water to the village of Collector. | Serviced housing blocks will encourage the relocation of young Canberra families to the Upper Lachlan Shire LGA. | Upper Lachlan Shire Council Appropriate NSW Government agencies |
| Provide reticulated sewer for the village of Gundaroo. | To address groundwater contamination and provide new lots with sewer. Serviced housing will encourage the relocation of young Canberra families to the Yass Valley LGA. | Yass Valley Council Appropriate NSW Government agencies |
| Advocate for provision of a primary school at Murrumbateman | Rapidly growing population is poorly serviced through long bus journeys. | Yass Valley Council |

| Early Stage Priority Action | Issue | Responsibility |
|---|---|---|
| Advocate for the provision of 4G towers and the NBN to ensure business and population connectivity. | The Southern Tablelands has significant blackspot problems with mobile phone and internet connections | Goulburn-Mulwaree Council Upper Lachlan Shire Council Yass Valley Council |
| Extend the historic Goulburn town hall and use the additional space to develop a performing arts centre. | Liveability of the city of Goulburn would be improved with an appropriately equipped performing arts space. | Goulburn-Mulwaree Council |
| In collaboration with the Goulburn Regional Conservatorium develop Mount Carmel School in Yass for a music conservatorium. | Provide opportunity for Yass residents. | Yass Valley Council |
| Investigate and seek funding to enhance the liveability of the Upper Lachlan Shire Council LGA with a new community civic centre including council chambers and an arts/culture centre. | Current facility is at the end of its economic life, new centre could be used to promote Crookwell and surrounds as an arts/cultural district. | Upper Lachlan Shire Council |
| Upgrade the Yass civic centre to include new council chambers, a remote work centre, government offices and an arts/cultural centre. | Remote work centre must comply with comprehensive WH&S requirements to meet needs of Australian government employees. Arts/cultural centre is consistent with Yass repositioning as Canberra tourist destination. | Yass Valley Council |
| Grow the Goulburn visitor economy through upgrade of the Rocky Hill War Memorial Museum. | Current unique site and artefacts are under visited due to limited museum space. | Goulburn-Mulwaree Council |

| Early Stage Priority Action | Issue | Responsibility |
|--|--|--|
| Advocate for the improvement of self-guided heritage routes and trails in Goulburn and other Southern Tablelands towns and villages. | Capitalise on diverse built heritage in Goulburn and surrounds. | Goulburn-Mulwaree Council Upper Lachlan Shire Council Yass Valley Council Historical Societies Progress Associations |
| Research the possible development of bike, horse and walking trails on undeveloped Crown roads. | Build additional tourist infrastructure. | Goulburn-Mulwaree Council Yass Valley Council |
| Investigate the feasibility of developing a walking track based around the disused rail spur line at Yass. | Build additional tourist infrastructure. | Yass Valley Council |
| Redevelop Victoria Park Goulburn including an adventure playground and upgrades to increase utilisation of existing ovals. | Improved facilities required for Goulburn and district residents including young people. | Goulburn-Mulwaree Council |
| Continue to redevelop and upgrade the Goulburn aquatic centre. | Stage 1 has been funded but additional resources required to complete Stage 2 and 3. | Goulburn-Mulwaree Council |
| Upgrade the Yass Valley sporting ovals and facilities (e.g. Walker Park). | Improved sporting facilities required. | Yass Valley Council |
| Advocate for new hockey complex to capitalise on the Region's rich hockey heritage, attract state carnivals and events. | Regional hockey fields no longer meet requirements for competitive events and the Region risks a loss in local recreation and sport tourism opportunity. | Goulburn-Mulwaree Council Upper Lachlan Shire Council Sporting Associations |

| Early Stage Priority Action | Issue | Responsibility |
|---|---|--|
| Liaise with local tourism bodies to investigate opportunities to grow wine/food tourism in Murrumbateman. | Further enhance Vass Valley's comparative advantage in cool climate wine/food production and visitation. | Yass Valley Council |
| Investigate the feasibility of expanding wine/food tourism in the Murrumbateman area into other agricultural enterprises. | Grow the Murrumbateman tourist economy with additional attractions e.g. alpacas, honeybees. | Yass Valley Council |
| Develop an equestrian facility and community hall in Murrumbateman. | Build additional tourist and recreation infrastructure. New centre will attract regional, state and national equestrian events. | Yass Valley Council |
| Develop the Murrumbateman cycleway to support wine tourism. | Tourism infrastructure needed to further grow the buoyant wine tourism sector in Murrumbateman. | Yass Valley Council |
| Develop a Goulburn to Crookwell cycleway and walking trail using the disused rail branch line. | Capitalise on the growth in demand for bike trail and walking track tourism. | Goulburn-Mulwaree Council Upper Lachlan Shire Council Goulburn Crookwell Rail Trail Inc. |
| Investigate potential tourist development of Ginninderra Falls on the ACT border. | Spectacular water falls in ACT requiring safety, visitor information and a food and beverage offering. | Yass Valley Council |
| Upgrade Wombeyan Caves Road (MR258) (State Park) to improve access to this major tourist asset. | Improved access may lift current modest annual visitation of 30,000 people with resultant gains for the regional visitor economy. | Goulburn-Mulwaree Council Upper Lachlan Shire Council |
| Upgrade Wyangala Dam (State Park) access via Grabine Road. | Improved access is required for major tourist asset. | Upper Lachlan Shire Council |
| Upgrade Tablelands Way MR256 (Goulburn to Oberon Road). | Improved access is required for this tourist route | Upper Lachlan Shire Council Goulburn-Mulwaree Council NSW Government |

| Early Stage Priority Action | Issue | Responsibility |
|--|---|--|
| Build on current interest in motorcycle tourism – develop and promote local roads. | Motorcycle tourists attracted by the Region’s scenic and heritage values and unique village structure. | Upper Lachlan Shire Council |
| Develop a partnership between Goulburn-Mulwaree Council and Wakefield Park Raceway to ensure that the raceway continues to meet environmental standards – particularly in relation to noise. | Retain Goulburn’s comparative advantage in motor sport tourism. | Goulburn-Mulwaree Council |
| Liaise with local tourism bodies to investigate opportunities for additional motor sport events and multiple venue galas in Goulburn. | Further enhance Goulburn’s comparative advantage in motor sport tourism. | Goulburn-Mulwaree Council |
| Modernise and expand Goulburn Speedway and motorcycle club precinct. | Further enhance Goulburn’s comparative advantage in motor sport tourism. | Goulburn-Mulwaree Council |
| Build on current endeavours to promote the region as a weekend destination for self-drive short stays | Region is well suited to short breaks to enjoy scenic and heritage values, unique village structure and wine tourism opportunities. | Upper Lachlan Shire Council Yass Valley Council |
| Build on current programs designed to increase the supply of trained staff to the tourism sector. | Southern Tablelands based tourism businesses report difficulty in securing willing and well trained staff. | TAFE NSW Destination NSW Goulburn-Mulwaree Council Upper Lachlan Shire Council Yass Valley Council |
| Investigate opportunities to localise the tourism/motor sport supply chain | Goulburn-Mulwaree Council has had success in working with the quarry sector to identify their purchase needs and marry them to local suppliers. This successful approach could potentially be replicated in the tourism sector. | Goulburn-Mulwaree Council. |

| Early Stage Priority Action | Issue | Responsibility |
|---|--|--|
| Building on the People, Place, Produce theme of the Destination Southern NSW Destination Management Plan. | Develop Action plans to implement the theme to increase tourism and visitation opportunities with day visitation increased through remarkable journey experience and agritourism experience. | Upper Lachlan Shire Council Goulburn Mulwaree Council Yass Valley Council Destination NSW Destination Southern NSW |
| Advocate for joint use high school hall and indoor basketball stadium | School hall size is totally inadequate and town lacks facilities for basketball | Yass Valley Council NSW Department of Education |



9.2 Regional Action Plan Implementation Review Process

The Action Plan includes projects that will be operated by all three Southern Tablelands councils as well as a range of State Government agencies and local entities. It is suggested that an Advisory Committee include the three Economic Development Officers from each council be established to progress the actions. The Advisory Committee would meet every two months as a side meeting of the CBR Joint Organisation and would report progress on actions to each council.

After two years, the Advisory Committee will conduct a formal review of the Action Plan and produce a brief report card to be published as an addendum to the Regional Economic Development Strategy. This will also provide an opportunity to update the Action Plan for new or modified actions. After four years, the Advisory Committee will also begin the process of updating or refreshing the Regional Economic Development Strategy.



10 Consultation methodology

This Regional Economic Development Strategy was prepared for the councils of the Southern Tablelands with the assistance of the Centre for Economic and Regional Development. An extensive community engagement process was conducted which involved workshops, telephone and face-to-face interviews with businesses and members of the community. This supplemented documentation of recent community engagement undertaken for the development of the Tablelands Regional Community Strategic Plan 2016-2036.

An introductory meeting with all three councils making up the Southern Tablelands region was facilitated by the Regional Director, Illawarra/South East, NSW Department of Premier and Cabinet – Regional Development Section, 15 June 2017. At these meetings the General Managers from all three councils expressed interest in the project and a willingness to work together. They also stressed the difficulty in getting representatives to workshops especially if the workshop was centrally located and away from their own particular LGA.

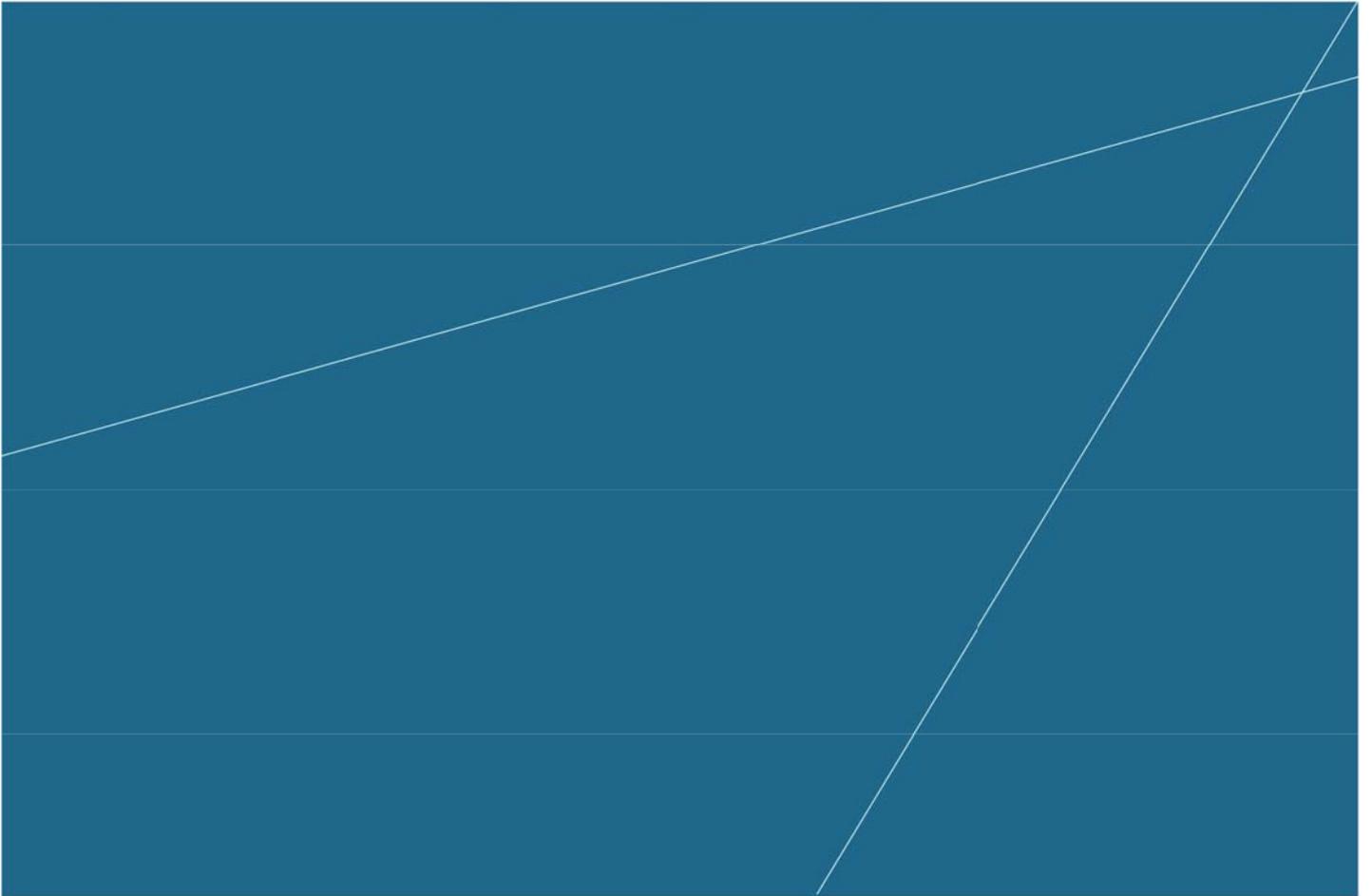
With this advice a tailored consultation approach was developed for each of the LGAs. Central to the tailored consultation approach was the development, with councils, of a Southern Tablelands discussion paper and survey.

The discussion paper and survey focussed on the requirements of the final document and included a summary of the economic audit, core competencies, endowments and economic drivers, an LGA focussed Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, a risk analysis, infrastructure audit, infrastructure priorities, and an opportunity to describe local strategies/actions and broader government policies/actions required for economic development. Consultation questions were embedded in the discussion paper.

To augment the discussion paper a semi-structured questionnaire was developed to inform the institution audit. The institution audit questionnaire was used in meetings with council's General Managers, Economic Development Officers and the leaders of other regional institutions, such as the chambers of commerce.

Analysis and consultation findings were combined into a draft Southern Tablelands Regional Economic Development Strategy and provided to the three Southern Tablelands councils for consideration and feedback prior to completion of the final report.





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