

# Moree Plains Shire Council Annual Report 2012



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## Acknowledgement

Moree Plains Shire Council acknowledges the Kamilaroi people as the traditional custodians of this land.

# Vision, Mission and Values

## Our Organisational Vision

Moree Plains Shire is a strong, robust community that provides a relaxed, healthy and harmonious lifestyle with an economy that supports the local region and preserves the important environmental qualities of our area.

## Our Organisational Mission

Moree Plains Shire Council's mission is to lead the way in fostering a healthy, positive and well-resourced community.

## Our Organisational Values

**Commitment:** working hard to get the job done.

**Integrity:** being open and honest in our dealings.

**Partnerships:** working together with the community.

**Protection:** ensuring our activities do not impact on the health, safety or welfare of our stakeholders.

**Respect:** valuing the feelings, opinions and needs of others.

**Service:** giving our best to the community.

## Our Community Vision

Blessed by the Plains' rich black soils and artesian waters, Shire residents enjoy a vibrant rural economy, have a deep cultural connection to Country, and harbour a deep respect for their place and each other in such a way as to impress newcomers.

## Our Community Values

**Celebrate our cultural diversity:** Moree Plains gains so much from the diversity of its people.

**Celebrate and embrace our differences by working together:** a real sense of opportunity is evident within the Shire and residents to work together to improve their quality of life.

**A country lifestyle:** residents have a commitment to maintaining a relaxed and tranquil community, ensuring that the Shire is a great place to raise a family.

**An engaged community:** there is an understanding that our vision cannot be achieved without involvement and contribution from the entire community.

## Who We Are

The first Moree Municipal Council, with nine elected representatives, was incorporated in 1890.

Moree Plains Shire is located in northeast New South Wales near the border of Queensland. Moree is 640km from Sydney and 480km from Brisbane. The Shire covers approximately 18,000km<sup>2</sup>.

The town of Moree accounts for 9,346 of the Shire's 13,429 people (2011 Census). The townships of Boggabilla, Mungindi and Pallamallawa are the other major centres, with the remaining population dispersed across the Shire.

The mild to hot climate and fertile land supports a strong agricultural industry.

The Mehi, Gwydir, Barwon and Macintyre Rivers flow through the Shire. Our abundance of water – particularly the bore water of the Great Artesian Basin – is a major tourist attraction and community asset.

Moree Plains is a great place to live and work. Council is committed to preserving our special place and lifestyle and helping create a strong and rewarding economy for all residents.



# Moree Plains Shire 2012 Statistics and Maps

Area: **17,930km<sup>2</sup>**

Population as per 2011 Census data: **13,429**

Percentage of males: **50.8%**

Percentage of females: **49.2%**

Population under 15 years of age: **23.4%**

Population aged 55 years and over: **23.8%**

Median age of residents: **35 years**

Moree Plains Shire residents born in Australia: **86.2%**

Indigenous persons as a percentage of total: **20.8%**

Median weekly household income: **\$1,053**

Median monthly mortgage repayment: **\$1,300**

Median weekly rent: **\$140**

Average household size: **2.5**

Total labour force: **6,185**

Percentage of workforce in full-time employment: **64.7**

Percentage of workforce unemployed: **6**

Number of rateable properties: **6,919**

Number of people enrolled to vote (as at 2008 Council election): **8,065**

**Note:** Data from 2011 Census



# The Year in Review

## 2011/12 Highlights

### First Quarter: July–September 2011

**Moreen Plains**, Facebook avatar for Moree Plains Shire Council, was created.

The University of New England (UNE) and Moree Plains Shire Council joined together to host a **‘Day of Opportunity’** on 26 July. The emphasis for the ‘Day of Opportunity’ was on careers in education and health, School-Based traineeships, various pathways to university, support systems for Aboriginal students, motivation and the impact of the National Broadband Network.

Manager of the Moree Hot Artesian Pool Complex Julie Rushby was **awarded the Personal Services Industry Award –Trainee of the Year** at the Regional NSW Training Awards ceremony held in Tamworth. Moree Plains Shire Council also reached the top three for the nominations of the Large Employer of the Year and Jeremy James was nominated for Trainee of the Year.

Moree Plains Shire Council showed its support towards the establishment of a **Men’s Shed** at the old poultry pavilion at the Moree Showground.

The quality of Council’s leadership has been recognised with a **Highly Commended in the ‘Excellence in Leadership and Innovation – Rural Councils’** category of the 2011 Management Excellence Awards. The Management Excellence Awards recognise outstanding and innovative leaders, managers and Councils. The Highly Commended was received for ‘Proactively Addressing the Road Sustainability Crisis’ and recognises Moree Plains Shire Council’s actions in identifying an issue of significant importance to the Moree Plains community and then taking steps, in consultation with the community, to address the issue. The way in which Council reports to its community has also been recognised with a **Highly Commended in the ‘Reporting to Your Community’** category of the RH Dougherty Awards 2011. The RH Dougherty Awards are the highest accolade a NSW Council can receive in the area of communications.

The draft **Crime Prevention Plan went on public display** during September. Over a three month period, through a number of community workshops, a range of activities were identified as having a negative impact on the community. The Plan has a series of strategies and actions and requires a whole of community approach to ensure a reduction in negative activity.

Moree became a **signatory** to the Refugee Council of Australia “Refugee Welcome Zone” Declaration.

The **Moree Community Library** at 36 Balo Street, Moree was officially opened by Mayor, Councillor Katrina Humphries on 29 July 2011.

A delegation from Moree Plains Shire Council attended the **Country and Regional Living Expo** (Country Week) at Rosehill Racecourse on 5-7



August, with the aim of attracting visitors and potential new residents to Moree Plains Shire.

The Moree Plains Gallery was fortunate to host a regional visit of the **Archibald Prize**, featuring Ben Quilty's work of Margaret Olley.

## Second Quarter: October–December 2011

In response to need and community expectations, **\$9.7 million** (nearly \$2 million more than in 2010–2011) was allocated to be spent on our roads during this financial year.

The **Moree Plains Shire Crime Prevention Plan** was adopted by Council, with Councillors Gall and Montgomery nominated as the Council's representatives on the Community Crime Prevention Committee. Following a call for expressions of interest, community representatives for the Community Crime Prevention Committee were also appointed.

Moree Plains Shire Council announced it was joining the **White Ribbon Day campaign** by implementing a policy for its staff which provides proactive leadership in the management and education of employees in relation to Family (or Domestic) Violence.

As part of the redevelopment of the pool complex, the complex was renamed as the '**Moree Artesian Aquatic Centre**' and will be referred to as 'the MAAC'.

The **refurbishment of our Council Chamber** in the Max Centre was completed and meetings commenced from this location as of 1 December 2011.

Moree Plains Shire endured the first of two major **flood events** which occurred during this financial year.

Support for the **Reconciliation Bells project** was obtained from Council. The concept is to construct a bell tower which will house three bells named "Veritas", "Moree" and "Australis" in the main support structure of the suspension bridge across the Mehi River. The suspension bridge will provide the main crossing for the Reconciliation walk between the Dhiyaan unit and the Moree Aquatic Centre.

Children from Moree have joined others from the Top End to the snow fields, from the outback to the beach, to take part in The Amazing Read, the 2011/12 Summer Reading Club program.

## Third quarter: January–March 2012

On 19 January 2012, a **Roads Safety Kids day** was held to promote road safety awareness.



We worked closely with all relevant agencies to ensure that the flooding, evacuation and disaster recovery efforts in relation to the **devastating floods of February 2012** were handled as efficiently and safely as possible.

**Clean Up Australia Day 2012** was held on Sunday 4 March. Our Planning and Development Department staff, who organise the event in Moree Plains Shire, were very pleased with the level of community involvement in this year's clean up.

In relation to the **Copeton Dam Upgrade**, State Water Corporation conducted a Moree information session as part of an ongoing community consultation strategy. Council supported the event with assistance towards the hall hire fees.

Council distributed documents for community consultation and comment on **establishing alcohol-free zones** in Moree, Boggabilla and Mungindi. The aim of the zones is to reduce the continuing anti-social behaviour, crime and littering concerns relating to alcohol consumption in Moree, Boggabilla and Mungindi.

Moree Plains Shire Council provided residents the opportunity to rate the organisation's performance in a random telephone survey that was conducted during April. Council engaged an independent consultant to undertake a telephone survey of 400 randomly selected residents over the age of 18. The **2012 Satisfaction Community Survey** played a key role in Council's service planning and the results were published later in the year.

Council made **submissions expressing its concern** regarding the lack of strategic agricultural land identified in the NSW Government's Land Use Plan, particularly given the Shire's status as the most productive agricultural shire in Australia. The Plan aims to provide a clear strategic framework for land use and to guide government investment priorities and servicing strategies and focuses on coal mining, coal seam gas and agriculture.

## Fourth Quarter: April – June 2012

We moved to our **new premises** at the Max Centre, Balo Street, Moree. This move brought together all indoor departments of Council (including Executive, Human Resources, Communications, Planning and Development, Finance and Engineering).

Our **2012 Community Satisfaction Survey** showed a sustained level of community satisfaction with Council's performance and it is pleasing to see that our steady progress is being recognised by the community.



Moree's month-long **sesquicentenary celebrations** were enjoyed by the community, with activities ranging from a community parade, town crier championships, model train exhibition, opening of the time capsule and culminating with the Moree Show.

Young performers battled it out on stage at the **Harvey Norman Moree SuperStar Grand Final** on Saturday 15 April 2012 at the Moree Memorial Hall. The Youth Council organised and Council co-sponsored event provides young people in our region with a platform for showcasing their talents before a live audience.

On 18 April 2012, the northern section of the Moree town centre bypass was officially named the **Lou Swan Way** and the bridge over the Mehi River was named the **Greg Jones Bridge**. The ceremony was officiated by Mayor, Councillor Katrina Humphries and the Minister for Roads and Ports, Duncan Gay MLC.

On 22 April 2012, the **waterslide at the Moree Artesian Aquatic Centre** was officially opened with ten lucky children were the first to ride the MAAC waterslide, with Councillor Theo Tzannes being the first Councillor to enjoy a slide.

May was **community consultation** month for Moree Plains Shire Council. The draft *Delivery Program (2011–2014) and Operational Plan (2011–2012)* went out for comment and we conducted a series of consultative meetings across the Shire to report to community members on Council's activities over the past 12 months and on activities planned for the next 12 months.

# Mayor's Message

As Mayor of Moree Plains Shire Council, I am delighted to present Council's 2012 Annual Report.



Cr Katrina Humphries, Mayor,  
Moree Plains Shire Council

This year has been a busy and, at times, challenging year for us.

In February, we experienced the biggest flood event in the Shire's history since 1976 (other than our flood in November 2011). These events caused widespread devastation across the Shire and we are continuing to work very hard to rebuild our shire road network as quickly as possible. These difficult times showcased our wonderful community spirit and support for each other - thank you to all who helped out in these trying times.

It has also been a year of important celebrations and achievements for Moree Plains Shire with our Sesquicentenary Celebrations and the public opening of the Moree Artesian Aquatic Centre.

All in all, I think we've done exceptionally well given mother nature's heavy hand upon our region. I'm sure that the guidance provided by our Delivery Program (2010–2013) and Operational Plan (2011–2012) has been invaluable in keeping us focussed on the community's goals, even in the face of adversity.

## Measuring Our Success

We measure our success by how well we're achieving the goals of the community as set out in the Community Strategic Plan *Moree Plains 2030*, which was developed in close consultation with the community in 2010.

Of course, that's not quite as simple as it sounds. It's our second year of implementing our Delivery Program and Operational Plan – which is the document that sets out what we're doing to achieve the goals of *Moree Plains 2030* – so it's very early days for measuring our success in achieving such a long-term plan. Down the track, we can look at whether the actions we've taken to achieve our community's goals have made a difference and we can conduct surveys to see whether or not the community thinks we're performing well. At this stage, all we can really do is measure whether or not we've successfully carried out strategies and activities aimed at achieving the goals of the Community Strategic Plan.

Many of the goals and objectives established in the *Moree Plains 2030* are ambitious. Our success over time will hinge on the efforts of not only Moree Plains Shire Council but also the local community and our other regional partners. They will also require the commitment of additional resources – particularly for roads – in the coming years. However, for the purposes of this report, Council is reporting on success in relation to strategies and actions the community for which Council is the 'lead agency'.

To make it easy to assess our progress, we have tracked progress against targets for the key priorities divided into four key themes:

- **A Sense of Place:** a sense of place where people are proud of who they are and where they live
- **A Vibrant Regional Economy:** a vibrant economy built on a strong agricultural base

- **An Environmental Role Model:** an environmental role model for the region
- **Coordinated and Committed Leadership:** coordinated and committed leadership.

Under each of the four themes you – or at least the community members who took part in the consultation process – have indicated what strategies and activities could be undertaken by various organisations and groups in the community, including Moree Plains Shire Council, to achieve your long-term aims.

Our Performance, pages 49 – 61, looks in detail at our performance in carrying out the strategies and activities allocated to Moree Plains Shire Council based on these four key themes, but for me there are a number of highlights.

### Highlights: A Sense of Place

This year marked the celebration of Moree Plains' Sesquicentenary in April, with a month of exciting events including the opening of the centenary time capsule and placement of our Sesqui capsule, vintage train rides, sporting events, community group displays, town crier championships and a town street parade. It was lovely to see the community come out and enjoy these celebrations.

We also celebrated the official naming of the northern section of the Moree town centre bypass as Lou Swan Way and the bridge over the Mehi River as Greg Jones Bridge. This recognised the significant contributions made to our Shire by

### Highlights: A Vibrant Regional Economy

#### Opening of the Moree Artesian Aquatic Centre (MAAC)

The physical works on the redevelopment of Moree's hot artesian pool complex were completed this year, with the community MAAC opening held as part of the Sesquicentenary celebrations.

As well as being a major focus for the health, fitness and wellbeing of the community, the pool complex is a major tourist attraction for the region; it is estimated that visitors to the facility contribute approximately \$50 million per year to the Moree Plains Shire's economy.

#### Gateway Project

Development of the Gateway Project, which will be located in southern Moree on the council-owned land from the airport stretching north along the Blueberry Road estate, continues to progress.

### Highlights: An Environmental Role Model

Our Local Environmental Plan (LEP), which will guide local development in Moree Plains Shire over the next 5–10 years, received Government approval in December 2011.

### Highlights: Coordinated and Committed Leadership

We have fought hard for the communities of Moree Plains Shire on a number of fronts this year. We maintained our "NO" position in relation to coal seam gas exploration and extraction in Moree Plains Shire (and made several submissions to Federal and State Government inquiries in support of this stance) and we continued our ongoing battle for more regional road funding.

## Thank You

I extend my thanks and gratitude to our Councillors, Council staff and the wonderful community volunteers who help Council deliver a range of services. Finally, thank you to residents and ratepayers for making Moree Plains Shire the vibrant and passionate community it is.

A handwritten signature in blue ink, reading 'K Humphries', on a light grey rectangular background.

Cr Katrina Humphries  
Mayor

# General Manager's Overview

This year, we really believe we've kicked some goals. Not only do our Performance Reports tell us that we're doing our best to achieve our community's goals, but we're also receiving external recognition of our efforts.



David Aber, General Manager,  
Moree Plains Shire Council

## Sound Financial Management and Recognition of Excellence

Despite damaging floods, droughts and a soft local economy, Moree Plains Shire Council continues its good progress and remains in a sound financial position, with an operating surplus of \$821,000. This progress was recognised with the Council awarded the AR Bluett Memorial Award by the NSW Local Government Association, for having shown the greatest relative progress of any Shire council during the 2011/2012 financial year. This is the most prestigious award that a Council can win in NSW.

The Council is an active member of the "Make it Work" Group which won Regional Development Australia's Regional Training Award. The Group's development of an employee of choice surveying tool was also awarded Regional Development Australia's Northern Inland Innovation of the Year Award for Research and Education.

## Community Satisfaction and Engagement

Our 2012 Community Satisfaction Survey also showed a sustained level of community satisfaction with our performance and it is pleasing to see that our steady progress is being recognised by the community.

Our strong culture of community engagement continues with the new Facebook page, with Moree Plains as its avatar. This social media site was very effective during February's floods and we were able to interact with, inform and update Shire residents about rising water and road closures in a useful and timely manner using Facebook.

## Works Undertaken

The \$9.7 million capital works budget included major strategic projects such as road funding, completion of the Moree Artesian Aquatic Centre, lighting upgrades to Boughton Oval, the finalisation of plans for the new multi-million Gateway Development and the investigation into a new cinema complex for Moree.

Following approval for a special rates variation, we have now completed 3 years of the \$10million schedule of works based on Asset Management principles. Maintaining our roads and footpaths is an important priority, with more than 3,450 kilometres of road resurfacing and repair, and more than 1,150 metres of new or reconstructed footpaths having been completed this year.

The floods unfortunately have left us with an estimated road repair bill of \$43 million and damage to community assets throughout the Shire (such as tennis courts, cemeteries and recreational areas) likely to amount to \$1 million of repair and rectification works. Council crews have been working overtime and will be for the next two years to restore these assets.

## Future opportunities

We are poised to become a 'Friendship City' with the City of Wuzhou in the People's Republic of China following my invitation and visit there in June. We have established positive ties with the Peoples Government of Wuzhou and continue to explore reciprocal opportunities in areas such as trade, tourism and culture.

## Initiatives for Council

We have now moved three offices into one central location on the second floor of the Max Centre Arcade, on Heber Street. For the first time since the amalgamation of the councils in 1983, all of our administrative team is under the same roof. This has already provided great benefits through improved teamwork and access to staff resulting in improved customer service to our community.

We continue to move our administration and staff management towards the 'paperless office'. The evolution of computing services has resulted in approximately \$130,000 cost savings per year through installation of a new customer relationship management (CRM) system, introduction of a council intranet combined with the increased use of iPhones and iPad tablets for outdoor staff, resulting in less paperwork and more efficient processing of information.

## Note of Thanks

I especially wish to thank Council staff for their commitment, energy and hard work throughout the year and I look forward to even greater achievements in the years to come.



David Aber  
General Manager

# At a Glance

## Key

- ✓ Services, activities and projects delivered on time and on budget
- ➔ Services, activities and projects being delivered/progressing as planned
- ✗ Services, activities and projects that have not been delivered on time or on budget

	A Sense of Place	A Vibrant Regional Economy	An Environmental Role Model	Coordinated and Committed Leadership
Highlights	<ul style="list-style-type: none"> <li>✓ Created Moreen Plains Facebook avatar</li> <li>✓ Facilitated Moree's Sesquicentenary Celebrations</li> <li>✓ Finalised Crime Prevention Plans for Moree, Mungindi and Boggabilla</li> <li>✓ MAAC development completed with the Official Opening scheduled for September 2012</li> </ul>	<ul style="list-style-type: none"> <li>✓ As part of the Gateway Project, called for Expressions of Interest for businesses to maintain and own property at the Gateway entry</li> <li>✓ Development Application Approval for two bronze statues at the Moree Memorial Hall to coincide with the 100 year ANZAC commemoration</li> <li>✓ Despite the flood recovery works, completed 85% of the Urban and Rural Road Sealing program and 65% of the Rural re-sheeting program</li> <li>✓ Graded a total of 3,450km of road</li> </ul>	<ul style="list-style-type: none"> <li>✓ MOU with Moree Ski Club executed</li> <li>✓ Contributed several submissions to Coal Seam Gas inquiries</li> <li>✓ Completed control program for Harrisa Cactus</li> <li>✓ Companion animal health checks/de-sexing conducted</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strong advocacy on Murray Darling Basin Plan, Coal Seam Gas and reforms to road funding reforms</li> <li>✓ Extensive community consultation</li> <li>✓ Second year of implementing Integrated Planning and Reporting framework</li> <li>✓ Provided assistance to SES and Community Services during floods</li> <li>✓ Moved into the Max Centre</li> </ul>
Results	<ul style="list-style-type: none"> <li>✓ 74</li> <li>➔ 2</li> <li>✗ 8</li> </ul>	<ul style="list-style-type: none"> <li>✓ 58</li> <li>➔ 1</li> <li>✗ 10</li> </ul>	<ul style="list-style-type: none"> <li>✓ 28</li> <li>➔ 4</li> <li>✗ 2</li> </ul>	<ul style="list-style-type: none"> <li>✓ 161</li> <li>➔ 3</li> <li>✗ 2</li> </ul>

	<b>A Sense of Place</b>	<b>A Vibrant Regional Economy</b>	<b>An Environmental Role Model</b>	<b>Coordinated and Committed Leadership</b>
<b>Challenges</b>	<p>Our key challenges are to:</p> <ul style="list-style-type: none"> <li>• Improve connectedness in our community</li> <li>• Grow our population, which is shrinking as many young people leave the Shire for educational and career opportunities and the family farm is replaced by larger agricultural concerns</li> <li>• Maintain community wellbeing.</li> </ul>	<p>Our key challenges are to:</p> <ul style="list-style-type: none"> <li>• Attract new businesses, tourists and residents</li> <li>• Leverage our advantages – such as resources and strategic location</li> <li>• Improve our infrastructure.</li> </ul>	<p>Our key challenges are to:</p> <ul style="list-style-type: none"> <li>• Halt the degradation of the environment</li> <li>• Adapt to a changing global environment, the associated reduction in water security and the introduction of the carbon market.</li> </ul>	<p>Our key challenges are to:</p> <ul style="list-style-type: none"> <li>• Sustain commitment to coordinated collaboration and action in our towns and villages</li> <li>• Foster a proactive community that ‘jumps up and down’ to obtain improvements it is seeking from governments</li> <li>• Take advantage of the potential to improve and sustain our quality of life by reducing social problems</li> <li>• Ensure that our outlying villages and town fringes aren’t left behind but undergo real improvement.</li> </ul>
<b>The Future</b>	<ul style="list-style-type: none"> <li>• Establish Crime Prevention Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Progress the Gateway town entrance project</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to monitor/manage the Coal Seam Gas situation</li> <li>• Develop a Shire-wide Waste Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to advocate for additional roads funding</li> <li>• Finalise implementation of integrated computer system</li> </ul>
<b>Further information</b>	Pages 50–54 , 63 – 64	Pages 54–57, 64 – 65	Pages 57–57, 65	Pages 59–68, 65

# Finance Snapshot

## Our Status as at 30 June 2012

Council has maintained an annual surplus from ordinary operations for the past 12 years.

This year we finished with a surplus of just over \$820,000. Our income for the year was \$55.40 million and our expenditure was \$54.57 million.

### Financial Summary for the Year Ended 30 June 2012

Income from continuing operations	\$55.40 million
Expenses from continuing operations	\$54.57 million
Operating result	\$821,000
Total assets	\$376.56 million
Total liabilities	\$44.81 million
Equity	\$331.75 million

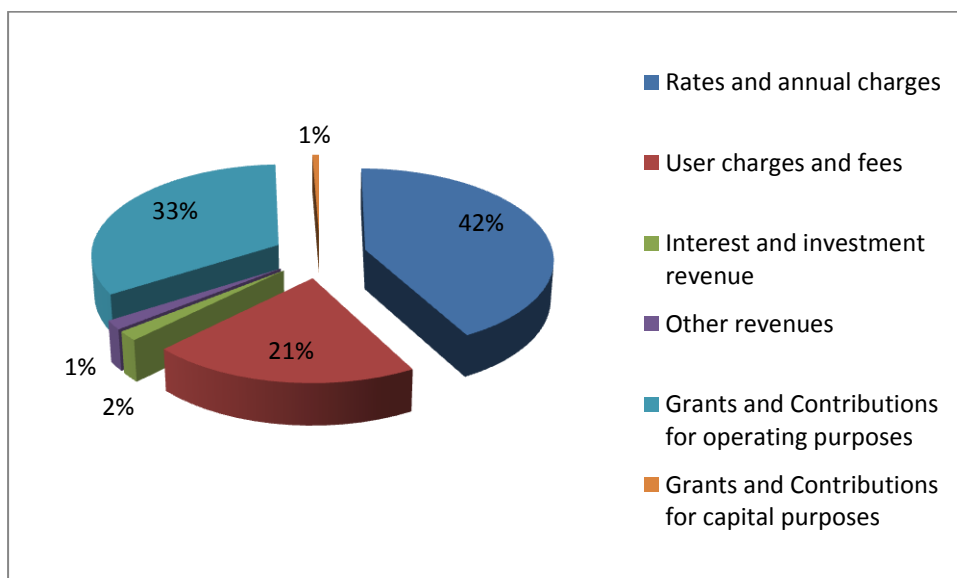
## Income

### Sources of Income

The main sources of income for Council in 2011/12 were the following:

- Rates and annual charges \$23.31 million (42%)
- User charges and fees \$11.43 million (21%)
- Grants and contributions for operating purposes \$18.46 million (33%)
- Grants and contributions for capital purposes \$0.35 million (1%)
- Interest and Investment income \$0.95 million (2%)
- Other income \$0.90 million (1%)

### Where Our Money Comes From



Grants and Contributions for operating purposes includes funding from the RMS for flood restoration works required after the flood events of November 2011 and February 2012. This work continues in the 2012/13 year.

Moree Plains Shire Council received a number of large grants that enabled Council to fund community and infrastructure projects across the Shire. These grants included tied and untied grants.

Tied grants are made by the government or a public authority and must be used for the specific purpose for which they were made available. Untied grants are general-purpose grants that Council can use for any purpose, within the stipulations of the *Local Government Act 1993*.

Council's major grants for the 2011/12 financial year are listed in the table below.

Grant name	Grant description	Grant amount for 2011/12
<b><i>Tied grants</i></b>		
Roads to Recovery (R2R)	Federal Government grant that provides funding for roads repairs and maintenance	\$561,123
Roads and Maritime Services – Regional Roads Funding	State Government Grant that provides funding for roads repairs and maintenance	\$1,338,000
Roads and Maritime Services – Flood Restoration work	State Government funding to assist in the restoration of roads damaged as a result of flooding	\$5,592,265
<b><i>Untied grants</i></b>		
Financial Assistance Grant	Federal Government general purpose grant that includes a road component	\$7,274,563

## Expenditure

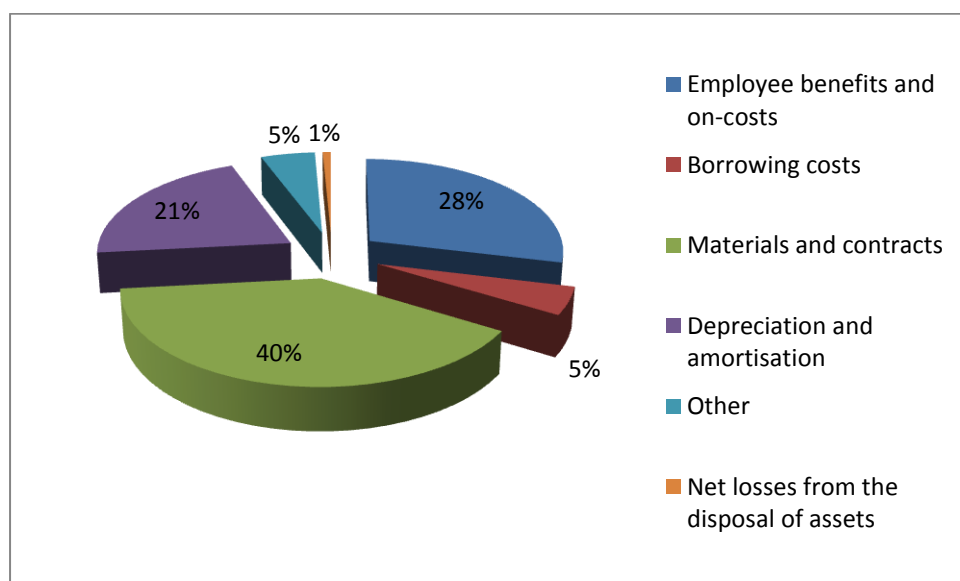
It cost \$54.57 million to operate Moree Plains Shire Council in 2011/12.

### Major Areas of Expenditure

Major areas of expenditure for Council in 2011/12 were the following:

- Employee benefits and oncosts \$15.69 million (28%)
- Borrowing costs \$2.62 million (5%)
- Materials and contracts \$21.72 million (40%)
- Depreciation and amortisation \$11.39 million (21%)
- Other expenses \$2.74 million (5%)
- Net Losses from the disposal of assets \$0.41 million (1%)

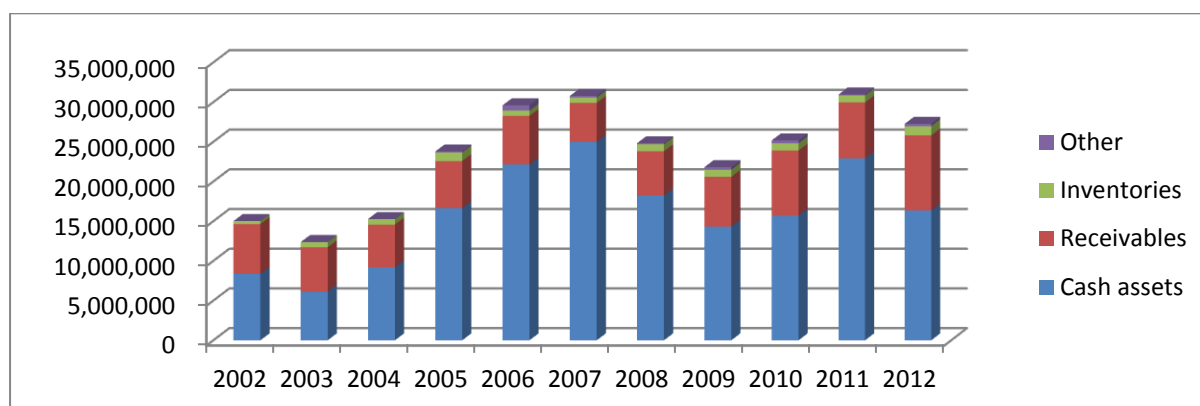
## Where Our Money Goes



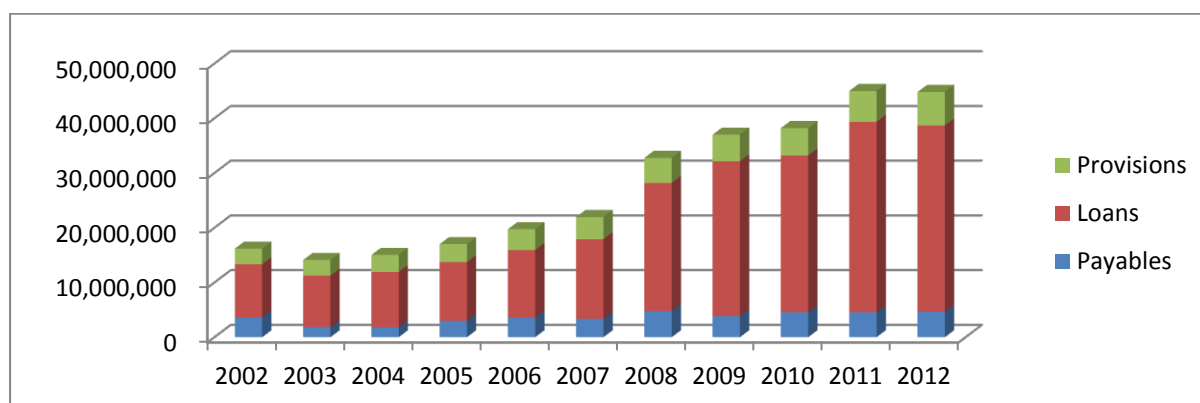
## Community Grants

During 2011/12, Council allocated \$16,993 through the Councillors' Donations Fund and \$61,336.21 through the Councillors' Various Projects Fund to fund a total number of 49 projects across the Shire. Further details can be found under the heading 'Financial Assistance' on page 82 of this report.

## Assets (excluding infrastructure, plant, property and equipment (IPP&E))



## Liabilities



## The 2012/13 Budget

The 2012/13 budget continues to be focused on allocating additional funds to maintenance of our road assets while continuing to have sufficient resources available for implementation of all the other components of the Operational Plan 2012/13.

Council's consolidated budget includes, in addition to Council's General Fund, the following business units:

- Gwydir Day Care and Preschool
- Max Centre
- Water Fund
- Sewer Fund
- Waste Fund.

A major focus for the 2012/13 financial year is the finalisation of flood restoration work. The allocation for restoration of roads damaged in the November 2011 and February 2012 flood events is approximately \$36 million. The bulk of this work will be undertaken during the 2012/13 financial year.

Council's operating expenditure budget for the 2012/13 financial year is \$70.88 million (including flood restoration works noted previously), with a budgeted surplus of \$1.7 million. In addition Council has budgeted \$19.7 million dollars in capital works.

Revenue generated from operations, specific purpose and untied grants, loans and reserve funds are utilised to fund operating and capital expenditure. Rates and Annual Charges revenue accounts for \$25.3 million of total revenue in 2012/13.

Approximately \$10.59 million has been allocated to asset management of the Shire road network in the 2012/13 budget. Successful application to the Division of Local Government for a Special Rate Variation has injected an additional \$4 million into maintenance of the road network since its commencement in 2010. In addition, savings realised in other areas of our operations will continue to be allocated to the road maintenance budget.

Major budgeted projects for 2012/13 include:

- \$4.64 million allocated to resealing Council roads
- \$1.9 million allocated to Rehabilitation/Reconstruction of sealed rural roads
- \$0.40 million allocated to gravel resheeting

- \$0.15 million allocated to upgrading of runway lights at the Moree Aerodrome
- \$0.30 million allocated to the construction of waste water holding ponds
- \$0.45 million allocated to the extension of day care facility
- \$3.25 million allocated to water reservoir maintenance
- \$0.80 million allocated to sewer mains relining
- \$1.20 million allocated to remediation of yarraman landfill

**Council's complete audited financial statements and auditor's reports can be found in Moree Plains Shire Council Annual Financial Report 2012, which can also be downloaded from [www.mpssc.nsw.gov.au](http://www.mpssc.nsw.gov.au).**

# Governance

The Moree Plains Shire is a large, undivided local government area that spans nearly 18,000km<sup>2</sup>. Residents and ratepayers are currently represented by 11 elected Councillors from across the Shire. A total of 8,065 residential and non-residential electors were enrolled as at 4 August 2008.

Councillors are elected by the community for a four-year term following an election. The Mayor is elected annually by the Councillors.

Together, the Councillors make the policies and decisions that determine how the Shire runs on a daily basis and how it will develop in the future.

The NSW Electoral Commission is responsible for the conduct of all local government elections to ensure they are conducted independently and impartially. Voting is compulsory.

Council elections are held every four years on the second Saturday of September. Elections were conducted in 2008, and the next election will be held in September 2012.

As a result of a referendum conducted in the 2008 election, the number of Councillors to be elected at the next election will reduce to nine.

For more information on Local Government elections, and to find out how to enrol, where you're enrolled and how to vote and how to become a candidate, visit the NSW Electoral Commission website: [www.elections.nsw.gov.au/local\\_government\\_elections](http://www.elections.nsw.gov.au/local_government_elections).

# Our Councillors

## Mayor, Cr Katrina Humphries

First elected: 2008

### Major assignments:

#### Council's internal committees

- Audit, Review and Finance Committee
- Asset Management and Works Committee
- Strategic Planning and Community Services Committee
- General Manager's Performance Review Committee
- Moree Pool Redevelopment Committee <sup>Note 1</sup>



#### Local Government organisations

- B Division of the Shires Association
- Country Mayors Association

#### Inter-government liaison

- Local Emergency Management

#### Community liaison

- Chamber of Commerce and Industry
- Moree Plains Gallery
- South Moree Neighbourhood Board
- Tourism Moree

#### Other external organisations

- Gwydir Water Users' Group
- Murray Darling Association

Cr Katrina Humphries was born in Moree in 1960 and is the fourth generation of her family on the black soil plains. Katrina grew up halfway between Moree and Mungindi, near Garah. All Katrina's schooling, except for 4 years at boarding school in Sydney, and most of her working life has been spent in Moree. Katrina is married to Gregg Humphries and they have two children, Robert and Belinda.

## Deputy Mayor, Cr Sue Price

First elected: 2008

### Major assignments:

#### Council's internal committees

- Audit, Review and Finance Committee
- General Manager's Performance Review Committee

#### Local Government organisations

- Australian Rural Roads Group (member of Executive)
- B Division of the Shires Association

#### Inter-government liaison

- Joint Regional Planning Panel

#### Community liaison

- Moree Bypass Committee
- Roads Improvement Committee



### **Section 355 Committees**

- Mungindi Aged Care Committee
- Mungindi Showground Committee
- Weemelah Hall Management Committee

After graduating from the University of New England, Armidale, in 1978, Sue enjoyed a 25 year teaching career across several schools in northern New South Wales. In 1982, Sue and her husband Glen moved to Mungindi to embark on their own farming enterprise.

Sue is an active community member with a passion for rural living and rural communities. She strongly encourages visitors and new residents to embrace the attractions the region offers. She is also a fierce proponent for the need to maintain and upgrade rural infrastructure – particularly local roads where most of Australia's food first begins its journey to market.

### **Cr Rodney Brazel**

**First elected: 1995**

#### **Major assignments:**

##### **Council's internal committees**

- Asset Management and Works Committee
- General Manager's Performance Review Committee

##### **Inter-government liaison**

- Disability Access Committee
- Gunnedah Oxley Community Options
- Road Safety Committee
- North West Region Community Care
- Northern Regional Library and Information Service

##### **Community liaison**

- Moree Plains Shire Youth Council

Council Rodney Brazel was born in Moree and has lived, worked and played his whole life – bar seven years – in Moree. After 35 years of sheep shearing he decided to stand for Local Government as a representative of the average man in the street.

Cr Brazel has been instrumental in initiating or progressing significant community projects such as playgrounds and toilets in parks, streetscape beautification works, the new community library, traffic management in and around towns and the new hall at Ashley. He feels rewarded by Council's achievements and its focus on community outcomes.



### **Cr Ron Fernance**

**First elected: 2004**

#### **Major assignments:**

##### **Council's internal committees**

- Asset Management and Works Committee
- General Manager's Performance Review Committee

##### **Local Government organisations**

- North West Weight of Loads

##### **Community liaison**

- Healing Waters Festival Committee



### **Other external organisations**

- Saleyards Committee

Ron Fernance is another Councillor born and bred on the plains. Ron was a carpenter by trade for 10 years and then spent more than 24 years as a contract builder before moving into farming in 1993.

He and wife Lynne have three sons and four grandchildren. Ron enjoys his role working to meet community needs but is ever mindful of the importance of balancing needs with affordability.

### **Cr Claudia Gall**

**First elected: 2004**

#### **Major assignments:**

##### **Council's internal committees**

- Strategic Planning and Community Services Committee
- General Manager's Performance Review Committee

##### **Inter-government liaison**

- Traffic Committee
- Joint Regional Planning Panel <sup>Note 2</sup>

##### **Community liaison**

- Urban Advisory Committee
- Moree Bypass Committee

Claudia moved to Moree from Parramatta, aged 13, when her parents purchased The Max Hotel. In 1971 she married fifth generation Moree grazier Peter Gall and in the following years had two children, Sam and Sarah.

Cr Gall was elected Deputy Mayor of Moree Plains for the period 2005–2006. She has chaired many significant Local Government committees, is a current member of several community associations and a former board member of The New England Northwest Tourism Association.



### **Cr Michael Montgomery**

**First elected: 1987**

#### **Major assignments:**

##### **Council's internal committees**

- Audit, Review and Finance Committee
- General Manager's Performance Review Committee
- Public Works Program Committee <sup>Note 1</sup>

##### **Local Government organisations**

- Shires Association (Western Division Group)

##### **Community liaison**

- Multicultural Festival Advisory Committee
- Roads Improvement Committee

##### **Section 355 Committees**

- Boomi Baths Committee
- Boomi Memorial Hall Committee
- Garah Public Hall Committee
- Ashley Hall Committee <sup>Note 5</sup>



Mike was born in Moree in 1959 and lives at 'Urella', a mixed farm north of Ashley. He and his wife Nell have four children: Patrick, John and Edward and Clare.

First elected to Moree Plains Shire Council in 1987, Cr Montgomery commenced his second four-year term in 1991 as Deputy Mayor and was elected Mayor in 1996.

Michael is a long-term, dedicated contributor to the democratic process of Local Government. He is past president of the NSW Shires Association and Australian Local Government Association and past chair of the Northern Inland Regional Development Organisation, The New England Regional Development Board and the North West New England Area Consultative Committee.

## **Cr Geoff Percy**

**First elected: 2008 and resigned on 27 September 2011**

### **Major assignments:**

#### **Council's internal committees**

- Asset Management and Works Committee <sup>Note 4</sup>
- General Manager's Performance Review Committee

#### **Inter-government liaison**

- Joint Regional Planning Panel <sup>Note 2</sup>

#### **Community liaison**

- Sports Moree <sup>Note 3</sup>

#### **Section 355 Committees**

- Ashley Hall Committee <sup>Note 5</sup>

Apart from a period of employment in Narrabri, Geoff Percy has spent all of his childhood and working life in Moree. Geoff and his wife, Christine and three children have all enjoyed the healthy lifestyle benefits of living in the country.

For the past 24 years Geoff has had a rewarding career with Artesian Real Estate. He enjoys helping people find the right home, shop or farm to raise their family or create their livelihood. Geoff believes the strong bonds of friendship and family, as well as the values upheld in country communities provide a great foundation for the future opportunities of our youth.



## **Cr Peter Strang**

**First elected: 2008**

### **Major assignments:**

#### **Council's internal committees**

- Audit, Review and Finance Committee
- General Manager's Performance Review Committee

#### **Local Government organisations**

- Border Regional Organisation of Councils (Chairperson)
- Northern Regional Library and Information Service (Chairperson)

#### **Inter-government liaison**

- Weeds Advisory Committee

#### **Community liaison**

- Multicultural Festival Advisory Committee



Peter grew up in North Star and then spent time in Sydney during his secondary and tertiary education. After his studies he returned to the plains, working the land and later working for an international cotton merchant. Peter and wife, Fiona, raised their two children in Garah and moved into Moree in 1987.

Peter feels lucky to live in a small country community that has access to such a terrific range of services. He believes Moree will become even more vibrant as it moves from its traditional agricultural base to a more diversified economy.

## **Cr John Tramby**

**First elected: 1995**

### **Major assignments:**

#### **Council's internal committees**

- Audit, Review and Finance Committee
- Asset Management and Works Committee <sup>Note 4</sup>
- General Manager's Performance Review Committee
- Moree Pool Redevelopment Committee <sup>Note 1</sup>
- Public Works Program Committee <sup>Note 1</sup>



#### **Inter-government liaison**

- Bushfire Management Committee
- Rural Fire Service Liaison Committee

#### **Community liaison**

- Moree Bypass Committee
- Urban Advisory Committee

#### **Section 355 committees**

- Gurley Hall Committee
- Gwydir Day Care and Preschool Parents Committee

The Tramby family settled in Moree Plains in the early 1860s and John was born in Moree. He has lived and worked in the Shire all his life except for two years of National Service, with service in Vietnam.

In partnership with his wife Marilyn, John conducts the family business – which was established in 1937 – in the village of Gurley.

John is a patron of the Gurley Pony Club, the Moree Scouts and Guides Association and the Moree Secondary College. He is a life member of the New South Wales Returned Services League (RSL).

## **Cr Theo Tzannes**

**First elected: 2008**

### **Major assignments:**

#### **Council's internal committees**

- Strategic Planning and Community Services Committee
- General Manager's Performance Review Committee
- Moree Pool Redevelopment Committee <sup>Note 1</sup>



#### **Inter-government liaison**

- Bushfire Management Committee
- Rural Fire Service Liaison Committee

### **Community liaison**

- Sports Moree

Theo came to Moree aged 19 expecting to stay for six months. That was 1962 and he's still here.

A motor mechanic by trade, Theo managed the service department at the Moree Ford dealership for more than a decade, working with his brother, Steve. In 1979 Theo and his other brother, Jim, took over from Steve and have owned the dealership ever since.

Theo and wife Leonie have four children and 13 grandchildren. Theo thinks Moree has a great scope of opportunity – whether in farming or business. Even through drought and other challenges, Theo admires the resilience of the people of Moree Plains.

### **Cr James von Drehnen**

First elected: 2008

#### **Major assignments:**

##### **Council's internal committees**

- Strategic Planning and Community Services Committee
- General Manager's Performance Review Committee

##### **Community liaison**

- Healing Waters Festival Committee
- Urban Advisory Committee
- Multicultural Advisory Committee
- Sports Moree <sup>Note 3</sup>

##### **Other external organisations**

- Saleyards Committee

James is a fourth generation local. His family purchased farming land in the area in 1917. A plant mechanic by trade, he and his brother Robert built up a successful farm machinery business together which they sold in 1999. James has since been involved in businesses critical to the Moree economy and employment.

James is committed to developing policies that help build strength in the local economy. He believes tourism and industry generate employment, community projects encourage growth in population and productivity must be supported with a range of recreational opportunities.



### **Cr Timothy Wannan**

First elected: 2008

#### **Major assignments:**

##### **Council's internal committees**

- Asset Management and Works Committee
- General Manager's Performance Review Committee

##### **Local Government organisations**

- North West Weight of Loads (Chairperson)

##### **Community liaison**

- Roads Improvement Committee



## Section 355 Committees

- Mallawa Hall Management Committee

Born in Moree, Tim Wannan grew up in Bullarah and then boarded in Armidale for his secondary schooling and further education. Tim holds a Certificate IV in Agricultural Production and has been working the family farm, Wirra, since 2000.

Tim enjoys socialising with friends and following the Weebollabolla Bulls. When reflecting on the Shire's attributes, Tim says the rich fertile soils are important for farming. But he also has healthy praise for the stand-out customer service of businesses in Moree which he says attracts people from far and wide.



Councillors 'think pink' at the Council Meeting on 21 October 2010 in support of efforts to beat breast cancer. From left to right: Crs Theo Tzannes, Peter Strang, Ron Fernance (kneeling), Sue Price, Claudia Gall, John Tramby, Tim Wannan (kneeling), Geoff Percy, Katrina Humphries (Mayor) and Mike Montgomery. Crs Brazel and von Drehnen were not present.

- Note 1: At the Council's meeting of 1 September 2011, the Council resolved that this Committee was no longer required as and from that date.
- Note 2: At the Council Meeting of August 2011, the Council resolved that Councillor Gall be nominated for this Panel in lieu of Councillor Percy.
- Note 3: At the Council meeting of 1 September 2011, the Council resolved that Councillor von Drehnen be nominated for this Committee in lieu of Councillor Percy.
- Note 4: At Council's meeting of 1 September 2011, the Council resolved that Councillor Tramby temporarily replace Councillor Percy as a member of this Committee while Councillor Percy was on a leave of absence.
- Note 5: At Council's meeting of 1 September 2011, the Council resolved that Councillor Montgomery temporarily replace Councillor Percy as a member of this Committee while Councillor Percy was on a leave of absence.

# How Do We Govern Our Shire?

Determining the direction of a Shire is a complex matter. There is rarely communitywide consensus on the issues that face a Shire.

## The Role of Council

Council's role is to formulate policies for the Shire's direction, funding, expenditure, investment, borrowing, finance, strategic development and growth.

Determining the direction of a Shire is a complex matter. There is rarely community-wide consensus on the issues that face a Shire.

The elected Council weighs up the options and ensures that ratepayers' money is spent in the most effective way. This can mean balancing the needs of the community against the needs of individuals and taking into account the long- and short-term implications of decisions. Together, the Councillors form the governing body of Moree Plains Shire, a public statutory body constituted under the *Local Government Act 1993*.

## Council Meetings

Regular Council and Committee meetings are held on the first and third Thursdays of each month in the Council Chamber at the Max Centre in Balo Street, Moree. Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision-making process. Some matters, due to their confidential nature, may be considered by Council in closed session.

All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice and the provisions of the *Local Government Act 1993* and Local Government (General) Regulation 2005.

Council's meeting schedule, agendas and minutes, are available on the Moree Plains Shire Council website: [www.mpsc.nsw.gov.au](http://www.mpsc.nsw.gov.au)

The Mayor's role, as the civic leader of Council, is crucial to effective relationships within the administration and to good governance. One of the key roles involves presiding at, and being responsible for, the orderly conduct of Council meetings. The Mayor also ensures that Council's decisions are carried out as expediently as possible.

## Council Decisions

Council is recognised as a single entity and Councillors only have the authority to make decisions as a group, when they are acting as 'Council'. At Committee meetings, reports from Council officers are submitted for the consideration of the Committee members. The Committee will then make a recommendation to Council for determination.

Council has three standing committees: the Strategic Planning and Community Services Committee; the Audit, Review and Finance Committee; and the Asset Management and Works Committee. Each Committee has four members who are selected annually.

### Council and Standing Committee meetings attended

Councillor	Ordinary meetings attended ( 21 held)	Extraordinary meetings attended (1 held)	Asset Management and Works Committee Meetings attended (4 held)	Audit, Review and Finance Committee meetings attended (13 held)	Strategic Planning and Community Services Committee meetings attended (10 held)
Cr Humphries	18	1	0	1	10
Cr Price	16	0	2	11*	6
Cr Brazel	13	1	4	6	7
Cr Fernance	20	1	4	3	0
Cr Gall	20	1	3	10	8
Cr Montgomery	19	1	1	13*	0
Cr Percy **	0	0	0	0	0
Cr Strang	18	0	1	9	2
Cr Tramby	21	1	4	13*	6
Cr Tzannes	19	1	1	4	8
Cr von Drehnen	20	1	0	0	8
Cr Wannan	16	0	3	3	0

\* Councillors are not required to attend all Standing Committee meetings, only those of which they are a member. Some Councillors, however, also attend the meetings of other Standing Committees. Membership of Standing Committees is detailed in the 'Our Councillors' section on pages 23–30 and is denoted by \* in this table.

\*\* At the Council meeting of 7 July 2011, Councillor Percy was granted a leave of absence for the period 7 July 2011 to 7 October 2011.

### Mayoral and Councillor fees\*

Year	Mayoral allowance	Councillor allowances
2007/08	\$19,035	\$8,712
2008/09	\$19,640	\$8,808
2009/10	\$19,790**	\$9,060**
2010/11	\$19,790	\$9,060
2011/12	\$21,770	\$9,970

\* Additional details of Councillor fees, expenses and facilities are provided on page 66 of this report.

\*\* Councillors decided not to increase their allowances for 2009/10 and 2010/11. The slight increase shown in 2009/10 is because Councillors were not paid an allowance for several weeks in 2008 because Council was dissolved before the 2008 elections.

## Community Engagement in Decision Making

Moree Plains Shire Council is committed to engaging its residents, stakeholders and staff in the development of policies, plans and the delivery of services for the community. Council's Community Engagement Policy recognises the importance of community information sharing, consultation and participation for effective decision making.

## Delegating Decision Making

Under the *Local Government Act 1993* the Council can delegate some of its decision-making authority to the General Manager, thereby allowing a more efficient operation in several areas such as enforcement of Council regulations and finalising or negotiating various matters within parameters set by Council.

The General Manager can, in turn, delegate matters to other members of staff.

## 355 Committees

Section 355 of the *Local Government Act 1993* allows Council to delegate some of its functions to others, including community-run committees of management.

Community members are appointed by Council to manage facilities or functions. Section 355 Committees enable interested parties to take an active role in the provision or management of Council facilities and services.

The 355 Committees provide valuable assistance to Council and help to engage the community in the operation of vital programs and services.

One Councillor joins community representatives on each of Council's ten 355 Committees:

- Ashley Hall Committee
- Boomi Baths Committee
- Boomi Memorial Hall Committee
- Garah Public Hall Committee
- Gurley Hall Committee
- Gwydir Day Care and Preschool Parents Committee
- Mallowa Hall Management Committee
- Mungindi Aged Care Committee
- Mungindi Showground Committee
- Weemelah Hall Management Committee.

## Advisory Committees

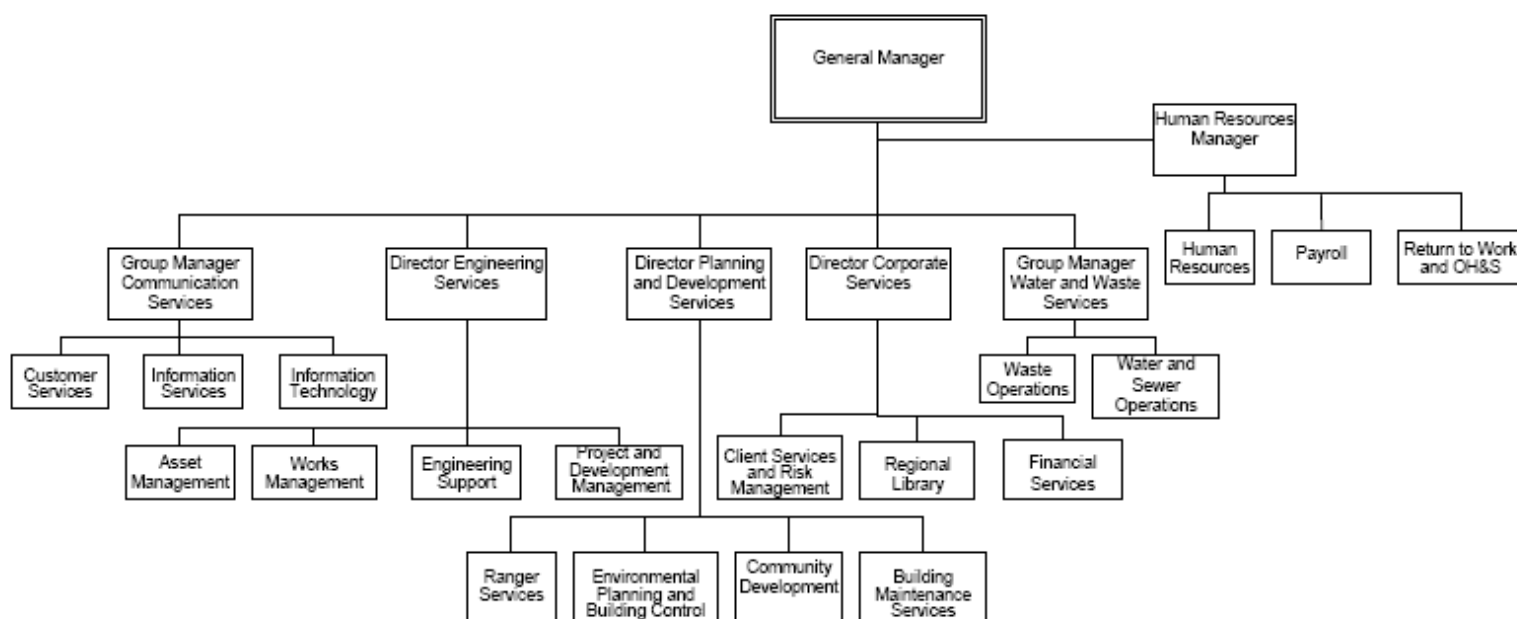
Council has also established a number of consultative forums and working parties to advise Council on specific issues. These groups often involve representatives of the community, Councillors and Council officers.

Advisory Committees active in 2011/12 included the:

- Urban Advisory Committee
- Multicultural Advisory Committee
- Roads Improvement Committee.

# Our Organisation

## Organisational Structure



The Moree Plains Shire Council organisation exists as a body corporate under the *Local Government Act 1993*. The elected Council is the law-making body and consists of 12 Councillors.

The statutory roles, functions and objectives of the Moree Plains Shire Council are delivered through a corporate governance structure that comprises:

- Council
- General Manager
- Executive Team.

Moree Plains Shire Council, headed by the General Manager, is comprised of five departments:

- Communications
- Corporate Services
- Engineering
- Planning and Development
- Water and Waste.

Each of the departments is responsible for the delivery of particular services to the community although, in practice, staff work together across departmental boundaries to provide efficient and effective service.

The Moree Plains Shire Council has 255 employees (209 Full-Time Equivalents) and also employs contractors for various works including concreting, road making, trades people such as electricians and plumbers and various aspects of information technology to assist in the delivery of new systems.

Council is also supported by (and extremely grateful for) assistance provided by volunteers and community representatives on committees and working groups.

The five departments identified above report regularly to Council and the respective standing committees.

Council actively promotes open and transparent corporate governance to support the community's needs and foster confidence in the organisation's decision-making practices.

## Departmental Responsibilities

### **Communications**

Customer Service  
Information Technology  
Integrated Planning and Reporting  
Promotion of Council programs and services  
Records

### **Corporate Services**

Finance  
Gwydir Day Care and Preschool  
Moree Hot Artesian Pool Complex  
Moree Plains Gallery  
Northern Regional Library  
Plant Management (large)  
Risk Management  
Stores  
Tourism Moree

### **Engineering**

Airports  
Cemeteries  
Emergency Services  
Gravel Pits  
Noxious Weeds  
Parks and Open Space  
Plant Management (small)  
Roads and Bridges  
Depots  
Stormwater and Floodplains  
Traffic and Street Lighting  
Road Safety  
Weight of Loads

### **Water and Waste**

Daily Water Testing  
Landfill Disposal Sites  
Liquid Trade Waste Regulation  
Provision of Domestic and Commercial  
Waste Removal and Recycling  
Sewerage Transport and Treatment  
Biosolid Removal and Treatment  
Water Treatment and Distribution

### **Executive**

Human Resources  
Payroll  
Occupational Health and Safety  
Effective Operation of Council

### **Planning and Development**

Building Asset Maintenance  
Building Services  
Community Services and Facilities  
Economic Development  
Environmental Health  
Environmental Planning  
Moree Community Library  
Ranger Services  
Social and Community Development

# Our Executive Team

The daily operations of Council are performed by 255 dedicated full-time, part-time and casual employees led by a team of directors and managers. Council's executive management team is headed by the General Manager, David Aber.

## General Manager

### David Aber



David Aber has a long engineering history at the Local Government level. After 20 years at Shoalhaven City Council, David took on the role of Works Manager at Moree Plains Shire Council in September 1998 and was appointed General Manager in May 2002.

David is a Fellow of the Institute of Engineers. He holds a Master of Local Government Management, Graduate Diploma in Local Government Engineering, Graduate Certificate in Traffic Planning and Control, and a Bachelor of Engineering.

He is a passionate advocate for the upkeep of rural roads and has received national awards for his work in this area.

## Director of Planning and Development

### Lester Rodgers



Lester Rodgers has been with Council for more than 23 years. He leads and coordinates Council's statutory and strategic planning activities.

Lester and his team are responsible for public health, environmental health, development and building functions, economic development, community services functions, road safety, ranger services, Moree Community Library, building asset maintenance, and youth project services.

Lester holds a Diploma in Applied Science majoring in public health, environmental health and building services. He also holds national accreditations as a building surveyor with the Building Surveyors and Allied Professionals Board (BSAP), the Australian Institute of Building Surveyors (AIBS), and A1 level certification as an accredited certifier with the NSW Government Building Professionals Board.

## Director of Engineering

### Ian Dinham



Ian Dinham joined Council in November 2011. He has worked in local government for the past 32 years, serving at Clarence Valley and the former Maclean Shire as well as with the former Clarence River County Council - Floodplain Management Authority.

The Engineering department manages the bulk of Council's assets; in particular, roads, public reserves, parks and gardens and cemeteries as well as providing a Weight of Loads service to the region and a design service to Council.

Ian holds a Civil Engineering Degree from the University of NSW and a Business Management Certificate and Local Government Engineers Certificate.

## Director of Corporate Services

### Ross Earl



Ross joined Council in 2007 and has more than 30 years of Local Government experience. He has previously held senior positions at Councils including Hay, Central Darling, Yallaro and Cootamundra, and has also operated his own consulting business.

Ross' extensive Directorate includes finance, legal, property management, swimming pools and Gwydir Day Care and Preschool.

Ross holds qualifications in Local Government Administration and Town Planning, as well as Occupational Health and Safety, and Training and Assessment.

## Communications Manager

### Kerrie-Anne Hare



Kerrie-Anne joined Council in February 2010, after spending nearly 5 years in a similar role at Gannawarra Shire Council in Kerang, Victoria. Kerrie is responsible for all of Council's internal and external communication, publicity, media and website content. She has more than 20 years experience in editing, journalism, layout and publishing.

Kerrie holds a Bachelor of Education, a Graduate Diploma of Management and a Certificate IV in Training and Assessment. Kerrie grew up in the Riverina and loves the country lifestyle. She is delighted to be in Moree and loves Moree's beautiful parks and gardens. She is also a big fan of the Moree Hot Artesian Pool Complex, which she generally visits twice a week.

## Water and Waste Manager

### David Wolfenden



David has over 33 years experience in Public Works Engineering and Management and has held positions of Deputy Engineer, Shire Engineer and more recently Director of Engineering. He has also held the position of General Manager of an Engineering and Civil Construction Group. His practical skills developed when he earlier worked in the agricultural, land surveying, civil construction and manufacturing industries. More recently, David's long-held passion for Asset Management found him taking up a role with Moree Plains Shire Council as Asset Manager and he has since been promoted to the position of Water and Waste Manager with Moree Plains Council.

Qualifications that David holds include a Bachelor of Civil Engineering and a Graduate Diploma of Business (Management). David is a member of the Association of Professional Engineers, Scientists and Managers Australia. He is a Fellow of the Institution of Engineers Australia, also a Fellow of the Institute of Public Works Engineering Australia of which he held the position of Chairman of the New England Group. David is the NSW State Delegate to The Institute of Public Works Engineering Australia National Asset Management Strategy Committee.

# Our Staff

Moree Plains Shire Council currently has a diverse and talented workforce of 255 people including 196 full-time, 22 part-time and 37 casual staff.

Around half of our workforce is employed in the Engineering Services Department and approximately 21% are employed in the Water and Waste Department. A further 6% work in Planning and Development, and 6% work in Finance and Administration. The remaining staff carry out a range of roles in areas such as child care, swimming pools, libraries, law and order, community development and communications.

We aspire to be an attractive employer with a highly skilled, motivated and capable workforce equipped to deal with current and future challenges. Attracting, developing and retaining our people is extremely important to us and will be an increasing challenge in future as the pool of people entering the workforce shrinks.

Council values and invests in its staff through a strong occupational health and safety culture, employee planning and performance reviews, skills training and development, and a variety of flexible working conditions.

## Staffing Levels

As at 30 June 2012 Moree Plains Shire Council had a full-time equivalent (FTE) staffing level of 209.

### Position breakdown

	Number	Full-Time Equivalent (EFT)
Full-time	196	196
Part-time	22	13
Casual	37	--
Other	0	0
All positions	255	209

### Workforce Demographics

	Under 30	31–49	50–59	60+
Males	28	66	40	20
Females	32	46	12	11
<b>Total</b>	60	112	52	31

## Employee Relations

Moree Plains Shire Council endeavours to work collaboratively with staff and three unions – the United Services Union (USU), the Developmental and Environmental Professionals Association (DEPA) and the Local Government Engineers Association (LGEA). We always aim to reach mutually agreeable outcomes both for our staff and for the organisation. We continue to utilise the Joint

Consultative Committee (JCC) as our primary formal interface between management and staff. In addition, Equal Employment Opportunity (EEO) contact officers are trained and utilised each year to communicate directly with employees.

## Organisational Development

Moree Plains Shire Council is committed to the development of our workforce to enable us to deliver the outcomes listed in the Community Strategic Plan.

In April 2010, Council's Workforce Plan was developed in consultation with the management team, together with key personnel providing analysis of both internal and external data.

The year has seen a continuation of strategies to promote Moree Plains Shire Council as an Employer of Choice.

Council has attended, or has been a major contributor to, initiatives including:

- Brolga Project – Breakfast held in conjunction with "Let's Kick Start the Country" campaign July 2010
- Moree Jobs online recruitment commenced – July 2010
- Draft Aboriginal Employment Strategy (including School-Based Traineeships and the Indigenous Consultative Committee) developed and continuing.

## Training and Development

We continued our formal approach to identifying training needs and allocating associated budgets, with 2.1% of our labour cost invested in training and development.

Each employee has a formal training plan developed in conjunction with his/her manager which includes statutory, competency-based and professional development needs. This approach ensures that targeted training is delivered in the most cost-effective manner.

The majority of training is now delivered within Moree, which allows other community organisations to access our training resources. This saves costs in time and travel. It also allows for training to be delivered at times that best suits our operations.

Traineeships, both New Entrant and Existing Worker, continue to be offered and all eligible staff are encouraged to complete training at Certificate III level or higher through this mode of delivery.

Training and development offered to staff aligns with our increased focus on customer service delivery. The 2011/12 training plan included the training sessions listed in the table below.

Statutory Compliance	Leadership and Governance	Customer Service and Business	Self Help Workshops
HR/Payroll/Risk Induction for new employees	Local Government Leadership (4 days)	Negotiating and Dealing with Difficult People	Smoking Cessation
Construction Induction	Long Term Financial Planning and Asset Management	Improving Customer Service	Stress Management
OHS Consultation	Performance Management	Speed Reading	

<b>Statutory Compliance</b>	<b>Leadership and Governance</b>	<b>Customer Service and Business</b>	<b>Self Help Workshops</b>
First Aid	Effective Recruitment	Preventing Job Burnout	
Traffic Control	Project Management Fundamentals	Introduction to Computers	
Confined Spaces	Developing Performance Measure for Local Govt.	Report and Policy Writing	
Chainsaw Level II	Community Engagement	Finance for Non Finance Managers	
Chemcert Accreditation		Return on Investment (Training)	
Plant Licensing		Social Media Workshop	
Heavy Vehicle Licensing		Time Management	
Workplace Investigations			
Manual Handling			
Elevated Work Platforms			
EEO for Staff			
EEO for Managers and Supervisors			
Armed Hold Up			
Plant under Powerlines			
Code of Conduct and Protected Disclosure			
Corruption Prevention for Managers			
OHS for Managers			
Respectful Workplaces			
Bullying Harassment Prevention			

The professional development of many of our employees is supported with access to Educational Assistance Budget Funding. This allows for studies in relevant areas which, in turn, assists with succession planning for the organisation.

### **Trainees and Apprentices (including School-Based Trainees)**

Moree Plains Shire Council supports New Entrant and Existing Worker Traineeships, with 6 trainees currently registered.

We currently employ six School Based Trainees. Two of these trainees are employed in Indigenous-identified positions in the Moree and Mungindi Community Libraries.

This year we continued to support our first School-Based Apprentice in Automotive Mechanical.

We continue to support full-time apprentices in Plumbing and Automotive Mechanical.

This year, we were able to offer Diploma level Qualifications to existing staff under Traineeship funding, with 18 staff taking up this opportunity to further their skills and upgrade their qualification in areas such as:

Diploma Management

Diploma Business

Diploma Human Resources

Diploma Children's Services

Diploma Civil Construction Management

Diploma Local Government Planning

Two Trainee Engineers are currently employed. We support their study by providing full-time work for the duration of their degrees, which are being undertaken via part-time external studies.

This year, we hosted a welcome morning tea to introduce School Based Trainees and full time trainees to Senior Managers and facilitated the attendance of State Training Representative to provide a formal presentation of obligations and entitlements to our trainees.

# Work Health and Safety

## Moree Plains Shire Council continued to improve its performance in Work Health and Safety (WHS) management and injury prevention.

Training was made available to relevant staff in WHS in construction induction; needle stick injury prevention; manual handling; slips, trips and falls; hearing and eye protection; and drug and alcohol awareness. In addition, statutory requirements were met in the areas of traffic control, confined spaces, working under powerlines and similar tickets which are required for Council staff to complete required works.

Other 2011/12 safety projects within Moree Plains Shire Council included:

- Implementation of new WHS legislation including consultation with senior management, communication with workers on consultation process, presentation to teams on changes and impact to workers
- Adoption of changes to legislation by WHS Committee and implementation of Key Performance Indicators to reflect changes
- Policies and procedures updated to reflect changes to legislation
- Safety Challenge
- Ongoing support provided by Return to Work Officer following an accident to ensure all employees and supervisors become compliant with reporting requirements
- Implementation of the Moree Plains Shire Council Drug and Alcohol Policy and Procedures
- Completion of Council's insurers' (StateCover and StateWide) audits and self assessments.

The Workers' Compensation premium has remained under \$600,000 due to strategies and improvements in a number of areas across Council including:

- Improved Safety Culture and awareness of personal responsibility
- Staff induction on Workers' Compensation to ensure understanding of rights and responsibilities
- Pro-active safe systems to minimise injuries
- Safety Challenge Program to encourage communication on WHS within the work teams
- Holistic approach to staff health and offer of Health and Wellbeing Programs
- Insurance membership incentives for Early Reporting of Claims and WHS Performance via annual Audit
- Completed actions from the StateCover WHS and Workers Compensation Audit.

Once again, improvements in injury management were achieved by the employment of a designated Return to Work Officer and a strong focus on managing workers compensation claims and premiums.

## 2011/12 WHS Achievements

The 2011/12 WHS achievements include:

- The admirable work by Council staff on WHS is reflected in maintaining savings to the Workers Compensation premium.
- Council's preference is for staff to notify us of all injuries and to seek medical treatment early rather than potentially allow the injury to worsen. This provides a better outcome for injured staff, and generally has led to a reduction in the workers' compensation premium.

We will continue to use all available resources to ensure employment within the organisation is safe. Internal and external programs including the pre-employment health screening, Health and Wellbeing programs, Influenza immunisation implementation and WHS inductions will continue in 2012/13.

## 2011/12 Workers Compensation

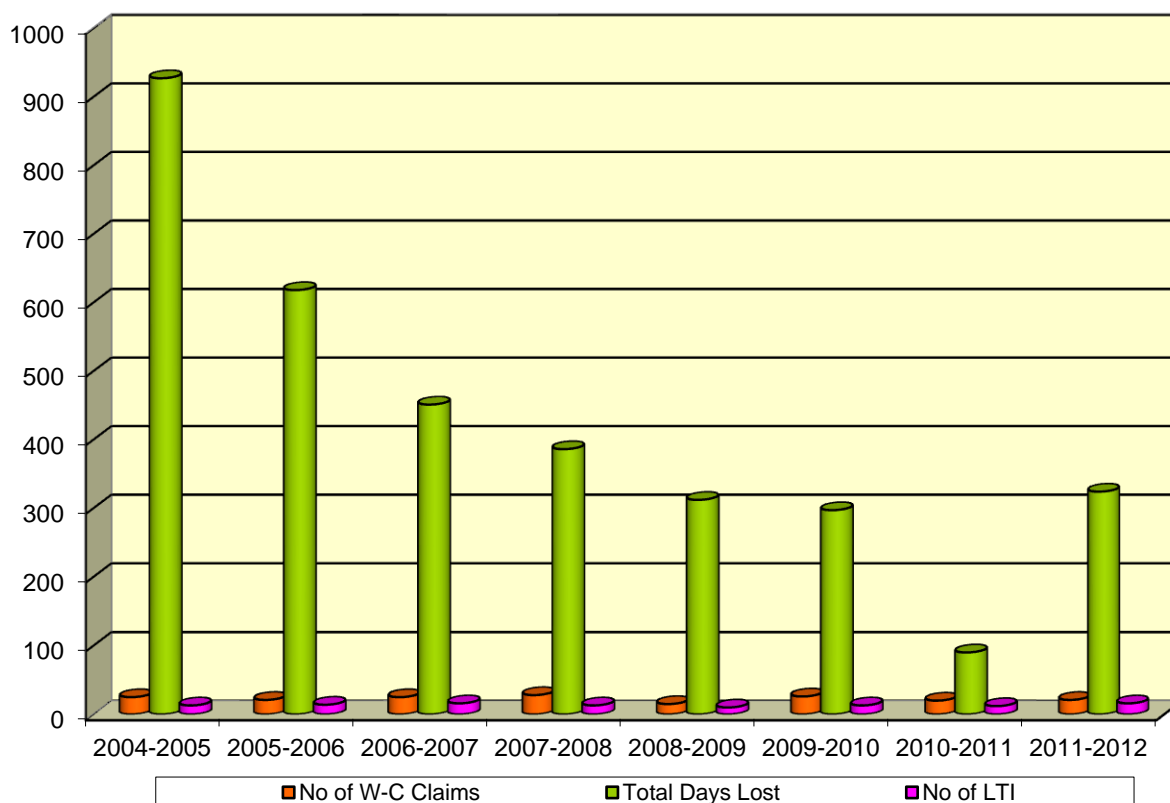
Unfortunately, Council's workers' compensation costs have increased and can be attributed to one or many variables, including:

- Increase in the frequency and/or severity of injuries
- Increase in the number of claims
- Lack of control and claims management process between Council and medical treatment providers
- Delays in treatment due to distance and waiting times for specialists appointments
- Failure to be able to provide suitable/alternative duties due to severity of injury, skills/education of claimant and/or operational issues
- A single claim that has made an excessive contribution to the premium because of the complexity of issues surrounding the claim.

It can take up to 5 years of good claims' history to counter the impact of one bad year on the premium. Future premiums are affected by past and present claims costs.

Council will face not only the immediate increase in the workers' compensation premium for 2012/13, but the recurring impact will affect future premiums.

### Workers compensation claims and lost time injuries



Year	Net paid on claims (\$)	No. of incidents	Lost time injury claims	Lost time (days)
2005/06	321,301	21	14	618
2006/07	166,903	25	16	451
2007/08	268,986	28	13	386
2008/09	127,552	15	10	312
2009/10	115,842	26	13	297
2010/11	43,392	20	12	90
2011/12	138,766	21	16	324

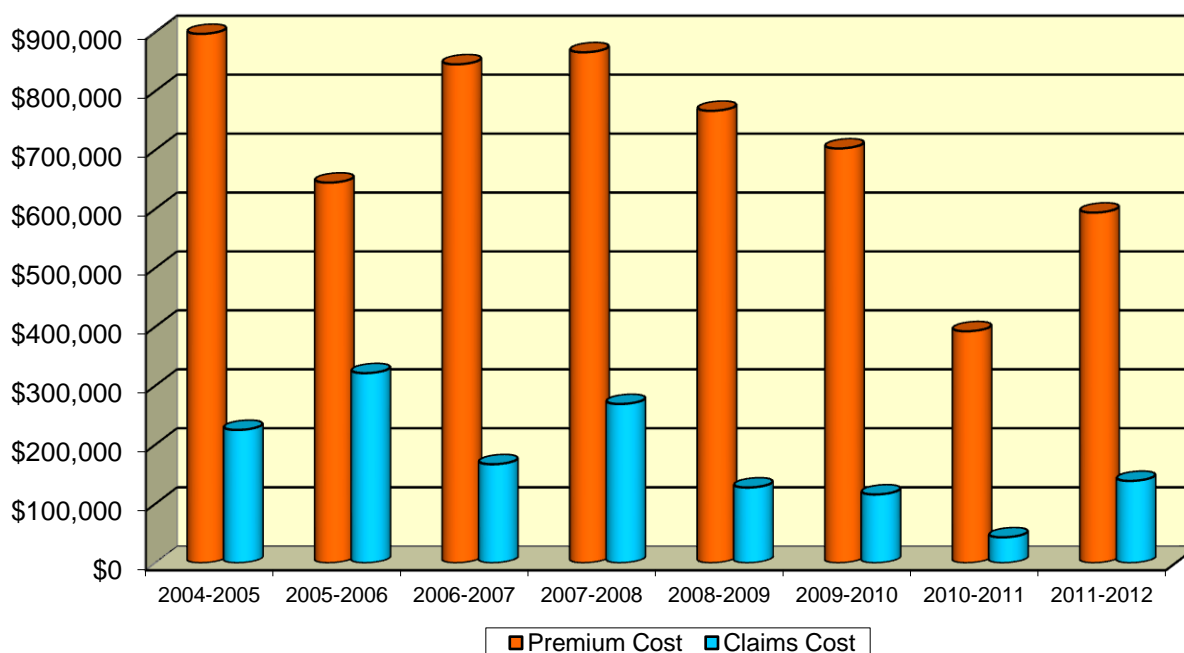
### Workers compensation premiums

Financial Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Estimate		635,173	803,635	857,180	1,104,543	890,260	436,329
Premium paid	<b>644,707</b>	845,511	881,809	836,713	890,260	<b>436,329</b>	<b>470,731</b>
Adjustment		+ 210,338	+ 44,065	- 70,130	- 187,559	-43,888	+123,109
New premium		<b>845,511</b>	925,874	<b>766,583</b>	<b>702,701</b>	<b>392,441</b>	<b>593,840</b>
Adjusted premium			<b>865,975</b>				
2009 adjustment			- 59,899				

Note: The workers' compensation premium increases or decreases in line with growth or reduction in wages paid to workers or an increase in the cost of claims incurred for injured workers and Council's claims performance compared to the industry average.

The premium is calculated on a Claims Cost rate for the previous 3 years (therefore the cost of claims affects the premium for 3 years). That is, the amount of money paid for lost wages, medical/rehabilitation, lump sum and damages. The premium is paid provisionally at the beginning of the period, and adjusted at the end.

### Workers' Compensation Premium Costs 2004 to 2012



# Corporate Governance Framework

Good governance comes from accountability, close and accurate monitoring of performance and a framework that facilitates the achievement of strategic goals.

Moree Plains Shire Council is committed to ensuring that:

- its policies and practices reflect good governance
- the manner in which the Council conducts its daily operations complies with the broad principles contained in the *Local Government Act 1993*.

Councillors and members of the Executive Team consider adherence to that framework to be fundamental in demonstrating that they are accountable to the community and are appropriately overseeing the management of risk and the future direction of the Shire. The framework provides valuable guidance on the roles and functions of Councillors and employees, corporate values, the code of conduct and meeting and reporting structures. It also provides an overview of all of our inter-related corporate documents.

## Code of Conduct

The Code of Conduct applies to Councillors, the General Manager, the Executive Team and all other employees of Moree Plains Shire Council. All are expected to act in accordance with the Code and to do everything possible to influence those with whom they are working to ensure that they also maintain similar standards of integrity and ethical behaviour.

## Procurement Framework

Each year Council spends millions of dollars on purchases. We have developed a series of policies, procedures, guidelines and templates (the Procurement Framework) for use when purchases are made. These ensure that our procurement activities are conducted in accordance with the requirements of the *Local Government Act 1993* and Regulation, and in accordance with the principles of good governance.

This is a comprehensive framework for the commitment of public monies from petty cash through to complex tenders.

## Risk Management

Due to the fact that the Risk Coordinator position has been vacant, limited work has been completed on the organisation-wide risk management required to ensure a consistent, efficient and effective assessment and management of strategic and business operations.

The focus for the future will be on:

- Embedding the Risk Management Plan
- Development of a Business Continuity Plan
- Working with external agencies to coordinate Risk Management processes within the community
- Completion of our insurer (StateWide) audit and self assessments with regard to public liability risks.

## Audit Management

### **Audit, Review and Finance Committee**

The Audit, Review and Finance Committee is the 'first check point' of our financial position. The Committee reviews our financial reports on a monthly and quarterly basis. A key strategic objective of the Committee is the oversight and review of the Long-Term Financial Plan, ensuring the long-term goals of the Council and the community can be achieved.

Committee members are:

- Cr Sue Price
- Cr John Tramby
- Cr Michael Montgomery
- Cr Peter Strang.

### **Internal Audit Committee**

There has been strong encouragement from the State Government for the establishment of Internal Audit functions within local Councils.

The Audit, Review and Finance Committee received an options paper in December 2009. A draft Internal Audit Charter and Audit Committee charter were presented to the Audit, Review and Finance Committee in January 2010 and subsequently resolved by the Council on 18 February 2010.

The Internal Audit Committee's objective is to provide independent assurance and assistance. Their charter will cover risk management, control, governance and external accountability responsibilities.

Committee members (voting) comprise:

- The Mayor/Mayor's representative
- One Councillor
- Two (2) external members.

Committee members (non-voting) will be:

- General Manager
- Head of Internal Audit
- Finance Manager.

### **Role of the External Auditors**

The external auditors primarily provide an assurance that our financial statements reflect the financial position of Council at the conclusion of the financial year. The work conducted by the external auditors to enable them to provide this assurance includes:

- Testing a sample of Council's internal controls
- Observation of processes or procedures being performed
- Enquiries of individuals within Council
- Examining financial and accounting records, other documents and tangible assets
- Obtaining written confirmations of certain items.

## Best Value

Best Value principles are designed to ensure local services are a reflection of local community needs and expectations, in terms of both quality and cost. That means providing local people with what they want, when they want it, at a price they are willing and able to pay. It's also about being imaginative in how local needs are met.

## Conflicts of Interest and Pecuniary Interest

Councillors and senior staff are required to declare any conflict of interest in any matter, and the nature of that interest, before a matter is discussed in a Council or Committee meeting.

All Councillors and senior staff are required to complete a Form 26 Register of Interest Primary Return when elected or appointed, in accordance with the *Local Government Act 1993*. The Pecuniary Interest Register is available for inspection at the Executive Office of Moree Plains Shire Council in the Max Centre, Balo Street, Moree.

## Community Engagement

Moree Plains Shire Council is committed to engaging with residents, businesses, stakeholders and Council officers as it plans services, policies and facilities. Involvement in the planning and delivery of services has a number of benefits for the community, stakeholders and Council. It:

- Ensures that priorities are appropriate for current and future needs
- Provides valuable information and increases understanding for planning
- Adds value to projects and the outcomes they seek to achieve.

Community consultation is an ongoing commitment. Our achievements are promoted to the community through our website, media releases, Facebook, the fortnightly full-page 'Council Clipboard' published in the *Moree Champion* newspaper, and *Council Focus*, our quarterly newsletter.

Extensive consultation also takes place in relation to Council's Delivery Program and Operational Plan, annual budget and Council policies.

Residents are invited to attend, ask questions at or make submissions to Council meetings. They are also invited to participate in forums on various issues.

Our Councillors and senior management hold positions on many associations, urban infrastructure groups, regional committees and other groups.

## Related Activities

### Tourism Moree

Tourism Moree is an industry-based Incorporated Association. Its role is ‘the promotion of tourism across the Moree Plains Local Government Area’.

The Association is directed by a Tourism Board made up of nine members elected from the membership base, plus the Mayor and General Manager of Moree Plains Shire Council.

Moree Plains Shire Council pays Tourism Moree a contract fee for the provision of its services to the Shire. This revenue is supplemented by membership fees and trading activities. Council’s contract with Moree Tourism was renewed in 2009 for a five year period.

### Moree Plains Gallery

The Moree Plains Gallery is managed by the Moree Cultural Art Foundation, and is therefore one of the few regional galleries in New South Wales not owned and run by Local Government.

Nevertheless, the Gallery receives invaluable support from Moree Plains Shire Council, which owns the magnificent 1911 Edwardian-style Gallery building and provides generous triennial funding.

Moree Plains Shire Council also supports Moree Plains Gallery in promoting and enriching the cultural life of the community through the display of significant works of art.

The Gallery has one of the most extensive Aboriginal art collections in regional New South Wales. This has been made possible through significant gifts. Dr Ann Lewis AM, generously endowed the Gallery with some 60 paintings and prints by leading Indigenous artists from across Australia. Mr Robert Bleakley, Mr Chris Hodges and Ms Helen Eager made substantial contribution of works.

### North West Slopes and Plains Cooperative Library Service

The North West Slopes and Plains Cooperative Library Service serves 28,729 people over 68,905km<sup>2</sup> in northern New South Wales. Member shires include Brewarrina, Moree Plains and Walgett, with libraries in Brewarrina, Lightning Ridge, Moree, Mungindi and Walgett.

There are more than 45,000 items in the North West Slopes and Plains Cooperative Library Service collection, and it offers free membership, interlibrary loan service, public Internet access, children’s programs and other events throughout the year.

### Dhyyiwaan Indigenous Unit

The Dhiiyaan Indigenous Unit, established in 1995 as part of the North West Slopes and Plains Cooperative Library Service, was the first family history and photograph unit of its kind.

The Unit aims to document, preserve and protect Aboriginal information and objects of significant importance to present and future generations of Aboriginal people. Its collection includes an enormous number of genealogies, photographs and resources to assist Aboriginal genealogy searches. These resources have proven to be a major drawcard.

Over the years the Indigenous Unit has been actively involved in many Aboriginal community projects, including the Premiere of *Rabbit Proof Fence* and the identification and restoration of the Aboriginal Section of the Moree Cemetery. More recently, the Unit published two books in the Moree Mob Series: Volume I - *Winanga-Li* and Volume II - *Burrul Wallaay*.

The Dhiyaan Indigenous Unit is now a stand-alone Unit of Moree Plains Shire Council. The Council is currently investigating funding and governance models that will enable the Aboriginal community to take over the running of the Unit.

### Moree Plains Shire Youth Council

The Moree Plains Shire Youth Council is a formal Council Advisory Committee. It currently has a membership of 20 young people from a range of cultural backgrounds aged between 13 to 25 years. Their objective is to create an active social interest amongst young people in Moree, particularly about issues which involve young people and ways to improve community life and amenities.

The Moree Youth Council is very active in a number of local projects such as Moree Superstar, Harmony Day, Youth Week, the Moree Multicultural Festival, theme parties for children, the annual Moree Christmas Carnival, Reclaim the Night and the Moree Relay for Life.

# Our Performance

We measure our success by how well we're achieving the goals of the community as set out in the Community Strategic Plan *Moree Plains 2030*, which was developed in close consultation with the community in 2010.

To make it easy to assess our progress, we've have tracked progress against targets for the key priorities divided into four key themes:

- **A Sense of Place:** a sense of place where people are proud of who they are and where they live
- **A Vibrant Regional Economy:** a vibrant economy built on a strong agricultural base
- **An Environmental Role Model:** an environmental role model for the region
- **Coordinated and Committed Leadership:** coordinated and committed leadership.

Under each of the four themes you, the community, have indicated what strategies and activities could be undertaken by various organisations and groups in the community, including Moree Plains Shire Council, to achieve your long-term aims.

## Symbols for achievements

- ✓ **Achieved**
- **Ongoing**
- × **Not achieved**

# A Sense of Place

A Sense of Place is all about community wellbeing, community connectedness and belonging, and helping people to feel people are proud of who they are and where they live.

## Community Strategic Plan Outcomes:

- S1. A sustainable and inclusive community where all people feel they belong
- S2. Our Indigenous cultural identity and values associated with Country maintained
- S3. Sustainable services and facilities provided to residents, businesses, community groups and visitors
- S4. Moree Plains as a centre for learning and research
- S5. Diverse sports, recreation, activities, entertainment and events instilling excitement and pride in the lives of our community
- S6. Community resilience in the face of a sustained drought

## Achievements:

### A sustainable and inclusive community (S1)

Our efforts to make our community one in which all people feel that they belong have been manifold. We have:

- ✓ Created the Moree Plains Facebook avatar for Moree Plains Shire Council
- ✓ Assisted in the development of Mens Shed
- ✓ Facilitated Citizenship Ceremonies – **2011** Rebecca Byrne (USA), Singh Rajwinder, Sundaram Jayakuma, Yashmita Jayakumar (India), George Keller, Nicole Keller, Debra van Kralingen, Hein van Kralingen, Hyrum van Kralingen, Kyron van Kralingen, Roxanne van Kralingen (South Africa), **2012** George de Beer (South Africa), Veloo Maheswaran, Raju Balakrishnan (India), Magdalena Bezuidenhout, Wanda Bezuidenhout, Wynard Bezuidenhout, Andrea Bezuidenhout (South Africa)
- ✓ Heavily involved in the organisation and preparation for Moree's Sesquicentenary Celebrations involving the whole town for 150 years celebration
- ✓ Joined the White Ribbon Campaign by implementing a policy for staff which provides proactive leadership in the management and education of employees in relation to Family or Domestic Violence

### Our Indigenous cultural identity and values maintained (S2)

To maintain Indigenous cultural identity and values, we:

- Continued to fund and manage the operation of the Dhyiaa Indigenous Centre. The aim of the centre is to document, preserve and protect Aboriginal information and objects of significant importance to present and future generations of Aboriginal people. Its collection includes an

enormous number of genealogies, photographs and resources to assist Aboriginal genealogy searches

- ✓ Endorsed a business plan for the Dhiyaan Indigenous Centre. After a comprehensive review of the Dhiyaan Indigenous Centre by the appointed change manager (Arts NSW via Arts North West), Council has endorsed a business plan which covers operational matters including, but not limited to, an ongoing governance and funding model. Council will work with the State Library of NSW to implement the transition plan for the centre
- Continued the operation of the Northern Area Office at Boggabilla with Lisa Zellers at helm. Mrs Zellers made a smooth transition into the role and is working with the Boggabilla and Toomelah residents to improve services and opportunities.

### **Sustainable services and facilities provided (S3)**

We:

- ✓ Nearly halved MPSC workers' compensation as a result of a significant reduction in the time injured workers spend away from work
- ✓ Received Highly Commended in the 'Excellence and Leadership and Innovation – Rural Council's' category of the 2011 Management Excellence Awards
- ✓ Promote the "Cash for Containers" initiative
- ✓ Implemented a Waste Management Plan
- ✓ Expanded our fleet of Council machinery, with three new graders acquired as a result of major flood damage to help maintain and restore the roads
- ✓ Supported the "Free Cuppa for the Driver" program
- ✓ Held nine free child restraint workshops, with workshops held in Moree, Wialda, Gravesend, Toomelah, Boomi, Bingara and Boggabilla
- ✓ Continued the Child Restraints Hiring Program, with a yearly hiring rate of 72%
- ✓ Together with support agencies, responded to the November 2011 and February 2012 flood events. The Moree Plains Shire Emergency Operations Centre was activated for both events. The major flood in February 2012 was supported by the activation of a Recovery Centre at the Memorial Hall which offered assistance to affected residents for some weeks following the subsidence of the floodwaters. Many debriefs were held following these incidences and comments passed on to the State Emergency Service, as the lead combat agency during a flood. In addition, Council staff and members of the LEMC committee have been working on the development of internal plans and guidelines for any future events
- ✓ Completed the majority of disability access works as identified in submission from community members
- ✓ Conducted road safety audits as per the guidelines and in respect to High Productivity Vehicle (HPV Applications)
- ✓ Facilitated Youth Council
- ✓ Established the Crime Prevention Committees for Moree, Mungindi and Boggabilla

- ✖ Did not establish the Moree Community Portal Group. The relevant Council officer will continue to work on our website and the web portal in 2012/2013
- ✖ Experienced delays with the construction of the cycleway in the vicinity of Moree Secondary School (Carol Avenue campus) as the funding for this project was transferred to the Connecting Communities project
- ✖ Deferred the construction of the cycleway along Adelaide Street (between Boston and Edward Streets) and the cycleway along Edward Street (from Albert Street to Victoria Terrace) as a result of funds being reallocated to the Connecting Communities project
- ✖ Ended the facilitation of the road safety program through input from the Moree Plains and Gwydir Shires Road Safety Program Steering Committee as this activity did not achieve the required results last financial year

### **Moree Plains as a centre for learning and research (S4)**

To promote Moree Plains as a centre for learning and research, we:

- ✓ Participated in 'A day of Opportunity' working with UNE to have a day for students with emphasis on education and health and school based traineeships
- ✓ Introduced QR- Codes (Quick Response Codes). The interactive reader helps with recruitment by using the code matrix to quickly download recruitment information
- ✓ Supported six (6) school based traineeships
- ✓ Organised the Amazing Read – 2011/12 Summer Reading program Club at Moree Community Library
- ✓ Set up Broadband for Senior's Kiosks in Moree, Mungindi and Boggabilla

### **Diverse sports, recreation, activities, entertainment and events (S5)**

We:

- ✓ Continued work on the redevelopment of the Moree Artesian Aquatic Centre. The official opening is scheduled for September 2012
- ✓ Were involved with the preparation for Moree's Sesquicentenary Celebrations involving the whole town
- ✓ Made an annual contribution to Arts North West's Regional Arts Development Program of \$7,800
- ✓ Completed Boughton Oval lighting improvements
- ✓ Financially supported the following local events:
 

○ Educational Facilities –Awards Night	\$2,000.00
○ Berrigill Creek Sporting Club	\$800.00
○ Indigenous Ball	\$2,000.00
○ Cotton Trade Show Donation	\$1,000.00
○ Royal Far West	\$1,000.00
○ Mungindi Border Rifle Club	\$728.90

○ Cash for Containers	\$500.00
○ St Philomena's Spring Fair - Banner	\$1,107.27
○ Bush Bursary/ CWA Scholarship	\$3,000.00
○ Gwydir HACC	\$2,000.00
○ Moree Caledonian Society (Pipe Band)	\$2,000.00
○ Moree TAFE – Aust Indigenous Tourism Conference	\$1,500.00
○ Westpac Rescue Helicopter Service	\$5,000.00
○ Stewart House	\$2,500.00
○ Can Assist Gala Ball – Gold Sponsor Package	\$5,000.00
○ Sherryl Johnson Memorial Women's Rugby	\$500.00
○ Moree Show Society	\$10,000.00
○ Moree Town Band Donation	\$35,300.00

- ✗ Were unable to erect a fence or carry out the upgrade to lighting at Ron Harborne Oval as grant funding for this was not obtained
- ✗ Were unable, through Moree Community Library, to support the Moree Plains Gallery in providing outreach service to small primary schools in the Shire because staff no longer have access to a vehicle of sufficient size to do so.

### **Community resilience in the face of sustained drought (\$6)**

- ✓ With various floods recently drought has not been a major priority.

### **Challenges:**

As identified in our Community Strategic Plan: *Moree Plains 2030*, our key community/social challenges are to:

- Improve connectedness in our community
- Grow our population, which is shrinking as many young people leave the Shire for educational and career opportunities and the family farm is replaced by larger agricultural concerns
- Maintain community wellbeing.

### **Future Plans:**

We plan to:

- Commence meetings of the Crime Prevention Committees
- Review existing flood studies to update Shire floodplain management plans
- Commence "House Raising" studies
- Continue sportsfields upgrades
- Entrance improvement works
- Park improvements
- Additional cycleways constructed along a number of streets in Moree

# A Vibrant Regional Economy

Our Shire is the most agriculturally productive Shire in the whole of Australia and when environmental conditions are advantageous and commodity prices are high, life is good. But the long years of drought have made it obvious that we can no longer rely on agriculture alone; we must diversify and build a more sustainable economy.

## Community Strategic Plan Outcomes:

- VE1. A resilient and diverse economy, with job availability for all resident requirements
- VE2. An improved image visitors have of our Shire
- VE3. Adequate infrastructure provided to support our economy

## Achievements:

### **A resilient and diverse economy, with job availability for all resident requirements (VE1)**

To facilitate the growth of resilient, diverse economy, we:

- ✓ Are recruiting Sydneysiders to move to the country – as part of the Country and Regional Living (Country Week) Expo 2011
- ✓ Developed a Memorandum of Understanding (MOU) with Wuzhou, China to develop a Sister City relationship for business and learning opportunities
- ✓ As part of the Gateway Project, called for Expressions of Interest for businesses to maintain and own property at the Gateway entry
- ✓ Won the bid to have a “Shake, Rattle ‘N’ Bowl” built in Moree

### **An improved image visitors have of our Shire (VE2)**

To promote an improved image of our Shire, we:

- ✓ Confirmed that Ficus Hillii Trees in the Main Street are to stay
- ✓ Continued publication of articles promoting the Shire, its lifestyle and its people
- ✓ Received approval in relation to the Development Application for two bronze statues at the Moree Memorial Hall to coincide with the 100 year ANZAC Day commemoration
- Continued works on the Gateway Project, which continued to increase business in Moree area
- ✓ Implemented Alcohol-Free Zones for Moree, Boggabilla and Mungindi to reduce anti-social behaviour
- ✓ Installed Picnic Shelters at Kirkby Park and Apex Park

### **Adequate infrastructure provided to support our economy (VE3)**

As part of our ongoing efforts to provide adequate infrastructure to support our economy, this year we:

- ✓ Continued our strong advocacy for improved rural road funding, particularly through our membership of the Australian Rural Roads Group
- ✗ Were disappointed when the Big W development was abandoned by Big W
- ✗ Deferred the upgrade of the computer system at the Moree Waste Management Facility until the 2012/2013 financial year
- ✓ Completed the extension of the carpark at Moree Airport and associated drainage
- ✓ Completed rehabilitation of the Western Apron at Moree Airport. This project was completed in November 2011 and has now provided a safer environment for aircraft movements
- ✓ Replaced kerb and guttering at the front of airport terminal
- ✓ Constructed a chemical storage shed at Moree Airport, to meet safety requirements for storage of chemicals
- ✓ Extended the lawn cemetery at Boggabilla and covered the ground in the old sections with ornamental stone
- ✓ Carried out fencing and landscaping at Mary Brand Park
- ✓ Upgraded Jellicoe Park Market facilities
- ✓ Installed irrigation at Ron Harborne Oval
- ✓ Completed Boughton Oval Stage 1 Car Park (Jones Avenue)
- ✓ Installed new barbecue facilities at Jacaranda Park
- ✓ Introduced three new graders to the machinery fleet for repair of flood damaged roads
- ✓ Completed 85% of the Urban and Rural Road Sealing program despite the flood damage to the Shire's roads
- ✓ Completed 65% of the Rural re-sheeting program
- ✓ Completed rehabilitation of Roslyn Lane between Gwydir and Albert Streets, Moree
- ✓ Constructed Box Culvert SR 136 Tyrone Road
- ✓ Maintained stormwater drains, with additional funding from RCLIP
- ✗ Deferred relining of selected sewer mains and rehabilitation of selected manholes, due to flooding and restoration works
- ✗ Deferred investigation of need for sewer pump well washers, due to flooding and restoration works

- ✖ Deferred investigation of need for pump station safety improvements, due to flooding and restoration works
- ✖ Deferred rehabilitation of outfall drain in Anne Street Moree, due to flooding and wet weather
- ✓ Increased street lighting in the Moree Township as per requests from residents
- ✓ Completed reconstruct seal on SR 120 Rosedale Road
- ✓ Completed reconstruct seal on SR 110 Berrigal Creek
- ✓ Completed reconstruction of 4 kilometres of MR 507 Bruxner Road (between Boomi and Boggabilla)
- ✓ Completed year 1 of 3 year program for Bridge condition assessment reporting
- ✖ Undertook preliminary investigations in relation to a Moree east-west heavy vehicle distribution bypass but no further progress has been made due to flood recovery work
- ✖ Due to flood recovery work, deferred the reconstruct seal on Segment Pt150 CH 26.14 to 28.24km on Moree- Terry Hie Hie Road (SR101)
- ✖ Due to flood recovery work, deferred rehabilitation seal on Dover Street between Adelaide Street and Thompson Street
- ✖ Due to flood recovery work, deferred rehabilitation seal on Roslyn Lane between Heber Street and Albert Street and between Coles/Auburn Street and Heber Street
- ✓ Worked closely with Moree Solar Farm consortium to establish a solar farm near Moree

## Challenges:

As identified in our Community Strategic Plan: *Moree Plains 2030*, our key challenges in this area are to:

- Attract new businesses, tourists and residents
- Leverage our advantages – such as resources and strategic location
- Improve our infrastructure.

## Future Plans:

We plan to:

- Gateway Project – program project in line with Council's vision
- Upgrade the computer system at the Moree Waste Management Facility to improve efficiency
- Carry out engineering and water and waste projects deferred due to flood recovery program

# An Environmental Role Model

The black soil plains are a beautiful environment in which to live. We wish to sustainably manage this environment into the future.

## Community Strategic Plan Outcomes:

- E1. A well secured water supply
- E2. Improved and sustainable environmental management practices within the Shire
- E3. Adapting our towns and villages to sustained drought

## Achievements:

### **A well secured water supply (E1)**

In our efforts to bring about a well-secured water supply, we:

- Progressed the EIS for the Evergreen precinct as per schedule with only minor delays
- ✓ Executed the Memorandum of Understanding with the Moree Ski Club

### **Improved and sustainable environmental management practices within the Shire (E2)**

We:

- ✓ Workshopped the Tree Policy at the UAC Meeting, discussing options suitable to Moree's climate
- ✓ Conducted the Strengthening Basin Communities Water Loss Management Program
- ✓ Completed companion animal health checks/de-sexing program
- ✓ Completed extensive control program for Harrisa Cactus
- ✓ Contributed major submissions to the Coal Seam Gas enquiries which contributed to NSW Planning System Review
- ✓ Endorsed the MPSC Heritage Strategy 2011-13 which was submitted to the NSW Heritage Office
- ✗ Continued to develop Moree Plains Shire's Waste Management Strategy, utilising different communication strategies to engage the community's participation
- ✗ Deferred the education campaign in relation to recycling due to reallocation of funding for the flood recovery effort

### **Adapting our towns and villages to sustained drought (E3)**

To assist in adapting our towns and villages to sustained drought, we:

- ✓ Encouraged residents to use water timers, garden mulch and drought tolerant plant species

## Challenges:

As outlined in *Moree Plains 2030*, our key challenges in this area are to:

- Halt the degradation of the environment
- Adapt to a changing global environment, the associated reduction in water security and the introduction of the carbon market.

In addition, Moree has some truly beautiful streetscapes and significant architecture. As the Shire grows the demands for development need to be sensitively balanced against the need to preserve the environmental heritage of our region.

## Future Plans:

We plan to:

- Continue to monitor/manage the Coal Seam Gas situation
- Develop a Shire-wide Waste Management Strategy
- Continue to educate the Moree Plains community about recycling

# Coordinated and Committed Leadership

Coordinated and committed leadership is required if we are to achieve our community's goals. As well as taking the lead in some situations, Council has a role to play in fostering leadership within the community.

## Community Strategic Plan Outcomes:

- L1. Increased respect and pride in our town and villages
- L2. A more collaborative, decisive and empowered approach to resolving our complex challenges
- L3. Improved lifestyle for our outlying villages and suburbs
- L4. Provision of efficient and cost-effective services by Council to the Moree Plains Shire community

## Achievements:

### **Increased respect and pride in our town and villages (L1)**

To foster the growth of respect and pride in our town and villages, we:

- ✓ Made donations to various groups and schools in the villages area
- ✓ Pursuant to the Gateway Project, continued to develop draft concept designs for Moree town entrance improvements and called for EOI's from interested businesses
- ✓ Designed and approved signage for 'Lock it or lose it' for various car parks and town streets
- ✓ Celebrated the naming of the Moree Bypass (named 'Lou Swan Way') and the Bridge on the Bypass (named 'Greg Jones Bridge') on 18 April 2012
- ✗ Continue to develop our Communications Strategy, with the required tools in place

### **A more collaborative, decisive and empowered approach to resolving our complex challenges (L2)**

To facilitate a more collaborative, decisive and empowered approach to resolving our complex challenges, we:

- ✓ Set up avatar Moree Plains for Moree Plains Shire Council Facebook site to communicate more immediately with residents, particularly younger residents
- ✓ Hosted community consultation meetings at seven locations across the Shire in May 2012 to report on our progress in delivering the Delivery Program (2012 - 2015) and Operational Plan (2012 - 2013) and provide the community with the opportunity to comment on Council's draft 2012/2013 Budget and draft Delivery Program (2012 - 2015) Operational Plan (2012 - 2013)
- ✓ Completed the rural addressing project, even with some hold ups occurring due to the November, December and February flood events

### **An improved lifestyle for our outlying villages and suburbs (L3)**

To assist in the development of an improved lifestyle for our outlying villages and suburbs, we:

- ✓ Continued to carry out upgrades to sports fields across the Shire
- ✓ Continued to undertake water reservoir upgrades over three year period
- ✓ Created the working party for the Kamillaroi Park Master Plan

### **Provision of efficient and cost-effective services by Council to the Moree Plains Shire community (L4)**

In order to provide efficient and cost-effective services to the Moree Plains Shire Community, we:

- ✓ Diligently managed our finances to ensure a surplus for 2011/2012
- ✓ Took delivery of 8,532 items of incoming mail, scanned them and distributed them to appropriate personnel for action
- ✓ Continued our commitment to our long-term financial sustainability. Two years ago we developed several key strategic planning documents to assist with our planning and management over the long-term:
  - Long-Term Financial Plan
  - Strategic Asset Management Plan
  - Delivery Program (2010–2013) and Operational Plan (2010–2011)This year, we continued implementing those plans and reviewed them in consultation with the community to ensure their ongoing relevance.
- ✓ Co-ordinated and liaised with emergency service combat and support agencies to provide an effective multi-agency response during times of emergency and natural disaster and the implementation of appropriate emergency plans as required
- ✓ Faced major floods in November 2011 and February 2012. The November flood was declared a one in 20 year flood and the February 2012 flood a one in 33 year flood event, with \$40 million damage to roads and public infrastructure. Council will be working on our road restoration for 18 months to 2 years and it is the biggest restoration task ever undertaken.
- ✓ Responded, with combat and support agencies, to the November 2011 and February 2012 flood events. The Moree Plains Shire Emergency Operations Centre was activated for both events. The major flood in February 2012 was supported by the activation of a Recovery Centre at the Memorial Hall which offered assistance to affected residents for some weeks following the subsidence of the floodwaters. Many debriefs were held following these incidences and comments passed on to the State Emergency Service, as the lead combat agency during a flood. In addition Council staff and members of the LEMC committee are working on the development of internal plans and guidelines for any future events
- ✓ Completed the truck wash at the Moree Depot
- ✓ Managed our quarries and the provision of suitable road materials throughout the year
- ✓ Continued strong advocacy on Murray Darling Basin Plan, Coal Seam Gas inquiries and reforms to road funding

✓ Moved into the Max Centre

## Challenges:

Our key challenges in this area are to:

- Sustain commitment to coordinated collaboration and action in our towns and villages
- Foster a proactive community that 'jumps up and down' to obtain improvements it is seeking from governments
- Take advantage of the potential to improve and sustain our quality of life by reducing social problems
- Ensure that our outlying villages and town fringes aren't left behind but undergo real improvement.

## Plans for the Future:

We plan to:

- Continue to advocate for additional roads funding
- Finalise implementation of integrated computer system incorporating the TRIM electronic document management system
- Implement an Intranet to improve internal communications.

# Statutory Information

The information in this section of our Annual Report is provided in response to statutory requirements.

The Statutory Report addresses the elements of the Council's Charter set out in Section 8 of the *Local Government Act 1993* as follows:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- to exercise community leadership
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism
- to promote and to provide and plan for the needs of children
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development
- to have regard to the long term and cumulative effects of its decisions
- to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible
- to facilitate the involvement of Councillors, members of the public, users of facilities and services and council staff in the development, improvement and coordination of local government
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants
- to keep the local community and the State Government (and through it, the wider community) informed about its activities
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected
- to be a responsible employer.

Where appropriate, further details are provided in other sections of this Annual Report as indicated.

# Our Performance

## Audited Financial Reports

The complete audited financial statements and auditor's report can be found in Moree Plains Shire Council Financial Statements 2012, which can also be downloaded from [www.mpssc.nsw.gov.au](http://www.mpssc.nsw.gov.au)

## Our Performance during the Year in Relation to our Operational Plan 2011/12

Council undertook to deliver on a total of 353 services, activities and projects in the 2011/2012 financial year, as outlined in the Operational Plan 2011/2012. Twenty-two projects, services or activities were not completed or did not meet the expected performance standard for the year. Information about why they were not completed to the required standard or in the required timeframe has been provided in the table below.

### Key

- ✓ Services, activities and projects delivered on time and on budget
- ➔ Services, activities and projects being delivered/progressing as planned
- ✗ Services, activities and projects that have not been delivered on time or on budget

15. A SENSE OF PLACE							
STATUS	On time/on budget		Progressing as planned		Not on time/on budget		Total
	✓	74	➔	2	✗	8	84
Details of activities/projects marked ✗	S3.1.2.4	<b>Establish a Moree Community Portal Advisory Group</b> The Moree Community Portal Group was not set up in 2012. Our Communications Officer/Web Writer will continue to work on our website and the web portal in 2012/13.					
	S3.11.1.5	<b>Construct cycleway in the vicinity of Moree Secondary School (Carol Avenue campus)</b> The design phase for this project has commenced but the project was delayed due to funding being transferred to Connecting Communities project.					
	S3.11.1.6	<b>Construct cycleway along Adelaide Street between Boston and Edward Streets</b> This project has been deferred for 12 months because the funds to carry out the project have been re-allocated to the Connecting Communities project.					
	S3.11.1.9	<b>Construct cycleway along Edward Street from Albert Street to Victoria Terrace</b> Work on this project has been delayed as a result of the funds being re-allocated to the Connecting Communities Project.					
	S3.11.2.1	<b>Continue to facilitate the road safety program through input from the Moree Plains and Gwydir Shires Road Safety Program Steering Committee</b> This activity did not achieve the required results in 2010/11 and therefore is no longer occurring. Road Safety Month will be coordinated by the Road Safety Officer, with assistance from the Engineering Department's Design Team, in consultation with individual experts in their fields.					

	<b>S5.1.4.2</b>	<b>Ron Harborne Oval – Upgrade lighting</b> We were unable to carry out this project as a result of being unable to attract grant funding.					
	<b>S5.1.4.3</b>	<b>Ron Harborne Oval – Erect fence</b> We were unable to carry out this project as a result of being unable to attract grant funding.					
	<b>S5.2.2.6</b>	<b>Support the Moree Plains Gallery in providing a range of outreach services to small primary schools in the Shire</b> The Library was unable to support the Moree Plains Gallery in providing a range of outreach services because staff no longer have access to a vehicle of sufficient size to do so.					
<b>2VE. VIBRANT REGIONAL ECONOMY</b>							
<b>STATUS</b>	<b>On time/on budget</b>		<b>Progressing as planned</b>		<b>Not on time/on budget</b>		<b>Total</b>
	✓	58	➔	1	✗	10	69
<b>Details of activities/projects marked ✗</b>	<b>VE3.1.3.12A</b>	<b>Upgrade computer system at Moree Waste Management Facility to improve efficiency and customer service levels</b> Computer systems have been investigated and quotes obtained but installation of the new computer system has been postponed until 2012/13.					
	<b>VE3.1.3.14A</b>	<b>Relining of selected sewer mains and rehabilitation of selected manholes</b> This project was delayed due to flooding and restoration works. The project will be completed in the 2012/13 financial year.					
	<b>VE3.1.3.14B</b>	<b>Complete investigation of need and install sewer pump well washers as necessary to ensure efficient operation of pump wells</b> This project was delayed due to flooding and restoration works. The project will be completed in the 2012/13 financial year.					
	<b>VE3.1.3.14C</b>	<b>Complete investigation of need for pump station safety and implement improvements as necessary</b> This project was delayed due to flooding and restoration works. The project will be completed in the 2012/13 financial year.					
	<b>VE3.1.3.07A</b>	<b>Rehabilitate the outfall drain in Anne Street, Moree</b> Investigation and work were delayed as a result of wet weather and flooding. The work will now take place in 2012/13.					
	<b>VE3.1.9.1</b>	<b>Undertake preliminary planning for a Moree east–west heavy vehicle distribution bypass</b> Issues with the existing road network were identified and the preferred options presented to the Traffic Committee. No further progress took place as a result of flood recovery work taking up significant time and resources.					
	<b>VE3.1.3.05J</b>	<b>Reconstruct seal on Segment Pt 150 Ch 26.14 to 28.24km on Moree–Terry Hie Hie Road (SR101)</b> This seal reconstruction has had to be delayed as a result of the two floods in this financial year. The project will be completed in the 2012/13 financial year.					
	<b>VE3.1.3.05Q</b>	<b>Rehabilitate seal on Dover Street between Adelaide Street and Thompson Street</b> This project was replaced in priority when the Roads to Recovery Program was altered to better reflect the community’s and Council’s priority of works.					

	<b>VE3.1.3.05U    Rehabilitate seal on Roslyn Lane between Heber Street and Albert Street</b> Works have commenced but have not been completed due to heavy rain and flooding.						
	<b>VE3.1.3.05V    Rehabilitate seal on Roslyn Lane between Coles/Auburn Street and Heber Street</b> This program has been delayed due to the floods. Other flood and flood-recovery tasks took precedence.						
<b>3E. ENVIRONMENTAL ROLE MODEL</b>							
<b>STATUS</b>	<b>On time/on budget</b>		<b>Progressing as planned</b>		<b>Not on time/on budget</b>		<b>Total</b>
	✓	28	→	4	✗	2	34
<b>Details of activities/projects marked ✗</b>	E2.2.1.01		<b>Develop an overarching Moree Plains Shire Waste Management Strategy</b> Community consultation was carried out as part Council's community meetings in May 2012. Further to this, an internet based community survey was undertaken. Due to the disappointing result, a random sample mail out questionnaire has been scheduled for the 1st quarter of 2012/13				
	E2.2.1.08		<b>Continue to conduct community education campaigns promoting the benefits of recycling and educating the community regarding which items can be recycled</b> The extensive education campaign for recycling had to be postponed until the next financial year as a result of resources having to be reallocated to flood clean-up works.				
<b>4L. COORDINATED AND COMMITTED LEADERSHIP</b>							
<b>STATUS</b>	<b>On time/on budget</b>		<b>Progressing as planned</b>		<b>Not on time/on budget</b>		<b>Total</b>
	✓	161	→	3	✗	2	166
<b>Details of activities/projects marked ✗</b>	L1.1.3.1		<b>Communications Strategy developed and adopted by Council</b> The strategy has not been completed, partly as a result of communication regarding flooding and flood-related communication having to be the focus for two quarters. Considerable communication is occurring and communication tools are in place, but the strategy itself has not been inscribed on paper.				
	L4.2.6.20		<b>Training modules (for staff) accessible on the Intranet</b> A full review of E-Learning was completed, modules were chosen for roll-out to and quotes were obtained. Unfortunately we do not have the system capacity to make this method of learning available to all staff. Expansion of the system will need to be investigated.				

## Our Organisation

### Remuneration of Senior Staff

Under the definitions of the Act only one staff member of Moree Plains Shire Council, the General Manager, is classed as a senior staff member. At 30 June 2012, the General Manager's remuneration package (including salary, motor vehicle and superannuation) totalled \$193,000.

### Overseas Visits

Staff did not take any visits overseas on behalf of Moree Plains Shire Council in 2011/12.

### Mayoral and Councillor Fees, Expenses and Facilities

The total amount of fees paid to the Mayor and Councillors for the year was \$133,932. Except for Cr Percy, who did not serve for the full twelve months, Councillors each received a fee of \$9,970, with the Mayor receiving an additional fee of \$21,770.

The total amount spent on Councillors' fees, the provision of Councillor facilities and payment of Councillor expenses for the year was \$174,397. This amount includes the costs outlined in the table below.

#### Details of Mayor and Councillors' fees, expenses and facilities

	Mayor fees (\$)	Elected member fees (\$)	Conferences and seminars (\$)	Specific training (\$)	Cost of provision of office equipment and telephone (\$)	Accommodation (\$)	Travel (\$)	Totals (\$)
Cr R Brazel	-	9,070	-	-	1,069	-	5,412	16,452
Cr R Fernance	-	9,070	-	-	454	-	-	10,424
Cr C Gall	-	9,070	-	-	457	-	385	10,811
Cr K Humphries	21,770	9,070	1,121	-	2,180	2,016	1,860	38,917
Cr M Montgomery	-	9,070	863	-	836	788	2,855	15,311
Cr G Percy	-	2,492	-	-	200	-	492	3,184
Cr S Price	-	9,070	2,973	-	658	450	7,930	21,981
Cr P Strang	-	9,070	822	-	1,623	768	894	14,076
Cr J Tramby	-	9,070	-	-	-	-	-	9,970
Cr T Tzannes	-	9,070	-	-	454	316	-	10,740
Cr J von Drehnen	-	9,070	-	-	1,479	-	-	11,449
Cr T Wannan	-	9,070	-	-	1,112	-	-	11,082
<b>Totals</b>	<b>21,770</b>	<b>112,162</b>	<b>5,778</b>	<b>-</b>	<b>10,522</b>	<b>4,338</b>	<b>19,827</b>	<b>174,397</b>

**Note:** A copy of Council's policy on the payment of expenses and provision of facilities for Mayor and Councillors is available on Council's website: [www.mpssc.nsw.gov.au](http://www.mpssc.nsw.gov.au) or can be obtained from Council offices in Moree, Boggabilla and Mungindi.

## Legal Proceedings

Council paid \$416,000 in legal expenses during 2011/12. This compared \$293,628 in 2010/2011, \$239,000 in 2009/10, \$125,000 in 2008/09 and \$145,000 in 2007/08.

Council incurs legal expenses for such things as the purchase and sale of land and assets, debt collection, Weight of Loads prosecutions, and preparation of leases and subdivisions. Costs are also incurred for legal advice on planning and environmental matters, employment issues, liability issues and corporate governance. Much of the expenditure in relation to both debt recovery and Weight of Loads prosecutions is recovered from those persons against whom action has been taken.

In 2010/11 and 2011/12, Council was involved in the legal proceedings listed in the table below. Proceedings continue to be ongoing in relation to the action being taken against both Local Government Financial Services and Lehman Brothers Australia (In Liquidation), and Longreach. Council has joined with a number of other Councils in these actions and has entered into a funding arrangement with IMF (Australia) Ltd.

### 2011/12 legal proceedings

Other party	Dispute	Status	Costs incurred in 2011/12 (\$)
Longreach	Investments recovery	Ongoing	53,658
Lehman Brothers Australia (in liquidation)	Investments recovery	Ongoing	1,102

## Partnerships, Co-operatives and Joint Ventures Involving Council

Moree Shire Council is involved in the following partnerships and cooperatives:

### ○ North West Weight of Loads Group

This group enforces the *Roads Act 1993* and Limits (weights) on vehicles using public roads. The objective of this group is to reduce road maintenance costs.

### ○ Border Regional Organisation of Councils (BROC)

This organisation consists of Councils that are demographically and geographically similar to Moree Plains Shire Council. Members of BROC seek to gain economies of scale through joint tendering procedures and resource sharing.

### ○ Northern Regional Library

The Northern Regional Library offers free membership, an interlibrary loan service, public Internet access, children's programs and other events throughout the year. Member shires include Brewarrina, Moree Plains and Walgett, with libraries in Brewarrina, Lightning Ridge, Moree, Mungindi and Walgett.

### ○ Moree Plains and Gwydir Shires Road Safety Program

The Moree Plains and Gwydir Shires Road Safety Program aims to contribute to a better, safer and healthier community by decreasing road trauma and the risk of accidents through targeted road safety educational and behavioural change campaigns.

### ○ Australian Rural Roads Group

The Australian Rural Roads Group is a group of over 100 councils formed to lobby other levels of government and industry for a sustainable source of funding to improve the condition of the rural road network.

## External Bodies Exercising Council Functions

During 2011/12 no external bodies exercised functions delegated by Council.

The Moree Plains Gallery, Tourism Moree and the Rural Fire Service do not exercise functions delegated by Council. Instead, they operate under a Service Agreement between Council and the relevant incorporated bodies. The Agreements provide for a fixed level of funding over the four years of the agreement in return for services to the community.

## Section 355 Committees

Details of Moree Plains Shire Council's Section 355 Committees have been provided on page 32 of this report.

## Companies in Which Council Held a Controlling Interest

In 2011/12 Moree Plains Shire Council held no controlling interests in any company, whether alone or in conjunction with other Councils.

## Rates and Charges Written Off

No rates and charges were written off in the 2011/12 year.

## Competitive Neutrality

In April 1995, representatives of the Commonwealth and all state and territory governments met and ratified the National Competition Policy. The policy is aimed at increasing consumer and business choice, reducing cost, improving competitiveness and lowering prices.

A major reform required by the policy is the separation of non-contestable regulatory and other functions from those commercial activities that can be subject to competition.

Major activities that can be subjected to competition are classified as category one. During 2010/11 reporting on these activities, including all support costs assigned, is required in order to determine what their total cost would be if they operated as a private business. This includes estimating the total taxes that would be paid if the operations were not a Council activity.

Moree Plains Shire Council has identified the following businesses for the purposes of competitive neutrality.

### Category 1 Business Activities

- Water
- Sewerage

### Category 2 Business Activities

- Waste Management
- Moree Hot Mineral Baths
- Gwydir Day Care and Preschool
- Moree Aerodrome
- The Max Centre.

### **Competitive Neutrality Pricing Requirements**

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include tax equivalents, council subsidies, return on investment (rate of return) and dividends paid. These competitive neutrality requirements have been applied to the special purpose reports for Category 1 and 2 activities.

### **Complaints Handling**

Council has a process in place for the handling of competitive neutrality complaints. All written complaints are registered and assigned to designated staff to respond. Council's Records Section monitors the progress of responses to ensure that they are finalised. In addition, complaints are reviewed quarterly as to whether they fall into the category of a competitive neutrality complaint. A unitary customer request system has been installed in all areas of Council. This has greatly improved the efficiency of the process and provided enhanced information for better monitoring.

### **Competitive Neutrality Complaints**

Council received no new competitive neutrality complaints during 2011/12.

## **Government Information (Public Access) Act 2009**

The *Government Information (Public Access) Act 2009* (GIPA Act) replaced the *Freedom of Information Act 1989* on 1 July 2010. The GIPA Act provides four ways for government information to be released:

### **1. Open access information**

We publish certain categories of information on our website as a matter of course; this is known as Open Access Information. Open Access Information includes details of contracts, policies and development applications, as well as many other categories of information.

### **2. Proactive release**

We release as much other information as possible to the public free of charge and publish as much as possible on our website.

### **3. Informal release of information**

Members of the public may contact us and ask for information. This is known as an informal request.

### **4. Formal access application for release of information**

If information cannot be accessed through any of the above ways, members of the public may submit an access application. This report provides an account of our work for the period 1 July 2011 to 30 June 2012. During this time the focus of our activities was to meet the requirements of the GIPA Act with regard to Open Access Information and to establish simple processes for dealing with the informal release of information and with access applications. Potential opportunities to publish information were identified and the issues raised informed the resources that were developed to help staff comply with the GIPA Act.

The following documents relevant to the GIPA Act have been published on our website:

- Access to Information Policy
- Access to information application forms
- Publication Guide
- Disclosure Log.

Our focus for 2012/13 is to continue to review the information held by the Council and to work with internal stakeholders to encourage proactive publication of information and to develop procedures and guidance material.

### Statistical Information about access applications

Council received a total number of five access applications during the reporting year.

Two further applications were received in June 2012 and access to the information was not granted until July 2012. These two applications will be contained in the report for the 2012/2013 financial year.

Zero access applications were refused during the reporting year.

### Number of applications by type of applicant and outcome\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	1	0	0	0	0	0	0
Members of the public (other)	3	0	0	0	0	0	0	0

\* More than one decision can be made in respect of a particular access application. This also applies to the following table.

### Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than	1	0	0	0	0	0	0	0

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
personal information applications)								
Access applications that are partly personal information applications and partly other	3	1	0	0	0	0	0	0

\* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

### Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

### Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the GIPA Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

## Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

## Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided within 20–35 days (by agreement with applicant)	3
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	5

## Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

## Applications for review under Part 5 of the GIPA Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

## Privacy and Personal Information Protection Act 1998

Our Privacy Management Plan was adopted in 2009. The staff have been informed of the legislation and staff in key areas have undertaken training in Privacy Management. The release of information has been in accordance with the legislation and the plan.

One internal review was carried out under the *Privacy and Personal Information Protection Act 1998* during the reporting period (in particular, relating to Information Protection Principle 11). The finding of the review was that there was insufficient evidence to suggest the alleged disclosure of personal information occurred. In addition, a breach of confidentiality was alleged – the finding of the review was that there was no conclusive evidence that a breach in confidentiality existed.

The Council collects and holds personal information for the purpose of carrying out its functions under the *Local Government Act 1993* and facilitating the operation of other Acts of Parliament. We take all reasonable steps to protect all personal information from misuse, loss or from unauthorised access, modification or disclosure.

This information may be disclosed to Government, Regulatory Authorities and Council contractors or where there is a legislated requirement. Otherwise, information held will only be disclosed or amended upon receipt of written instructions from the client or from parties authorised to act on their behalf.

Please note that everyone has the right to access their own personal information subject to some exceptions permitted by law.

### Public Interest Disclosures

The *Public Interest Disclosures Act 1994 No 92* (PID Act), formerly the *Protected Disclosures Act 1994*, sets in place a system to encourage public officials to report serious wrongdoing without fear of being sued for defamation or breach of confidence. The public interest disclosures system relates to the disclosure of:

- Corrupt conduct
- Serious maladministration
- Serious and substantial waste
- Failure to comply with the system through which people can access government information
- A breach of the local government pecuniary interest requirements.

For more information on the *Public Interest Disclosures Act 1994 No 92*, visit the NSW Ombudsman's website: <http://www.ombo.nsw.gov.au/what-we-do/our-work/public-interest-disclosures>.

Council fully complied with the changes in legislation in relation to the PID. This included updating of MPSC policy and procedures, in depth training for Senior Staff by ICAC, general education for staff and information posted on sites including the intranet for staff and Councillors.

There was one protected disclosure made during this period.

6 monthly reporting occurs directly via the intranet.

Staff trained to take PID's are our Client Services Manager and Human Resources Officers, Kellie Reeves and Natasha Hook, with the Human Resources Manager, Debby Baxter-Tomkins, responsible for the coordination of investigations and reporting on the PID on behalf of the GM.

There were no disclosures made during the year in review.

## Equal Employment Opportunity Management

Moree Plains Shire Council's Equal Employment Opportunity (EEO) Management Plan was updated in 2009/10 and remains a living document capturing our genuine commitment to the principles of inclusivity in the workplace.

Our 2011/12 EEO initiatives are detailed in the table below.

### Equal Employment Opportunity initiatives

Program/Activity	Description
<b>Indigenous School-Based Trainees and Full Time Trainees</b>	We have successfully gained additional funding from State Training to provide for a further 6 SBATS in 2012/2013.
<b>EEO Contact Officer training</b>	EEO Contact Officers undertook an update of EEO Contact Officer training in August 2011. We currently have 5 active contact officers.
<b>Establishment of Internal Aboriginal Consultative Committee</b>	Meetings of the Internal Aboriginal Consultative Committee, which supports the implementation of MPSC Aboriginal Employment Strategy, commenced in 2011.
<b>EEO training for all new staff and supervisors</b>	Annual Anti-Discrimination Board EEO training was provided to all new employees and supervisors in August 2011, ensuring all officers of Council are aware of their rights and responsibilities.
<b>EEO refresher training</b>	General employees are updated in each 5 year cycle. This includes a range of training in, EEO rights and responsibilities, "respective workplaces", intense training with teams who are having issues with team work , correct methods of performance management.
<b>Access to employment with Council</b>	Access to employment with Council has been promoted via the bi-monthly 'Applying for jobs at Council' information sessions, reviews with Job networks, advertising regionally and locally, and utilisation of university and tourism web pages and brochures.
<b>On-line recruitment</b>	We increased the usage of on-line recruitment, which was launched in May 2010 to allow greater simplicity for job applicants, especially those who are remote to Moree. Paper-based applications will remain available for the foreseeable future to ensure access for those without computers and/or computer literacy. Training for staff in the Community Library, Mungindi and Boggabilla offices has been supplied to support applicants.
<b>Basic literacy</b>	We continue to provide support to all employees in basic literacy, numeracy and computer skills.
<b>Aboriginal Buddy System</b>	We have developed a "Buddy System" for Aboriginal Employees entering the organisation.
<b>Increased Aboriginal Employment</b>	The percentage of our workers who identify as being Aboriginal has increased to 14.7 % of the workforce.
<b>Participated in HR Benchmarking for LG</b>	We reviewed our Workforce Data through the LGSA HR Benchmarking Program for the second year.
<b>Continue to utilise job share and part time work arrangements</b>	This includes the ability to return to work after having a baby part time up to school age, staggered retirements, and job shares required by people for a variety of reasons.
<b>Green Corps</b>	Green Corps was engaged to continue to develop the Botanical Gardens under the Management Committee. While working on the project, the

<b>Program/Activity</b>	<b>Description</b>
	Green Corps team completed community-based training which will provide them with greater access to employment.
<b>Updated Policies</b>	Including access to purchase leave, extended leave without pay, family violence, which keep MPSC at the forefront of workplace flexibility and allows a good work/life, work/family balance.
<b>Extended the use of funded training</b>	We extended the use of funded training to provide 18 staff with access to funded enrolments into Diploma level qualifications across Council.
<b>Implemented the Way Ahead Mentoring Program</b>	We are utilising the Way Ahead Mentoring Program, which is a funded by State Training, to support Aboriginal Trainees.

## Community

### Services and Access for People with Diverse Cultural and Linguistic Backgrounds

Program/Activity	Description
<b>Multicultural Advisory Committee</b>	We are continuing to facilitate the Multicultural Advisory Committee that was established in 2010.
<b>Harmony Day</b>	We organised a number of cultural activities to celebrate Harmony Day such as – Indian “Rangoli” display in Balo Square, performances by the Sydney Lion Dance group, performances of Aboriginal dance and didjeridu playing, and performances by the Philippine Dance group and Indian Dance group.
<b>Attendance at Aboriginal Interagency Meetings</b>	We attend all local Aboriginal Interagency Meetings and assist with their initiatives.
<b>Support for the Community Relations Commission for a Multicultural NSW</b>	We support the Community Relations Commission for a Multicultural NSW in its endeavours to develop greater understanding of and respect for other cultures. A Council officer has been a member of the New England/North West Community Relations Commission Advisory Committee for a number of years.
<b>Local community membership of the New England/North West Community Relations Commission</b>	We have encouraged a member of our local multicultural community to become a member of the Community Relations Commission. Two members of the Moree Plains Shire community now represent the Shire.
<b>Advocacy on behalf of special needs groups</b>	Through our representative on the Community Relations Commission Advisory Committee, we advocate on behalf of special needs groups such as the holders of subclass 457 visas and their families.
<b>Support Visa Holders and Employers with information</b>	We, in conjunction with the RDA, host a monthly afternoon to support businesses and visa holders with enquiries relating to migration and skilled migration.
<b>Voluntary translators</b>	We have grown the number of voluntary interpreters and updated the register. A number of these volunteers are members of our staff.
<b>MPSC supports its employees to work with Hunter NE Health as Translators</b>	Our employees who are bilingual are made available to Hunter NE Health to assist patients who do not speak English with translation support.
<b>Refugee Welcome Zone</b>	We are in the process of facilitating the establishment of Moree as a Refugee Welcome Zone and have set this as one of our objectives for the next 12 months.
<b>Services availability to diverse cultural groups</b>	<p>We are continuing to welcome a greater number of cultural groups into our community and as such is taking steps to expand service availability to these people. Developed a number of initiatives such as</p> <ul style="list-style-type: none"> <li>• Different language newspapers at the Community Library</li> <li>• Translating into five languages – basic service information about Moree</li> <li>• Sourcing different language book collections for the Community Library.</li> </ul>

## Services and Programs that Provide for the Needs of Children

We provide affordable and appropriate socialisation and recreational outlets for the children (0–11 years old) of Moree Plains Shire.

<b>Program/Activity</b>	<b>Description</b>
<b>Gwydir Day Care and Preschool</b>	<p>We own and manage the fully accredited Gwydir Day Care and Preschool. We are currently licensed for 56 children per day:</p> <ul style="list-style-type: none"> <li>○ 20 x 0–2 year olds</li> <li>○ 16 x 2–3 year olds</li> <li>○ 20 x 3–5 year olds.</li> </ul> <p>The Centre is open from 7.45am to 5.45pm, Monday to Friday, 50 weeks per year. The Centre closes for two weeks during the Christmas/New Year break and for Public Holidays.</p>
<b>Moree Circus School</b>	In partnership with the local Police Citizens Youth Club (PCYC), we facilitated a Circus School for the children of Moree Plains Shire. This initiative relies heavily on parental support and involvement, thus increasing positive child/parent interaction.
<b>Moree Main Street Christmas Carnival</b>	Each year we host a Main Street Christmas Party and cater for the younger children with games, music and amusements.
<b>Story Time</b>	The Moree Community Library conducts a weekly 'Story Time' for the very young.
<b>Library resources/Reading material</b>	The Moree Community Library continues to expand its collection with new materials and resources for children.
<b>CDAT/Movies in the Park and PCYC partnership</b>	We have developed close working partnerships with the Moree Community Drug Action Team, Movies in the Park and Moree PCYC to further enhance the quality of services provided for children and other age groups.
<b>Shared footpaths</b>	We are continuing to install footpaths which are suitable for sharing with tri/bicycles, skateboards, perambulators, wheelchairs and other mobile devices. These shared footpaths facilitate better access and safety for children and their families.
<b>Police Citizens Youth Club (PCYC) partnership</b>	We have developed a close working partnership with the local PCYC to further enhance the quality of services provided for children and other age groups.
<b>Community Directory/Information for new residents</b>	We are in close communication with new residents, particularly people from other nations, in an endeavour to provide information about the services and facilities available for children.
<b>Pool programs</b>	Learn to swim, water fitness, water polo, swimming club and swimming squad programs are held at the Moree Hot Artesian Pool Complex.
<b>Upgrade of Moree Skate Park</b>	We are in partnership with the Moree Scout Group to upgrade the Skate Park and install a half pipe.

## Services and Programs that Provide for the Needs of our Youth

Program/Activity	Description
<b>Moree Plains Shire Youth Council</b>	We are very proud of our Youth Council, which is one of the most successful and active Youth Councils in the State. These young people are continually serving the community in a variety of ways. While doing so, they are learning important lessons about leadership, self respect, confidence, chairing meetings and respect for others.
<b>Youth Forum</b>	In collaboration with the Youth Council, we facilitate an annual Youth Forum for local young people so that their views can be heard and acted upon where appropriate.
<b>Youth Week</b>	We actively support Youth Week and every year we coordinate a range of youth activities.
<b>Youth theme parties</b>	Theme parties such as “Party on the Red Carpet” and the “Rubik Cube Disco” are regularly conducted for the youth of Moree Plains Shire. All such activities are alcohol and drug free.
<b>Moree Superstar</b>	Each year, the Youth Council organises a music competition for the youth of Moree Plains Shire and surrounding regional areas. The event is called the Moree Superstar. This year the event was sponsored by Harvey Norman and co-hosted by Troy Cassar Daley.
<b>‘Youth friendly’ library program</b>	Moree Community Library, in conjunction with Community Development, is implementing a ‘youth-friendly’ program which involves such activities as providing increased access to technology.
<b>Promoting our youth</b>	We continually promote the positive attributes of youth in local and regional media, both electronic and print.
<b>Career Expo</b>	We conduct annual career expos in an endeavour to provide employment opportunities and promote the positive attributes of the Shire
<b>Young Endeavour Scheme</b>	We facilitate the annual Young Endeavour Scheme, which is designed to develop youth leadership skills
<b>Driver education programs</b>	Driver education programs, particularly for youth, are regularly presented.
<b>Traineeships/Apprenticeships</b>	We currently provide for 8 school based traineeships or apprenticeships annually.  We also have a variety of full time trainees in areas including Boggabilla Works Section, Engineering, GDC, Water and Sewer Sections.
<b>The Rotary Youth Leadership Award (RYLA)</b>	We support two young (18–26) Council staff members annually to attend the Rotary Youth Leadership Award, a five day program which provides a unique opportunity for young people to develop leadership skills and self confidence under the guidance of business professionals, Rotarians and Rylarians.
<b>Working with local high schools</b>	To promote career opportunities through various forums and visits as required annually
<b>Scholarships</b>	We support three scholarships (one each to the University of New England, Charles Sturt University and the University of Southern Queensland) with priority given to Moree Plains Shire school leavers.

<b>Program/Activity</b>	<b>Description</b>
<b>The Way Ahead Mentoring Program</b>	We utilise this program provided by State Training with new Aboriginal Trainees and Apprentices. We also allow our employees to become mentors for other organisations through this program.
<b>Plan it Youth</b>	We continue to be involved in mentoring 'at risk' youth through the 'Plan it Youth' program.

## Services and Programs that Provide for the Needs of Older People and People with Disabilities

All our projects take into consideration, as a matter of course, the special needs of people with disabilities.

<b>Program/Activity</b>	<b>Description</b>
<b>Community Services Directory</b>	We produce and distribute an edition of the Community Services Directory each year. As well as information on generic services, the Directory provides information about services available to older people and people with disabilities.
<b>LARGE PRINT Community Services Directory</b>	A LARGE PRINT version of the above Community Services Directory is also produced for the sight impaired. A copy of the LARGE PRINT version is made available through the Moree Community Library and is available on request.
<b>Capital Works</b>	We continually recognise and address access issues for people with disabilities. These initiatives are carried out as part of our works program.
<b>Local Transport Working Group</b>	We support the local Transport Working Group in its investigations for a Local Transport Needs Plan. We consult and work with the Local Transport Group in an endeavour to provide appropriate and adequate transport for older people and people with disabilities.
<b>Disability Access Committee</b>	We continue to facilitate the local Disability Access Committee.
<b>Disability Access Map</b>	This year, working in conjunction with the Youth Council, we developed a Disability Access Map.
<b>Support for volunteers</b>	We acknowledge and facilitate the work of local volunteers every year through our strong participation in Volunteer's Week and Volunteer's Awards.
<b>Home delivery of library materials</b>	Library staff visit retirement homes and make home deliveries to house-bound residents.
<b>Partnerships with other agencies</b>	Our staff work closely with the local Home and Community Care service providers, particularly during Senior's Week. We also assist local agencies with the frequent expos held to provide information to older people.
<b>Seniors' Week</b>	We recognise, support and promote Senior's Week activities each year.
<b>Road Safety Action Plan</b>	Recognising the special needs of older road users, we incorporate these needs and considerations into our annual Road Safety Action Plan.
<b>University of the Third Age</b>	We assisted a local group set up a University of the Third Age (U3A) to facilitate lifetime learning opportunities.
<b>Broadband for Seniors</b>	'Broadband for Seniors' kiosks have been available at Mungindi, Boggabilla and Moree.
<b>International Day of People with Disability</b>	We recognise and celebrate the achievements made by people with a disability through a provision of financial support to a local disability group

## Services and Programs that Provide for the Needs of Families

<b>Program/Activity</b>	<b>Description</b>
<b>Partnerships with local agencies</b>	Council staff are involved with local agencies including those who deliver family services such as Moree Family Support, Moree Place Team, Miyay Birray Youth Service, Benevolent Society
<b>Family-friendly events</b>	Initiatives such as the Harmony Day, Moree Superstar, theme parties, pool parties and discos, are designed to not only engage the various cohorts but to develop a closer sense of community and increase social capital.
<b>Annual fireworks display</b>	Each year we facilitate an annual Fireworks Display on New Year's Eve which is specifically designed to encourage family gatherings and interaction.
<b>International Women's Day</b>	Our staff observe International Women's Day each year and we financially support other agencies wishing to recognise this important date.
<b>Anti-domestic violence posters and stickers</b>	We have produced A3-size colour posters and 'car stickers' promoting the anti-domestic violence message. These have been distributed to agencies and business houses.
<b>Programs to reduce abuse of alcohol and other drugs/Anti-social behaviour</b>	Many of the events with which we are associated – including Moree Superstar, the theme parties, fireworks displays, pool parties – are alcohol and drug-free events.  We also maintain Alcohol Free Zones at selected locations within the Shire.
<b>Urban regeneration</b>	This year we identified specific community precincts requiring beautification. We located 'skip bins' in these precincts to help local communities clean up their residences. We also provided additional resources to tidy streets and laneways in these areas.
<b>Crime Prevention Committees</b>	We have developed a Crime Prevention Plan for Moree, Mungindi and Boggabilla as part of Council's commitment to improving safety and reducing crime within the Shire. The Committees which will administer these plans will commence meeting in 2012/2013.

## Financial Assistance

During 2011/12, Council allocated \$16,994 through the Councillors' Donations Fund and \$61,336 through the Councillors' Various Projects Fund to fund a total number of 49 projects, individuals or organisations across the Shire.

COUNCILLORS' VARIOUS PROJECTS FUND		\$	COUNCILLORS DONATIONS FUND		\$
Jellicoe Pk/Showground & Mehi River Corridor	10,000		Moree Caledonian Society – Pipes and Drums	2,000	
Barwon Regional and Strategic Roads Committee	5,000		Pallamallawa Hall Committee	2,600	
Moree Show Society Sponsorship	10,000		Mungindi Border Rifle Club	729	
Moree Motorcycle Club	4,730		Jehovah's Witnesses	1,300	
CAN Assist Gala Ball Sponsorship	5,000		Car Hire – Tidy Towns (M Collins)	300	
Swan Family Fire Appeal Disco – Hall Hire	658		Royal Far West – Caring for Country Kids	500	
"Sherryl Johnson Memorial" Women's Rugby	500		Mungindi Community Pre-School	1,000	
NSW Junior Rugby League Club – Hall Hire	638		Moree Police & Community Youth Sponsorship	250	
St Philomena's Spring Fair Banner	1,107		Hall Hire – Free concert by Moree Town Band	902	
Zumbathon for Hospital Fundraiser –Hall Hire	482		Hall Hire – Community Support Service	765	
Lions Ladies – Hall Hire	658		Hall Hire – Funeral – Frederick Pegus	648	
State Water Corp – Hall Hire	719		Mallawa Public School	100	
Moree Branch of CWA – Bush Bursary	3,000		Mungindi Central School	150	
Gwydir HACC Services Inc	2,000		St Joseph's Catholic School	100	
Cameron Hammond	4,000		Toomelah School	100	
Boggabilla Rugby League Club	1,000		Tulloona School	100	
Mungindi Show Society Sponsorship	5,000		Moree Public School	100	
Gurley Campdraft Association Inc	1,344		Boomi Public School	100	
Moree Greyhound Racing Club Ltd	2,500		Bullarah Public School	100	
Friendly Faces Helping Hands Foundation	3,000		Garah Primary School	100	
			Pallamallawa Public School	150	
			Moree East Primary School	100	
			St Philomena's School Moree	150	
			Moree Secondary College	150	
			Boggabilla Central School	100	
			Moree Christian Community School	100	
			Berrygil Creek Tennis Club	800	
			Education and Training Shared Services – Indigenous Tourism Conference	1,500	
			Barwon Division Of General Practice – Dr W Hunter Scholarship	2,000	
		61,336			16,994

For further information on our community service activities, please refer to pages 50–53.

# Environment

## State of the Environment – Report Summary

The development of the Moree Plains Shire Community Strategic Plan has resulted in a number of goals involving the implementation of strategic principles embodied by the State of the Environment (SoE) Report.

The main aims and objectives of the SoE principles can be summarised in the following broad categories:

- Waste minimisation strategies – continual implementation of community education programs on waste reduction strategies and the management of community awareness through these initiatives.
- Heritage – the protection and preservation of significant heritage items and sites within the Shire.
- Tourism – continual promotion and development of the Shire as a tourist destination.
- Environmental Protection – the continual forming of policy based on protection and enhancement of the natural environment of the Shire.
- Recreation – to ensure that recreational assets be consistent with the expectations of the community and the current health and safety standards that Council adheres to.
- Total Catchment Management – goals to continue positive contribution to the Total Catchment Management of the Shire's waterways and tributaries.

### Moree Plains Shire

As one of 152 Local Government Areas, the Moree Plains Shire lies in the western plains region of New South Wales. The major town in the Local Government Area is Moree (29.48°S, 149.84°E) approximately 650km North–North West of Sydney, on the Gwydir and Mehi Rivers.

The Kamilaroi people occupied the lands before European settlement of the district, which began in the 1830s. The township of Moree was established in 1862 and it has grown to service one of the largest Local Government Areas of New South Wales.

The Shire has its northern boundary on the New South Wales–Queensland border and has a total area of 17,930km<sup>2</sup>.

According to the most recent census figures, the Moree Plains population decreased by 4.7% from 13,976 (ABS Census 2006) to 13,429 (ABS Census data 2011). On the night of the 2011 census, 2,791 people (20.8% of the total population) claimed Aboriginal heritage.

Moree has a population of 9,346 . Other towns and villages in the Shire include Boggabilla (population of 1,141), Mungindi (population of 738), Biniguy, Gurley and Terry Hie Hie (collective population of 625), Garah and Boomi (population of 551), Pallamallawa (population of 253), Ashley (population of 339), Mallowa and Bullarah (population of 284) and Toomelah and Weemelah (population of 231).

The population of the Shire had remained relatively stable over the last thirty years; however, there were peaks in the 10 year period from 1981 to 1991 and there has been a decline in the last decade.

During periods of peak agricultural activity, the population of the Shire increases by more than 2,000 due to the influx of itinerant workers.

The primary resource of the region is agricultural production. Cotton, wheat and other grains, sheep, cattle, oil seeds, olive produce and pecan nuts contribute significantly to the local and Australian economy.

The primary transport route is the Newell Highway that connects Victoria with Queensland and the Gwydir Highway connecting the East Coast with western NSW. Rail services provide seasonal services for the transport of bulk agricultural produce. Countrylink rail, Qantaslink, Brindabella and the major coach lines service tourism.

An extensive road network is necessary to service such a large region. Within the Shire boundaries are 272km of State roads, 236km of regional roads and 2,560km of urban and rural roads.

The landscape of the region is that of a vast flat plain that grades from the western side of the Great Dividing Range. The analogy of a river delta is often used to describe the geological surface development of the area. Under the influence of large numbers of small creeks and streams, the surface water flows link into the major waterways of the Gwydir, Macintyre, Mehi, Boomi and Barwon Rivers. The drainage basin forms a significant Catchment for the Darling River system.

Moree has an elevation of 212m above sea level. The Moree area overlies a portion of the Great Artesian Basin and has extensive artesian and sub-artesian underground water resources available. These resources supply industry with a valuable supply of water that requires monitoring to ensure its sustainability for future use.

Much of the landscape is devoted to agriculture. Intensive cropping, vast irrigation dams and channels, large grazing properties and an extensive network of travelling stock routes (TSR) dominate the landscape.

The climate of the area is characterised by warm to hot summers with an average maximum temperature of 33°C. Winters are cool to mild with an average maximum temperature of 18.4°C. The annual average rainfall is 585mm with the highest monthly averages occurring during the summer season.

**Note:** The advent of Integrated Planning and Reporting has mean that councils may now produce a State of the Environment (SoE) report every two years rather than every year. Moree Plains Shire Council has decided to publish its next SoE report in 2014.

## Bushfire Hazard Reduction

There are 21 Rural Fire Brigades situated throughout the Moree Plains Shire, with 439 active volunteer members.

Moree Rural Fire Brigades attended 226 incidents for the period 1 July 2011 to 30 June 2012. These included bush and grass fires, motor vehicle accidents, structure fires, and other emergency situations. Significant incidents attended during the year included the Moree Floods.

Over 350ha of hazard reduction burning was carried out by the RFS, and in conjunction with Moree Plains Shire Council the NSW Rural Fire Service was able to obtain funding to support Council's roadside slashing and village slashing programs. Several fire trails were also upgraded as part of the Hazard Reduction program.

New vehicles were received and allocated to the Pallamallawa Rural Fire Brigade and the Boomi Rural Fire Brigade. All vehicles and fire fighting equipment was also inspected, and more than 8 training courses were conducted throughout the Moree Plains Shire area.

## Companion Animals Act and Regulation – Enforcement and Compliance

This statement is prepared in accordance with section 428 of the *Local Government Act 1993* which requires Council to report their activities during the year relating to enforcement and ensuring compliance with the *Companion Animals Act 1998* and Regulations.

- a. Lodgement of pound data collection returns is conducted annually in accordance with section 13 and 13.11 of the Guidelines on the Exercise of Functions under the *Companion Animal Act 1998* and is provided to the Division of Local Government by 30 September each year.
- b. All dog attack data is submitted to the Division of Local Government by entries into the Companion Animal Register when sufficient evidence has been collected to substantiate the dog attack.
- c. The expenditure allocated to companion animal management and activities is \$256,000.
- d. Companion Animal community education programs and strategies include:
  - Developing information brochures on Responsible Cat Ownership and Barking Dogs and distributing them to residents and at community events
  - Ongoing provision of information about cheaper registration fees for desexed animals
  - making Companion Animal information available at Council offices and mailing it out to residents
  - Providing Companion Animal education to the public through face-to-face and telephone contact on a daily basis, as well as through advertisements and editorials in the local media
  - Ongoing monitoring of companion animal compliance within Council's parks and reserves
  - conducting microchipping days at various locations across the Shire.

Council Companion Animal staff are also planning to conduct Companion Animal Education days in schools in the next financial year.

- e. In order to comply with the requirements under section 64 of the Act to seek alternatives to euthanasia
- f. for unclaimed animals, the Council has the following strategies in place:
  - Animals are returned home to the owner when identified, rather than being impounded at Council's animal shelter
  - All identified owners are telephoned within 24 hours and advised that their animal has been impounded
  - Impounded unidentified animals are passed on to the Animal Welfare League animal rescue organisation, which advertises the animals for sale in the local media and cares for the animals until new homes are found
- g. Council currently has no 'dog off leash' exercise areas. Council has yet to identify a suitable area.

# Economy and Infrastructure

## Condition of Public Assets

### Asset condition key:

- ① Excellent condition
- ② Good condition
- ③ Average condition
- ④ Poor condition
- ⑤ Very poor condition

### Public Buildings

Council owns and operates a large number of buildings for its own operations and associated uses, including five dwellings, offices and depots, a day care centre, amenities buildings at swimming pools and ovals, a Tourist Information Centre, an art gallery and a library.

The buildings are of various ages and conditions and a number are showing distress due to age and foundation movements. Buildings are maintained to an acceptable level commensurate with their use. Council's public buildings include the Moree Memorial Hall, banquet hall, seven village halls, and 17 toilet blocks.

Many of the public halls are old timber buildings and maintenance is often limited to essential repairs with the local committee encouraged to carry out additional maintenance. The financial responsibility for maintaining these structures is spread between Council (directly); care, control and management groups to Council (355 Committees) and direct leases to selected groups.

### Condition of public buildings

Asset class	Condition as at 30 June 2012 (see Asset condition key)	One off estimated cost to bring to satisfactory standard (\$)	Estimated annual cost to maintain standard (\$)	Maintenance Program for 2011/12 (\$)
Offices	②	-	157,000	170,000
Houses	③	61,000	5,000	5,000
Moree Plains Community Library	①	-	43,000	11,000
Gwydir Day Care and Preschool	②	-	11,000	15,000
Moree Plains Art Gallery	②	-	33,000	15,000
Other *	②	-	247,000	245,000
<b>Total</b>		<b>61,000</b>	<b>496,000</b>	<b>461,000</b>

\* Other includes halls, community buildings, sporting ground buildings, public amenities, and the Visitor Information Centre.

## Roads, Bridges, Footpaths (paved), and Kerb and Guttering

We have responsibility for the maintenance of 2,796km of public roads. Of this length of roadway 781km is sealed and 2,015km is unsealed.

We are also responsible for 37km of footpath, 124km of kerb and gutter and 74km of grassed roadside drainage system in urban areas.

In addition, we are responsible for all local and regional road bridges. There are 54 vehicular bridges and one pedestrian bridge in the Shire. Of these, 47 are concrete bridges, six are timber bridges and one is a steel truss bridge.

### Condition of roads, bridges, footpaths (paved), kerb and guttering

Asset class	Condition as at 30 June 2012	One off estimated cost to bring to satisfactory standard (\$)	Estimated annual cost to maintain standard (\$)	Maintenance program for 2011/12 (\$)
Sealed roads	②	12,574,000	10,235,000	7,262,000
Unsealed roads	③	12,546,000	12,551,000	2,470,000
Bridges	②	2,200,000	1,030,000	54,000
Footpaths	④	2,194,000	126,000	200,000
Kerb and gutter	③	890,000	189,000	165,000
<b>Total</b>		<b>30,404,000</b>	<b>24,131,000</b>	<b>10,151,000</b>

## Stormwater Drainage

We are responsible for more than 52km of underground stormwater drains, more than 6km of open channel, more than 9km of levee bank, six penstocks and four gross pollutant traps.

### Condition of stormwater drainage assets

Asset class	Condition as at 30 June 2012	One off estimated cost to bring to satisfactory standard (\$)	Estimated annual cost to maintain standard (\$)	Maintenance program for 2011/12 (\$)
Drainage assets	②	885,000	411,000	116,000
<b>Total</b>		<b>885,000</b>	<b>411,000</b>	<b>116,000</b>

## Water Supply Assets

Moree Plains Shire Council is responsible for the maintenance and operation of 144km of water mains, 13 sub-artesian drinking water quality bores, two non-potable water bores (at Mungindi and Garah), two off-river dam storages for non-potable (not suitable for drinking) water (at Weemelah and Garah), 12 reservoirs, four water towers, and six water treatment plants. Council is not responsible for the maintenance of the on-river weirs on the Barwon and Macintyre Rivers. Nor is it responsible for the two non-potable artesian bores serving the villages of Gurley and Boomi.

### Condition of water supply assets

Asset class	Condition as at 30 June 2011	One off estimated cost to bring to satisfactory standard (\$)	Estimated annual cost to maintain standard (\$)	Maintenance program for 2011/12 (\$)
Dams and bores	③	-	243,000	200,000
Reservoirs	④	2,200,000	339,000	437,000
Mains	③	-	836,000	1,116,000
Treatment works	③	-	168,000	135,000
<b>Total</b>		<b>2,200,000</b>	<b>1,586,000</b>	<b>1,888,000</b>

## Sewerage Assets

Moree Plains Shire Council is responsible for the maintenance of 112km of sewerage mains, 30 sewerage pump stations with 61 pumps and four treatment works.

### Condition of sewerage assets

Asset class	Condition as at 30 June 2012	One off estimated cost to bring to satisfactory standard (\$)	Estimated annual cost to maintain standard (\$)	Maintenance program for 2011/12 (\$)
Pump stations	④	-	204,000	513,000
Mains	③	-	854,000	492,000
Treatment works	②	-	387,000	101,000
<b>Total</b>		<b>-</b>	<b>1,445,000</b>	<b>1,106,000</b>

For further information on the condition of public assets, please refer to Special Schedule No. 7 – Condition of Public Works, in the Special Schedules section of the *Moree Plains Shire Council Annual Financial Report 2011*.

## Special Rate Levies

### Industrial Drive Improvement Levy

A special rate called the Industrial Drive Improvement Levy was commenced in the 2007 financial year and will cease in the 2016 financial year. The levy applies to 42 assessments and totals \$37,000 per year, yielding \$370,000 in total. The special rate is used to fund new road and drainage infrastructure in the industrial area of Moree.

## Special Rate Variation Initiatives

The Council is required to report to the community on the special initiative programs that are funded from Special Rate Variations approved by the Minister for Local Government.

### Special Rate Variation 2005/06

In 2004/05 the Minister for Local Government granted Moree Plains Shire Council a permanent increase in general income of 5.78% above that of 2004/05 commencing in the 2005/06 financial year. The increase generates an additional income of \$270,000 per year. This increase was permanent and was to be used to fund the following initiatives:

- construction of a major industrial road \$120,000
- costs associated with tourism and economic development – \$150,000.

Accordingly, Council has used \$150,000 of the \$270,000 per annum to supplement current tourism and economic development funding. The funds have been placed into an internal reserve to fund major tourism and economic development projects and annual events. The remaining \$120,000 has been used to fund repayments of a loan for \$1.3 million that was taken out in 2006 to complete reconstruction of Industrial Drive, Ironbark Street and Kurrajong Street in the Industrial precinct. The annual repayment for this loan is \$117,000.

A detailed list of projects to which the funds have been allocated is included in the table below.

### Tourism and Economic Development Levy – Complete project list as at 30 June 2012

Project description	Resolution 2008 (\$)	Resolution 2009( \$)	Resolution 2010 (\$)	Resolution 2011 (\$)	Resolution 2012 (\$)	Total Resolved (\$)
Tourism – Centre Development – Building Plan	15,000	-	-	-	-	15,000
Tourism – Centre Development – Construction	-	10,000	-	-	-	10,000
Tourism – Shire Photographic Shoot	10,000	-	-	-	5,000	15,000
Tourism – Website Development and Maintenance	7,500	3,000	3,000	10,000	5,000	28,500
Tourism – Special Promotion	7,000	14,000	12,000	10,000	15,000	58,000
Tourism – Regional Advertising	8,000	8,000	8,000	5,000	10,000	39,000
Tourism – NSW/RTO Campaign	5,000	5,000	5,000	5,000	5,000	25,000
Tourism – Development and Marketing Plan	-	-	7,000	-	-	7,000
Tourism – Marketing Collateral	-	-	-	10,000	10,000	20,000
Tourism Moree Business Plan	-	-	5,000	-	-	14,588

<b>Project description</b>	<b>Resolution 2008 (\$)</b>	<b>Resolution 2009( \$)</b>	<b>Resolution 2010 (\$)</b>	<b>Resolution 2011 (\$)</b>	<b>Resolution 2012 (\$)</b>	<b>Total Resolved (\$)</b>
Moree Hot Artesian Pool Complex Redevelopment	100,000	-	-	-	-	100,000
Moree Portal and Moree Biz	-	-	5,000	-	-	5,000
Loan Repayment – Rocket	-	16,500	33,000	33,000	33,000	115,500
Moree Racecourse Multi User Concept Plan	-	-	10,300	-	-	10,316
Crematorium Proposal	50,000	-	-	-	-	50,000
Moree on a Plate 2008 and 2009 events	15,000	10,000	-	-	-	25,000
Shire Signage Project	30,000	30,000	-	-	-	60,000
Blueberry/Brigalow Road Development	100,000	-	-	-	-	100,000
Moree Show 2009	-	5,000	-	-	-	5,000
Taylor Oval Archaeological Survey	-	10,174	-	-	-	10,174
Sun City Project (Solar Industries)	-	10,000	-	-	-	10,000
Regional Capital Plan	45,000	10,000	-	-	-	55,000
Moree International Spa City Project/Spa Industry Action Plan	45,000	30,000	-	10,000	5,000	90,000
Moree Plains Shire Community Strategic Planning Project	21,000	-	-	-	-	21,000
Mungindi Music Festival Seed Capital	-	-	-	-	-	10,000
Promotional DVD	-	-	-	-	-	10,000
Private School Study	-	-	8,747	-	-	8,747
Spa Water Reuse	-	-	10,067	-	-	10,067
Industry Studies	-	-	-	30,000	-	30,000
Country Week	-	-	-	24,992	31,000	55,992
Strategic Economic Development	-	-	-	70,000	15,000	85,000
MOU – Mehi Riverine Corridor	-	-	-	10,000	-	10,000
DA – Moree Recreation and Exhibition Centre (Racecourse)	-	-	-	16,000	-	16,000
Proposed Moree Medical Centre	-	-	-	12,500	12,500	25,000
Pool Redevelopment	-	-	-	-	37,645	37,645
<b>Totals (\$)</b>	<b>458,500</b>	<b>161,674</b>	<b>107,130</b>	<b>246,492</b>	<b>184,145</b>	<b>1,187,529</b>

#### **Special Rate Variation 2009/10 (SRV 508(2))**

The Minister for Local Government granted Moree Plains Shire Council a one year increase in general income of 9.73% above that of 2008/09 commencing in the 2009/10 rating year.

The increase was approved on the proviso that the income generated as result of the Special Rate Variation, called SRV 508(2), will be used to fund costs associated with road infrastructure maintenance and renewal as defined by Council in its Special Rate Variation application five year

works program. The five-year works program and the 2009/10 Special Rate Variation application can be found on Council's website: [www.mpsc.nsw.gov.au](http://www.mpsc.nsw.gov.au).

Information regarding the income generated in 2011/12 by the SRV598(2), and the 2011/12 expenditure, is included in the table below.

#### Special Rate Variation 2011/12 (SRV 508A)

In 2009/10 Moree Plains Shire Council applied for a Special Rate Variation of 9.25% per year for three years to commence in the 2010/11 rating year. This Special Rate Variation, called SRV 508A, was granted by the Minister for Local Government on the proviso that the income generated as a result of the Special Rate Variation will be used to fund road infrastructure maintenance and renewal as detailed by Moree Plains Shire Council in its Special Rate Variation application, further details of which can be found on Council's website: [www.mpsc.nsw.gov.au](http://www.mpsc.nsw.gov.au).

The table below shows the additional rate revenue Moree Plains Shire Council has received in 2010/2011 and 2011/12 and will receive over the forthcoming year as a result of the Special Rate Variations.

#### Special Rate Variations 508(2) and 508A – Income

Revenue	2010/11	2011/2012	2012/2013
Base rate revenue allocated to roads*	\$6,040,891	\$6,768,049	\$6,444,536
Special Rate Variation 508(2)*	\$902,880	\$928,161	\$957,955
Special Rate Variation 508A**	\$1,013,000	\$2,036,000	\$3,185,000
<b>Total revenue</b>	<b>\$7,956,771</b>	<b>\$9,732,210</b>	<b>\$10,587,491</b>

\* Increases assume 3% annual rate pegging limit

\*\* Increases assume 9.25% annual Special Variation increase

The table below shows the Moree Plains Shire Council's budgeted expenditure on roads in 2010/11 and 2011/2012 and planned expenditure over the forthcoming year as a result of Special Rate Variations 508(2) and 508A.

#### Special Rate Variations 508(2) and 508A – Budgeted expenditure/program of works

	2010/11	2011/2012	2012/2013
<b>General Works Program</b>			
Sealed Rural Road Maintenance	\$1,002,302	\$1,040,955	\$1,081,110
Unsealed Rural Road Maintenance	\$1,544,046	\$2,068,236	\$1,648,683
Urban Road Maintenance	\$936,150	\$971,792	\$1,008,804
<b>Renewal Program – Unsealed Roads (12km gravel re-sheeting per year – 0.6% of unsealed road network)</b>			
Ring Road – SR 6 Tellegara Road	\$390,000		
Ring Road – SR 24 Sandholes Road	\$437,120		

	2010/11	2011/2012	2012/2013
Ring Road – SR 15 Morialta Road		\$402,000	
Ring Road – SR 102 Dolgelly Road			\$414,000
<b>Renewal Program – Sealed Rural Roads</b>			
SR 101 Terry Hie Hie Road (Reconstruct Segment 15)	\$512,880		
SR 131 Croppa Moree (Rehabilitate Segment 15)	\$200,000		
SR 101 Terry Hie Hie Road (Reconstruct Part Segment 150)		\$500,000	
SR 110 Berrigal Creek Road (Rehabilitate various locations)		\$180,000	\$100,000
SR 120 Rosedale Road (Reconstruct seal Segment 70)		\$200,000	
SR 12 Talmoi Road (Rehabilitate seal various locations)			\$200,000
<b>Renewal Program – Urban Roads</b>			
Gosport Street	\$585,000		
Balo Street (Adelaide to Thompson)			\$435,000
Dover Street (Thompson Street to Jones Avenue)			\$250,000
Karingal Place (Rehabilitate cul-de-sac)			\$60,000
Roslyn Lane (Heber Street to Albert Street)		\$220,000	
Roslyn Lane (Coles/Auburn Street to Heber Street)		\$200,000	
Wesley Lane (Gwydir Street to Heber Street)		\$318,425	
Thompson Street (Frome Street to Balo Street)		\$200,000	
Warialda Street (Anne Street to Adelaide Street)			\$430,000
Mungindi Streets (Sealing unsealed shoulders)			\$100,000
Boggabilla Streets (Sealing unsealed shoulders)			\$100,000
Welbon Street, Ashley			\$120,000
<b>Reseals</b>			
Reseals – Urban	\$208,760	\$217,904	\$227,448
Reseals – Rural	\$1,127,513	\$1,176,898	\$1,228,446
SRV 508A Reseals – Urban		\$500,000	\$680,000
SRV 508A Reseals – Rural	\$1,013,000	\$1,536,000	\$2,504,000
<b>Total expenditure</b>	<b>\$7,956,771</b>	<b>\$9,732,210</b>	<b>\$10,587,491</b>

#### Rural Reseals Budget and Expenditure 2011/2012

Rural Reseals Budget Versus Expenditure 2010/11	\$
Rural Reseals Budget (includes SRV)	2,712,898
Rural Reseals Expenditure	1,280,427

	<b>Difference</b>	<b>** 1,432,470</b>
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\*\* During the 2011/12 financial year Moree Plains experienced 2 significant flood events (November 2011 and February 2012). These events resulted in a flood damage restoration program with a value of approx. \$40 million. The extended period of wet weather, combined with a need to focus on getting roads trafficable and open after severe flooding put significant pressure on available resources. Due to these extenuating circumstances the reseal program for 2011/12 was delayed. The unspent funds were carried forward to allow for completion of the program during the 2012/13 financial year.

## Contracts Awarded to Organisations for Amounts Greater than \$150,000

Contracts awarded and payments in excess of \$150,000 including GST made subsequent to the calling of formal tenders are outlined in the following table.

Contractor	Tender	Goods/Services supplied	Value of contracts awarded, incl. GST	Status of Project at 30 June 2012/Comments
<b>Appleby's Mowing</b>	Tender 10/01	Village maintenance at Pallamallawa, Terry Hie Hie, Yarraman, Biniguy and Gurley	\$135,646	Extended to 30 June 2013
	Tender 10/02	Mowing and litter collection in Area N (North Moree), Area S (South Moree), Area E (East Moree) and Area W (West Moree)	\$122,672	Completed
			<b>Total: \$258,318</b>	
	Tender 12/01	Mowing and litter collection in Area N (North Moree) and Area W (West Moree)	\$37,400	Ongoing
	Tender 12/02	Parks and Reserves Maintenance for the town of Moree	\$94,318	Ongoing
<b>Boral</b>	Tender 11/02	Supply and delivery of aggregate and coldmix	\$428,175	Tender awarded on the basis of a schedule of rates
<b>Civica Pty Ltd</b>	--	Upgrade of our existing Authority base module from version 5 to version 6 and implement Authority Applications module, e-Services module, Customer Request Management module, Asset and Infrastructure Management module and integrate TRIM electronic document management system.	\$188,259	No tender. Civica is the only supplier of Authority software modules and this is an extension and alteration of an existing software licence agreement. Agreement signed September 2010. Project commenced October 2010. Ongoing until December 2012.
	--	Authority-TRIM Integration plus HP TRIM licensing (50 users)	\$80,766	No tender. This is an extension and alteration of an existing software licence agreement. Contract signed September 2010. Commenced January 2012
<b>CJ &amp; MR Catterall Pty Ltd</b>	Tender 11/14	Construction of New Council Offices and Associated Works – Max	\$2,192,056	Completed

Contractor	Tender	Goods/Services supplied	Value of contracts awarded, incl. GST	Status of Project at 30 June 2012/Comments
		Centre		
<b>Fishers Asphalt</b>	Tender 12/09	Supply and laying of asphalt on State Highway 17	\$370,392	Completed
<b>Fulton Hogan</b> (previously known as Pioneer Road Services)	Tender 10/04	Supply and delivery of bituminous spraying services	\$2,064,300	Tender awarded on the basis of a schedule of rates. In progress – <b>Completed</b>
<b>Hyder Consulting</b>	Tender 11/13	Adaptive Planning for a Future with Less Water Project – exploring ways Moree Plains Shire Council can utilise water more sustainably	\$200,000 (grant funding)	Ongoing – likely to be completed in December 2012
<b>Jadbro Earthmoving</b>	Tender 10/01	Village Maintenance at Ashley, Boomi and Garah	\$118,000	Extended to 30 June 2013
	Tender 10/02	Mowing and litter collection in Area M (Minor Parks and vacant blocks in Moree)	\$36,200 <b>Total: \$154,200</b>	Completed
	Tender 12/01	Mowing and litter collection in Area M (Minor Parks and vacant blocks in Moree)	\$44,000	Ongoing
<b>Johnstone Ready Mix Concrete</b>	Tender 11/02	Supply and delivery of aggregate and coldmix	\$224,103	Tender awarded on the basis of a schedule of rates
	Tender 11/04	Supply and delivery of pre-mixed concrete	\$180,400	Tender awarded on the basis of a schedule of rates
<b>Kembla Pty Ltd</b>	Tender 11/07	Rehabilitation of Deteriorated 150mm Sewer Pipes	\$166,638	Completed
<b>McDonalds Ready Mixed Concrete</b>	Tender 11/04	Supply and delivery of pre-mixed concrete	\$290,400	Tender awarded on the basis of a schedule of rates
<b>RMPS</b>	Tender 11/16	Design & Construction of a Triple Cell Box Culvert at Gurley Creek on SR 136	\$158,000	Completed
<b>Robert Anderson Carpets</b>	Tender 11/10	Floor Coverings – Max Centre	\$152,219	Completed
<b>Projects and Infrastructure</b>	No	Development of Moree Gateway Project	[to be inserted]	Project progressing No Tender for the second and third stage of the Gateway project because: 1. P+i have significant intellectual property in the investigation/feasibility phase, 2. P+i are providing a unique service to local government where there are

<b>Contractor</b>	<b>Tender</b>	<b>Goods/Services supplied</b>	<b>Value of contracts awarded, incl. GST</b>	<b>Status of Project at 30 June 2012/Comments</b>
				no known competitors, 3. There is no advantage to the Council by proceeding to competitive tender and 4. This process would delay the benefits of the project to the community.
<b>SRS Roads Pty Ltd</b>	Tender 12/03	Supply and delivery of bituminous products and spraying services	\$2,556,812	Ongoing
<b>Swimplex</b>	Tender	Redevelopment of Moree Hot Artesian Pool Complex	\$6,658,959	Ongoing
	Tender	Construction/Installation of waterslide	\$369,235	Completed

### Work Carried Out on Private Land

No work was carried out on private land in the 2010/11 financial year.

# Calendar of Events

July 2011 to June 2012

## July 2011

4–8	Naidoc Week celebrations
2–3	Boomi Campdraft
9	Mungindi Races
9–10	Moree District Open Golf Championship
23–24	Rockstar MX National Championship (Round 8)

## August

6–7	Pallamallawa Campdraft
13–14	Mungindi Show
19	Moree Legacy Golf Day
20	Moree Pistol Club ISSF Open Shoot

## September

2–3	MMADs Musical (Mungindi)
16–18	Mungindi Art Show
22	Moree Plains Gallery Archibald Prize exhibition launch

## October

1–31	YaamaGanu Gallery exhibition of artworks
1–2	Boomi Mud Trials
8	Moree 'Spider on the Gwydir' Rodeo
8–9	Warbirds Roundup and Fly-in
9	Moree Motorcycle Club: MX Club Day
14	Golden Grain and Cotton Festival Ball
22	Moree Arts Council and Opera Northwest Twilight Concert

## November

30	Moree Arts Council Teranga Drummers
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## December

16	Main Street Christmas Carnival
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## January 2012

1 Dec–31 Jan	Community Library Summer Reading Club
26	Australia Day Celebrations

## **February**

14 Library Lovers' Day

## **March**

3 Cotton Cup  
8 International Women's Day celebrations  
21 Harmony Day celebrations

## **April**

1–22 **Moree celebrates 150 years**  
7 Easter Races  
8–14 Library Week (Moree Community Library)  
13–22 Youth Week activities  
20–21 Moree Show  
25 ANZAC Day

## **May**

19–20 Mungindi Campdraft  
26 Moree Picnic Races

## **June**

9 Mallowa Picnic Races  
23 Talmoi Picnic Races

## **Regular Events and Activities**

Sporting clubs and facilities are to be found throughout the Shire.

**Jellicoe Park Markets** – held on the first Sunday of the month from 7.30am to 12noon in Jellicoe Park, Moree. Stalls retail plants, fresh fruit and vegetables, home-baked goods, clothing, handcrafted furniture, poultry, craft and novelty items, beading supplies, jewelry, crystals, and much more.

**The Moree Plains Gallery** – houses a magnificent permanent collection, including the internationally recognized Ann Lewis collection of Aboriginal art. It also shows touring exhibitions and in 2011 was one of only six Regional Galleries to show the Archibald Prize.

**Moree Community Library** – as well as lending books, being an information centre, and providing free public Internet access, the library has a twice weekly story time for children, holiday activities, and provides a meeting venue for community groups.

**Rising Sun Film Society** – has a monthly film screening at St Philomena's Hall, Moree. Cost is \$15 for movie and supper.

## Feedback on our Annual Report

Moree Plains Shire Council welcomes your feedback on the 2011/12 Annual Report.

Feedback helps us to ensure that our annual reports provide information relevant to our audience.

Please complete the annual report feedback form, which can be downloaded from our website at [www.mpsc.nsw.gov.au](http://www.mpsc.nsw.gov.au), and return it to:

David Aber  
General Manager  
Moree Plains Shire Council  
PO Box 420  
Moree NSW 2400

## Moree Plains Shire Council

### **Moree office:**

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Moree NSW 2400

Telephone: (02) 6757 3222

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### **Northern Area office**

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Boggabilla NSW 2409

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Fax: (07) 4676 2916

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### **Mungindi office**

153 St George Street

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Telephone: (02) 6753 2389

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**Facebook:** [www.facebook.com/MoreePlainsShireCouncil](https://www.facebook.com/MoreePlainsShireCouncil)