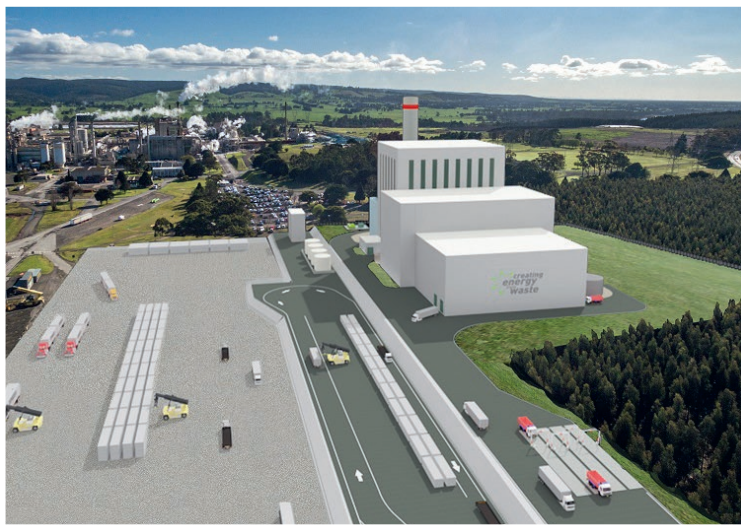


# COMMITTEE FOR GIPPSLAND STRATEGIC PLAN 2021-2024



Committee for  
GIPPSLAND







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# foreword

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*What we do next,  
is important for the long-term  
health and wellbeing of our  
communities and economy.*

The Board of the Committee for Gippsland is pleased to present its 2021-24 Strategic Plan.

Arguably one of the Board's most important undertakings, the Strategic Plan sets the direction and priorities for the organisation, aligning our actions and resources with the Committee's purpose and goals.

Having a clearly articulated mission and vision enables the Committee to develop a strategic plan that outlines measurable goals and is a defined roadmap for success.

Being proactive allows the Committee to prepare for evolving issues and challenges, as well as identify emerging trends and opportunities for the region.

Since we developed our last plan, significant

policy changes, bushfires, drought, and a global pandemic have caused major disruption. What we do next, is important for the long-term health and wellbeing of our communities and economy.

We wish to acknowledge our members for their insight which has informed and shaped the new Strategic Plan. Based on members' industry and sector knowledge and input, the Committee is able to engage all tiers of government to secure support for Gippsland to help attract new investment and employment.

The Committee recognises the power of entrepreneurship, innovation, and research to unlock and realise Gippsland's potential. In 2021, the Committee will operate from

the Hi-Tech Precinct Innovation Centre in Morwell and plans to play an important role in connecting industry with cutting-edge education, research, and technology to drive transition and advancement for the region.

There are a number of exciting opportunities playing out across the region which will diversify the regional economy, deliver new jobs, leverage existing workforce skills and help secure our economic future. This new strategic plan will guide the Committee in its efforts to maximise those opportunities for the benefit of all Gippslanders.



# GIPPSLAND FAST FACTS

# GIPPSLAND ECONOMY

**2.03 BILLION**  
LITRES OF MILK  
PRODUCED IN GIPPSLAND PER YEAR



VICTORIA'S  
NATURAL GAS  
**97%**  
COMES FROM GIPPSLAND

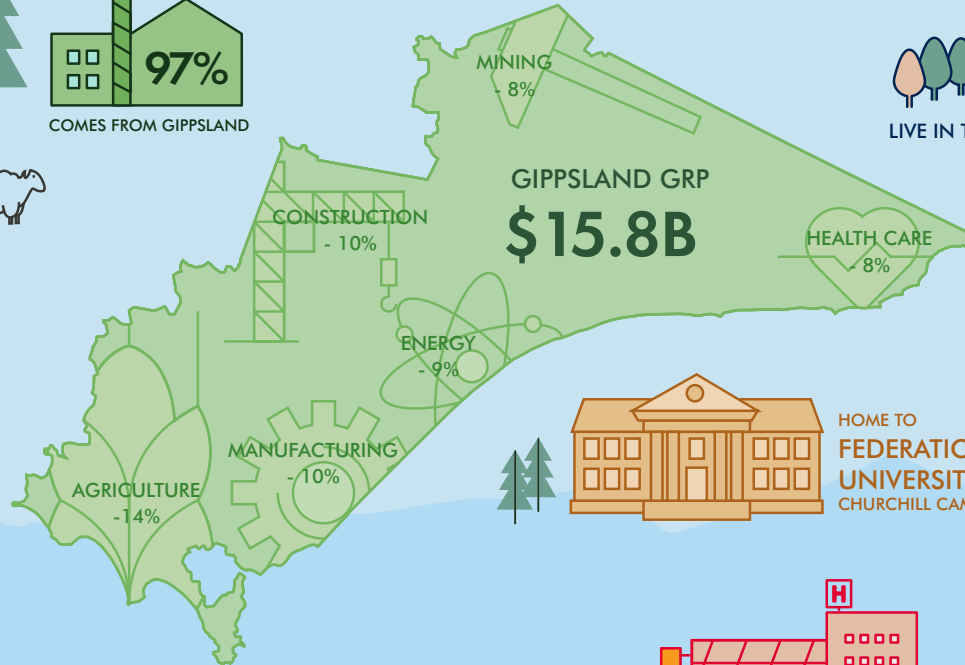
**70%**  
OF  
VICTORIA'S  
ELECTRICITY  
IS PRODUCED  
IN GIPPSLAND

NEARLY  
**5%**  
OF VICTORIA'S  
POPULATION  
**286,887**

2036  
POPULATION FORECAST:  
**346,098**

**40%** OF THE  
POPULATION  
LIVE IN TOWNS OF LESS THAN 1,000 PEOPLE

FOOD  
AND  
FIBRE  
**GDP \$7B**



LABOUR FORCE  
PARTICIPATION RATE  
**57.68%**

**14%** OF  
AUSTRALIA'S  
OIL  
COMES FROM GIPPSLAND

HOME TO  
FEDERATION  
UNIVERSITY  
CHURCHILL CAMPUS



**25,204**  
BUSINESSES IN  
GIPPSLAND

# TOURISM AND THE VISITOR ECONOMY

**10.8 MILLION**  
VISITORS YEARLY

INTERNATIONAL  
AND DOMESTIC

**05.45M**  
OVERNIGHT STAYS

VISITATION SUPPORTS  
**3,000**  
BUSINESSES

DIRECTLY AND  
INDIRECTLY GENERATING  
**15,000 JOBS**





## our purpose

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The Committee for Gippsland is a positive and influential voice for Gippsland helping to create a thriving and sustainable future for the region.

By constructively engaging with government, regional stakeholders and our members, the Committee for Gippsland is helping to attract and drive investment and jobs in the region and maximise economic outcomes to achieve social benefits for Gippsland.

## our mission

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To foster, facilitate and encourage a Gippsland region that invites and develops participation and innovation, business investment, industry development and strong and vibrant communities.

## our role

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The Committee for Gippsland provides strategic leadership and advocacy for our region including leading conversation, encouraging connectivity and innovation, and facilitating clever thinking through cognitive diversity.

## guiding principles

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- Members continue to drive and inform the direction and momentum of the Committee for Gippsland
- Board members and executive maintain and demonstrate the skills and credibility for the Committee for Gippsland to be a respected and recognised advocate for Gippsland
- Relationships are developed and sustainable across industry and business, government, and non-government organisations through to the community
- We are a political and receptive to alternate opinions, proposals, and perspectives
- We do not act as an advocate for the pecuniary interests of individual members.





# regionalisation



An investment-ready environment is a must to secure a healthy vibrant sustainable future for Gippsland. The Committee for Gippsland continues to advocate for government policy and regulatory improvements that will support and enable private investment across Gippsland.

Australia's state and territory governments assume the primary role in regional development, with the federal government acting as a key investor in regional and urban development infrastructure. The majority of funds for infrastructure are associated with transport, and a few smaller programmes support other infrastructure needs for community and regional development.

C4G aims to assist Government achieve its policy framework to 'strengthen the infrastructure ecosystem with greater decision-making involvement from community and business'.

***Government studies indicate that the total share of private investment is lower than most of Australia's OECD counterparts, with Australian infrastructure funded in aggregate 44 per cent from private investment compared to 55 per cent in most developed economies.***

C4G remains focused on informing Government investment towards enabling regional infrastructure priorities, whilst advocating Gippsland is investment ready.

## **A REGIONALISATION PROGRAM TO FOSTER DEVELOPMENT IN GIPPSLAND IS UNDERPINNED BY:**

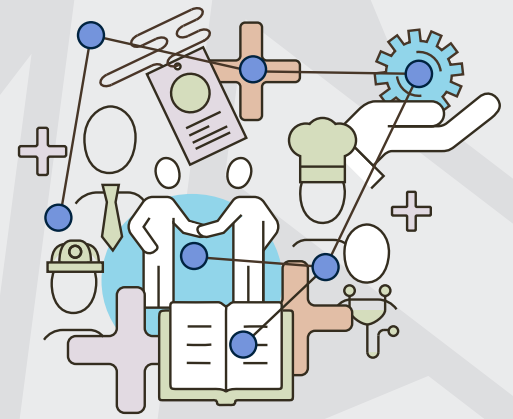
- A need to build new and update existing transport infrastructure structure
- A need for upgraded IT systems and communications networks

- A need for new social infrastructure in education, health, justice, sports, etc
- An opportunity to invest in latest technology energy generation/distribution and water/waste management
- The construction of new built environments to house populations and businesses in high-growth regional centres

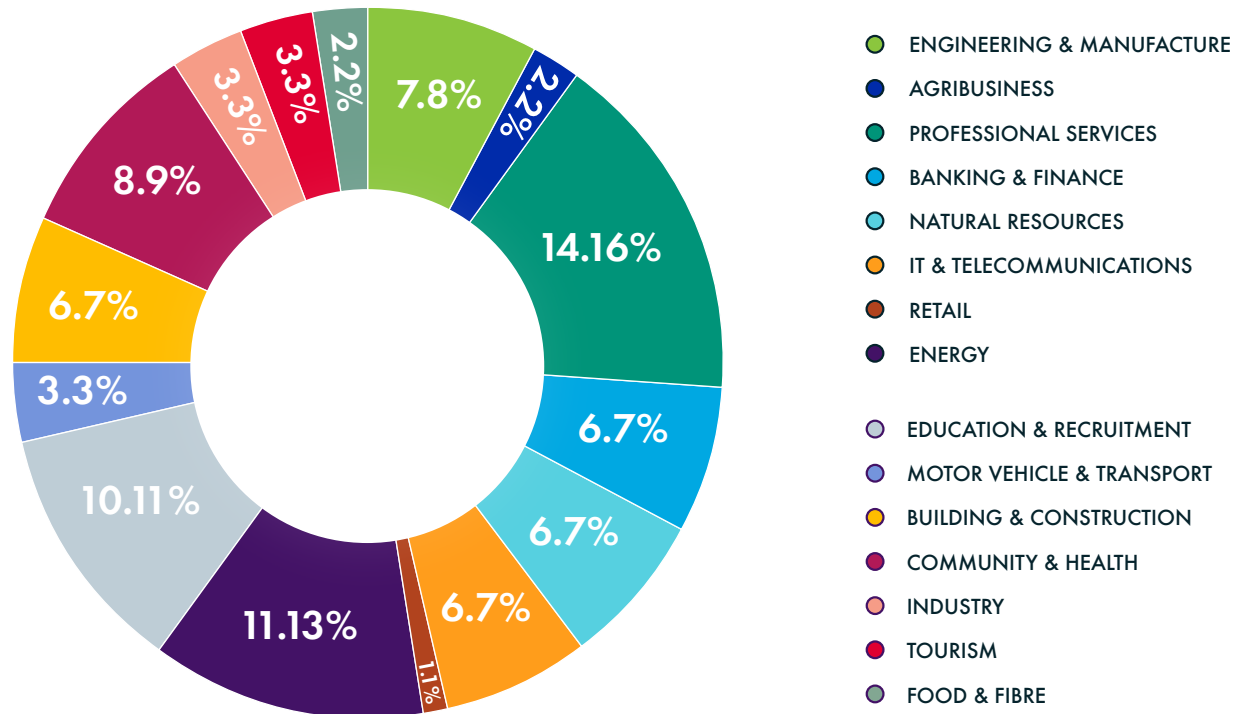
Private investment is critical, and an investment-ready environment is a must to secure a healthy vibrant sustainable future for Gippsland. C4G will continue to advocate for policy, regulatory and transformational priorities that will enable positive investment across Gippsland.



# membership profile



The Committee for Gippsland represents a diversity of members from across the region, including well established industry sectors and new and emerging sectors and those organisations that provide support services, education and professional advice.





To achieve its goals and to meet future challenges in a rapidly changing and increasingly challenging economic, political and social environment, the Committee for Gippsland constantly reviews organisational priorities and capabilities in consultation with members.

# members

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As the region's lead representative voice to government, the Committee brings together groups representing various business and industry views and interests to collaborate on regional priorities and outcomes that bring broader benefit for all communities in Gippsland.

To ensure it achieves its goal of representing the wider interests of business and industry throughout Gippsland, the Committee actively seeks to grow its base and welcomes new members.

# corporate partners

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**Gippsland  
Water**



# corporate plus members

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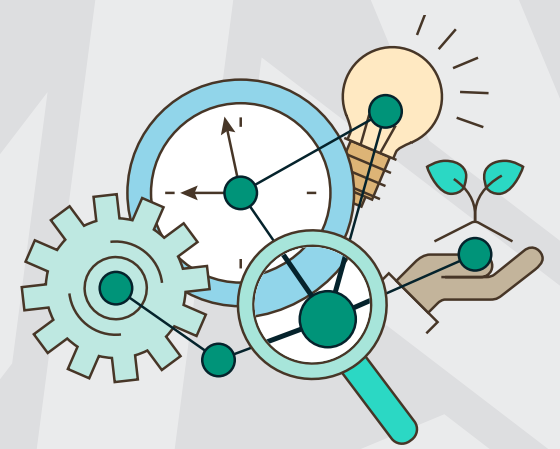
A modern office interior with a large wooden staircase, people sitting at tables, and a large white text overlay. The space is bright and open, with a mix of wood paneling and dark ceiling elements. People are engaged in various activities, including sitting at tables and walking on the stairs. The text 'SUSTAINABLE AND STRATEGIC' is prominently displayed in the center of the image.

# SUSTAINABLE AND STRATEGIC



# strategic statement

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**The Committee for Gippsland exists to create a thriving and sustainable future for Gippslanders by helping to attract investment and jobs and continuing to be the region's lead advocate for positive and sustainable development.**

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Following a thorough review in 2020, this new strategy aims to build a stronger and more relevant Committee for Gippsland, including revitalising our purpose, providing increased advocacy on behalf of our Members, and ensuring the long-term sustainability of our organisation.

## **THE OVERARCHING AIMS OF THE NEW STRATEGY ARE TO:**

- Implement actions that are strategically focused and aligned to develop and achieve sustainable outcomes,
- Strengthen relationships across industry and business, government, education and non government organisations through to the community,
- Make C4G Membership more meaningful and relevant for all our Members.

## **THIS MEANS FOCUSING SEVERAL KEY PRIORITIES:**

- Facilitating regionalisation by promoting Gippsland's liveability and natural environment
- Encouraging investment and growth by leveraging Gippsland's natural assets and workforce capability
- Promoting Gippsland's potential to support transition to a clean energy future using existing and developing resources
- Advocating for transformational projects that open the way for increased investment and sustainable employment
- Growing local leadership capabilities and strengthening regional collaboration
- Advocacy for Members which delivers long-term enduring value

# C4G Strategic Priorities

Priority Areas	Strategic Imperatives	Key Actions
<b>REGIONALISATION LIVEABILITY</b>	Promote Gippsland lifestyle choices, its natural beauty and supporting services	<ul style="list-style-type: none"> <li>• Advocate for Government investment to upgrade and connect Gippsland’s health networks.</li> <li>• Promote the region’s high-quality education assets and services</li> <li>• Advocate for digital connectivity enabling workforce mobility – Working in Gippsland</li> <li>• Work with Government and stakeholders to develop a regional relocation scheme</li> <li>• Advocate and target investment opportunities that offer high paying skilled jobs increasing Gippsland’s standard of living</li> </ul>
<b>INVESTMENT AND GROWTH</b>	<p>Leverage Gippsland’s natural assets, built environment, workforce capability to secure investment leading to a sustainable future.</p> <p>Secure an investment-ready environment</p>	<ul style="list-style-type: none"> <li>• Advocate to Government to invest in enabling infrastructure to facilitate large scale commercial opportunities.</li> <li>• Seek government support to secure new circular economy investment – recycling and organics</li> <li>• Ensure Gippsland’s industry water is leveraged to secure highest value growth and investment opportunities</li> <li>• Advocate for support to further expand the region’s traditional growth sectors</li> <li>• Build strong partnership with Invest Victoria, Victorian Government Business Offices, Gippsland local government economic development</li> <li>• Establish and build International relationships – Asian sub-regions</li> <li>• To advocate for a refresh of whole-of-region long-term vision for land use optimisation</li> <li>• To ensure our workforce adapts and reskills to capitalise on new emerging industry opportunities and jobs</li> </ul>



# C4G Strategic Priorities

Priority Areas	Strategic Imperatives	Key Actions
<b>TRANSITION TO A CLEAN ENERGY FUTURE</b>	To promote Gippsland as a clean energy powerhouse	<ul style="list-style-type: none"> <li>• Develop a Gippsland Clean Energy Hub (Vision and Prospectus) as a private and public partnership, including:</li> <li>• Support for a Gippsland Regional Hydrogen Cluster</li> <li>• Support a Gippsland Renewable Energy Zone</li> <li>• Advancement of clean energy investments, including proposed wind, waste-to-energy, gas and battery projects</li> <li>• Advancing Gippsland basin carbon capture and storage</li> <li>• Support for Thermal Energy transfer programs</li> <li>• Ensuring safe and stable Latrobe Valley mine rehabilitation that can become a community asset</li> </ul>
<b>TRANSFORMATIONAL PROJECTS</b>	To advocate for projects that create long term sustainable jobs, facilitate investment bolstering supply chains.	<ul style="list-style-type: none"> <li>• Development of tourism facilities to grow the visitor economy</li> <li>• Material and organic recycling facilities and infrastructure (Circular economy)</li> <li>• Development of mineral resources</li> <li>• New hospital and healthcare infrastructure to improve access for all Gippslanders</li> <li>• Food and fibre initiatives ensuring sustainable production and export growth opportunities</li> </ul>
<b>REGIONAL LEADERSHIP</b>	To grow local leadership capabilities and strengthen collective efforts to build a collaborative whole-of-Gippsland approach.	<ul style="list-style-type: none"> <li>• Gippsland Community Leadership Program delivery of a contemporary curriculum.</li> <li>• Advocate for ‘whole of region’ thinking and planning.</li> <li>• GCLP connecting with regional leadership programs and education providers to provide pathways to lifelong learning.</li> <li>• Facilitating leadership within the community to plan for and drive change – Gippsland human capital</li> </ul>

**ENABLING INFRASTRUCTURE PRIORITIES:** Traralgon Bypass, Rail infrastructure and services (passenger/freight), New West Gippsland hospital, Improved road access to markets, Port of Melbourne and Hastings, South East Airport, Water/waste infrastructure upgrade, Expanded population centres, Digital infrastructure - mobile and internet.





We cultivate a deepened appreciation and understanding of Gippsland's communities in emerging leaders.

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# Gippsland Community Leadership Program

VISION

CREATING FUTURE LEADERS FOR GIPPSLAND

Strategic Framework Themes and Focus

	Grows Capabilities	Empowers People	Fosters Connections	Inspires Confidence
<b>DELIVERY THEME</b> Program Delivery	Our leadership development strategies will reflect global relevance and emerging thought and practice	We focus on ensuring that our leadership program is enduring and sustainable	Our recruitment will reflect geographic, cultural and demographic diversity	Our understanding of the impact self-awareness, vertical development, and emotional health have on leadership, is heightened, and appreciated
<b>LEGACY THEME</b> Graduate Ambassador Connection	Our partnerships and collaborations are maintained, grown and developed	Our Alumni remain engaged and active within GCLP framework	We maintain and strengthen existing partnerships and network  We will actively nurture, grow and develop leadership networks	We grow and support strong, effective regional networks and trusting relationships
<b>LEGACY THEME</b> Scale/Impact of GCLP	Our program curriculum incorporates macro themes at a micro level	We encourage greater civic engagement and greater volunteer engagement in NFP community group governance.	We encourage greater community engagement of Alumni	We cultivate a deepened appreciation and understanding of Gippsland's communities in emerging leaders
<b>SUSTAINABILITY THEME</b>	We seek to cross promote through partnerships and collaboration	We provide increased opportunities for participants and seek to enhance the reputation of GCLP  We encourage greater civic involvement of Alumni	We collaborate with other RCLP's and likeminded organisations  We collaborate in joint RCLP sessions/program days	We grow awareness of GCLP across Gippsland





The Committee for Gippsland exists to create a thriving and sustainable future for Gippslanders by helping to attract investment and jobs and continuing to be the region's lead advocate for positive and sustainable development.







Committee for  
**GIPPSLAND**

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