

Annual Report 2016-2017



Audited Financial Reports

Under section 416(1) of the *Local Government Act 1993* NSW (the “Act”), a council’s financial reports for a year must be prepared and audited within a period of 4 months after the end of that year, namely by 31 October 2017.

At the request of the Council’s auditor and pursuant to section 416(3) of the Act, Moree Plains Shire has applied to the Office of Local Government for an extension of time for the preparation and auditing of Council’s 2016-17 financial statements beyond 31 October 2017.

An initial extension to 30 November 2017 was granted to Moree Plains Shire Council pursuant to section 416(5) of the Act. On 29 November 2017, a further extension was granted to 31 December 2017.

As at 30 November 2017 and for the reasons described above, the Council is not in a position to include the council’s audited financial reports for the year ended 30 June 2017 with this Annual Report.

Council considers it important to provide timely information to our community. This report is one of the key points of accountability between a council and its community.

Because the Act does not provide any discretion for an extension of time to be granted in respect of the preparation of the Annual Report, and the Annual Report is otherwise complete save and except for the council’s audited financial report, this Annual Report has been made publicly available and submitted to Minister for Local Government.

When the financial statements have been prepared and audited, these statements will be available on our website www.mspsc.nsw.gov.au and Council will issue an advice on its website to advise of this.

The information under the heading **Audited Financial Reports** will be referred to as the *AFR Note* throughout the entirety of this document.

A further extension was granted by the Office of Local Government until 28 February 2018. The Council’s 2016-17 financial statements were finalised by this date.

Acknowledgement to Country

Moree Plains Shire Council acknowledges and pays respect to the Kamilaroi people and their Elders, both past and present, as the traditional custodians of this land.

Moree Plains Shire Council recognises the different spelling and pronunciations used to represent the original inhabitants of the Moree Plains Shire. The word *Kamilaroi* will be used throughout the entirety of this document.

Contents

Vision, Mission and Values	1
Who We Are	3
Moree Plains Shire Statistics	4
The Year in Review	5
Mayor's Message	6
General Manager's Overview	7
Finance Snapshot	8
Governance	14
Our Councillors	15
How Do We Govern Our Shire?	22
Our Organisation	23
Organisational Structure	23
Our Executive Team	25
Audit Management	27
Fit for the Future	27
Statutory Information	28
Our Performance	29
Our Organisation	39
Our Community	51
Our Economy and Infrastructure	57
Your Feedback	62

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

At Moree Plains Shire Council ("Council"), we value:

Courage: in our ideas, thoughts and actions

Accountability: accepting responsibility for our actions and delivering what has been agreed

Safety: a safety based organisation which focuses on the wellbeing of staff and the community

Teamwork: working together as one Council team, supporting each other to achieve the best results for staff and the community

Honesty: acting truthfully, consistently and with fairness in our interactions with staff and the community

Our Community Vision

The Moree Plains Shire is a community that works together achieving a balance between quality of life, enterprising business, agricultural pursuits and looking after our natural resources now and into the future.

Framework to achieve the Vision

Moree Plains 2027 – Your Shire. The Plan. Our Future has 4 key themes:



The first 3 themes – An Inclusive, Caring Community; Sustainable Spaces and Places and A Vibrant Regional Economy – provide the framework to deliver social, environmental and economic outcomes to achieve our Vision in partnership with other stakeholders.

The final theme – A Leading Organisation – outlines how Council will, as an organisation, support the community direction through effective and transparent leadership.

Who We Are

Location

Moree Plains Shire is located in northwest New South Wales near the border of Queensland and covers an area of approximately 18,000 km².

Our Shire

As well as Moree, other villages in the Shire include Ashley, Biniguy, Boggabilla, Boomi, Bullarah, Garah, Gurley, Mungindi, Pallamallawa, Terry Hie Hie and Weemelah.

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

Aboriginal communities managed by Local Aboriginal Lands Councils are located at Toomelah, near Boggabilla, and Mehi Crescent and Stanley Village in Moree.

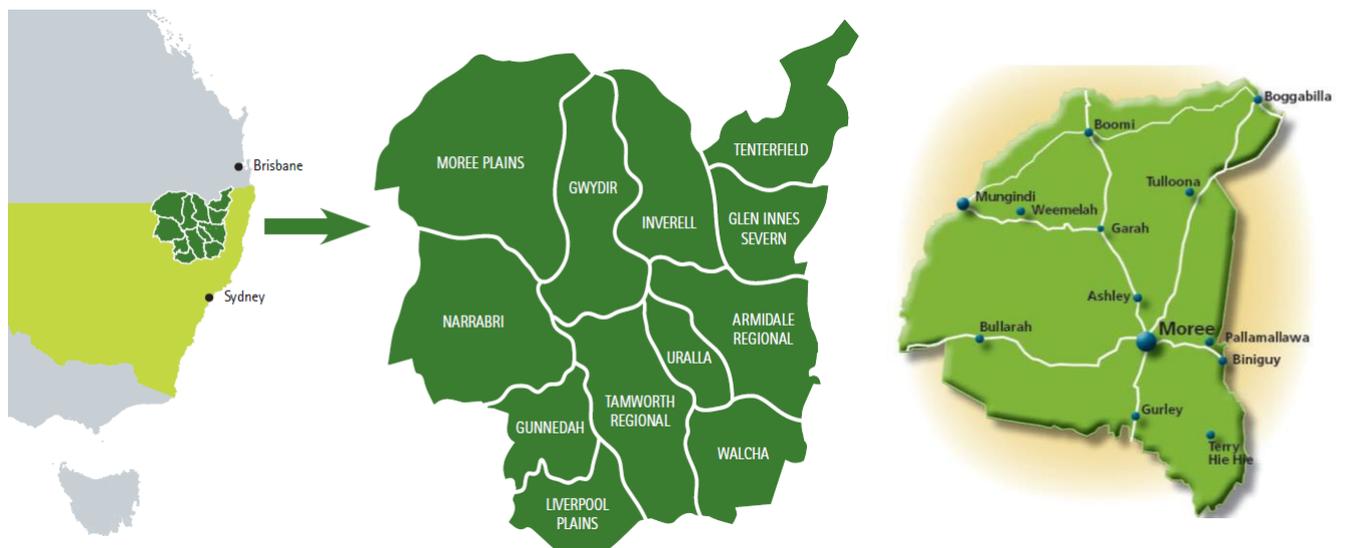
Who we are today

Moree Plains Shire's population as at the 2016 Census is 13,159 and was previously recorded at the 2011 Census as being 13,689.

The Shire's indigenous residents make up approximately 21% of the total population.

The indigenous people of the area belong to the second largest Aboriginal nation on the eastern coast of Australia, the *Gamilaroi* people.

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



Source: Northern Inland NSW RDANI Investment Profile 2016

Moree Plains Shire Statistics

Area: **17,930km²** (Note 1)
Population as per 2016 Census data: **13,159** (Note 1)
Percentage of males: **51%** (Note 1)
Percentage of females: **49%** (Note 1)
Population under 15 years of age: **21.9%** (Note 1)
Population aged 55 years and over: **27.6%** (Note 1)
Median age of residents: **38 years** (Note 1)
Moree Plains Shire residents born in Australia: **81.3%** (Note 1)
Indigenous persons as a percentage of total: **21.6%** (Note 1)
Median weekly household income: **\$1,240** (Note 1)
Median monthly mortgage repayment: **\$1,300** (Note 1)
Median weekly rent: **\$170** (Note 1)
Average household size: **2.5** (Note 1)
Total labour force: **4,608** (Note 1)
Percentage of workforce in full-time employment: **64.1** (Note 1)
Percentage of workforce unemployed: **6.4%** (Note 1)
Number of rateable properties: **6,377** (Note 2)
Number of people enrolled to vote: **8,251** (Note 3)

Note 1: Data from Australian Bureau of Statistics 2016 Census

Note 2: Data from Moree Plains Shire Council

Note 3: Data from Electoral Commission NSW

The Year in Review

First Quarter: July–September 2016

- Conducted testing of Council's Business Contingency Plan
- Participated in Human Resources annual benchmarking process across NSW Councils
- Finalised reclassification of surplus open space lands
- Updated the Shire's image library
- Completed construction of Biniguy open space facilities
- Conducted drainage maintenance at Bolwarra Estate
- Completed sealing of shoulders at St George Street, Mungindi
- Provided funding for the conduct of NAIDOC Week activities
- Held a Heavy Vehicle Forum in August 2016
- Submitted a successful grant application for a truck wash

Third Quarter: January–March 2017

- Upgraded existing car park at Gwydir Day Care and Preschool
- Conducted the Helping Learner Drivers program
- Held a digital marketing workshop in Moree
- Conducted an illegal dumping clean-up
- Conducted community education programs in conjunction with 'Clean Up Australia Day'
- Upgraded Gurley drainage system
- Completed construction of Boomi and Garah open space facilities
- Constructed a public toilet at Mungindi
- Provided CCTV cameras at the Moree Sewerage Treatment Plant

Second Quarter: October–December 2016

- Developed Plans of Management for Community Land and Community Halls
- Obtained grant funding for the Weeds Action Program
- Installed public toilet at Jacaranda Park
- Construction of new turf wicket at Ron Harborne Oval
- Completed sealing works on Croppa Creek Road
- Conducted rehabilitation works on MR507
- Conducted sealing works at Merriwa Street, Boggabilla

Fourth Quarter: April – June 2017

- Reviewed and updated Council's Asset Management Policy and Asset Management Strategy
- Undertook a successful engagement process with the community for the development and review of the Community Strategic Plan which was adopted in June 2017
- Reviewed and updated the Delivery Program 2017-2021 and Operational Plan 2017-2018
- Implemented improvements to a significant number of pram ramps which were identified as non-compliant
- Completed the Dhiyaan Aboriginal Centre upgrade
- Applied for 10 grants totalling over \$13.5M
- Conducted a survey to assess remaining life of current waste cell at the Waste Management Facility
- Replaced the irrigation in Mike Shaw Park at the Moree Cemetery
- Completed the maintenance grading and causeway upgrade program
- Installed an automatic security gate at Moree Regional Airport

Mayor's Message

It's been a big year – but we've achieved a lot – and we've got a great roadmap for our future.

This year, we held our Council elections and welcomed a number of new Councillors to represent your interests around the table. I would like to take this opportunity to thank those Councillors who served on Council until September 2016 – your civic service is very much appreciated.



Councillor Katrina Humphries
Mayor

A new Council brings with it a time to take stock of where we are as a community and where we'd like to be into the future.

I would like to sincerely thank all members of the community who attended our 'Speak Up Moree Plains' community consultations which were held in February, March and April to inform Council's new 10 year Community Strategic Plan.

Many groups and individuals took the opportunity to consider where we are now and where we would like to be in 10 years, providing valuable feedback to Council. Sectors including retail, education, professional services, agricultural, industrial and health all generously donated their time to take part in the workshops. The input provided by the community on these occasions has been very beneficial to Council in understanding the community's priorities for the future of the Moree Plains Shire and provides a clear direction for us for matters within the scope of Council's responsibilities.

Council's ongoing commitment to improving inclusion for people with a disability within the community has been further progressed by the adoption of the Shire's Disability Inclusion Action Plan. This plan was informed by consultation within the community, including input from people with a disability, service providers and carers. This plan will benefit many in our community and was formally adopted by Council in June 2017.

Wonderful news was received with the news of the \$8.4 billion funding announcement by the Federal Government to ensure the continued development of the Melbourne to Brisbane Inland Rail. This is a fabulous boost to a nation building project and supports continued development of the Shire and in particular, the Moree Intermodal Terminal. We have believed in this project for a long time, hosting the Inland Rail Symposium and working closely with Australian Rail Track Corporation over a number of years.

I'm looking forward to what the next year brings and bringing our community on the journey.

A handwritten signature in blue ink that reads "K. Humphries". The signature is written in a cursive style.

General Manager's Overview

It is with great pleasure that I present our Annual Report for the year ended 30 June 2017.

This year has been highly successful both in terms of our general operations and also in setting the roadmap for our future.

Operationally, we set ourselves a tall order to deliver a number of services and projects to our community and I am pleased to report that the vast majority of our operational areas delivered what we set out to achieve at the start of the year. Our Annual Report sets out some of the major achievements.

In terms of our holistic strategy moving forward, a considerable amount of work has been undertaken with our new Council and community members to determine and set the direction for the Shire's future. If you have not already done so, I would encourage you to peruse our [Operational Plan and Budget 2017-2018, 4 Year Delivery Program](#) and our 10 year community strategic plan - [Moree Plains 2027 – Your Shire. The Plan. Our Future](#). You can find copies of those documents on our website.

You will note that our [Operational Plan and Budget 2017-2018](#) details level of service commitments by the organisation in relation to certain infrastructure and services; this review of service levels will continue more generally in the coming twelve months across the organisation to ensure that all Council's services and programs remain relevant and are delivered to the standard which is sought by our community. As always, this is a delicate balancing act – like all households in our Shire, we have a responsibility to 'live' within our means so the services we deliver must be delivered to a level which our community is willing to pay for.

The [Operational Plan and Budget 2017-2018](#) connects the finances, people, activities and services to prepare our Shire for a sustainable future.

I look forward to working with our staff, Councillors and community to deliver our [Operational Plan and Budget 2017-2018](#).



Finance Snapshot^{AFR Note}

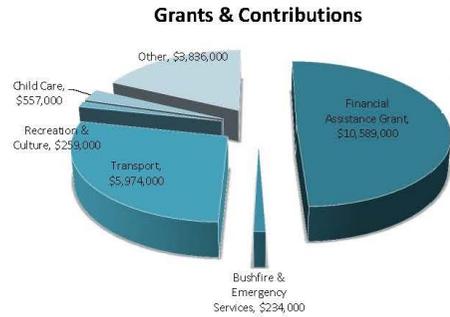
Our Status as at 30 June 2017

For the 2016/17 financial year Council reported a surplus of \$3.806 million before grants and contributions provided for capital purposes and a net operating result of \$10.690 million.

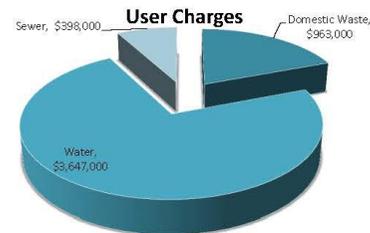
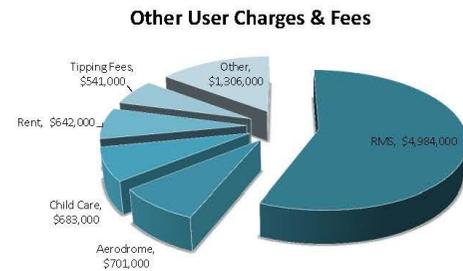
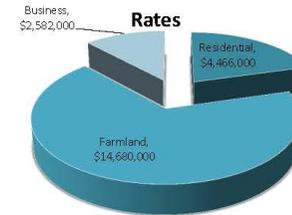
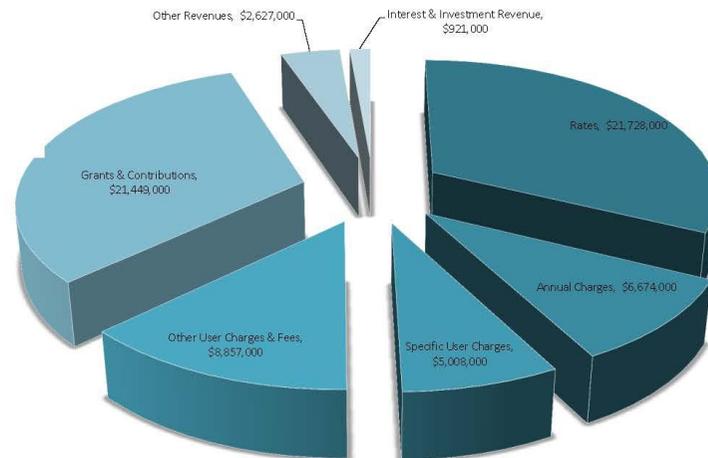
The following pages contain details of:

- **Where our money comes from** (including Rates, Annual Charges, User Charges, Other User Charges and Fees and Grants and Contributions)
- **Where our money goes**
- **Value of our Assets**

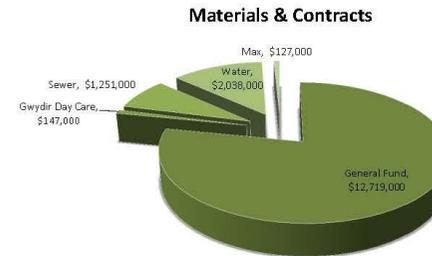
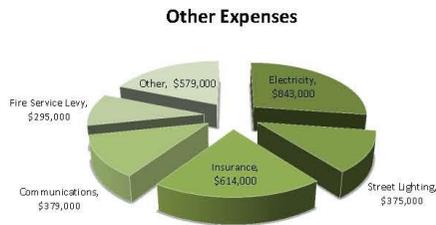
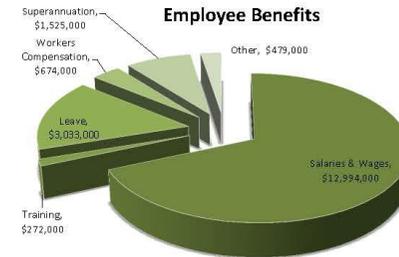
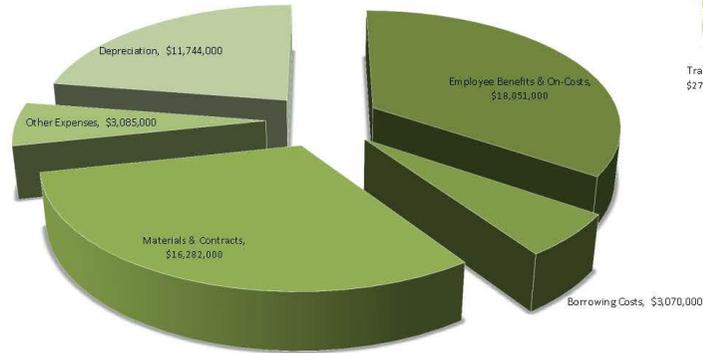
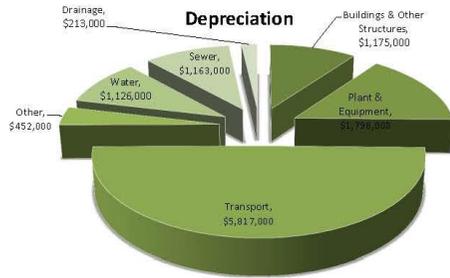
Where our money comes from



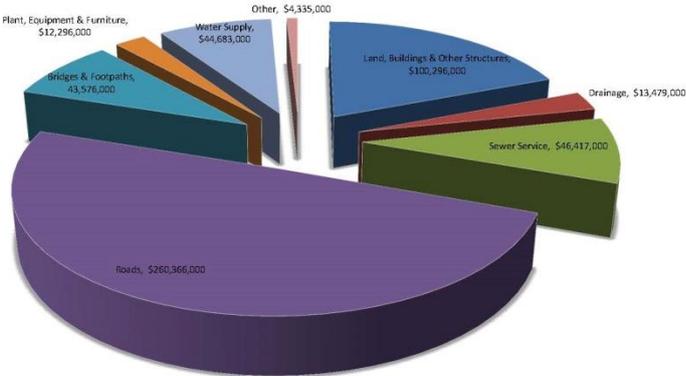
Council received 50% (\$3.6m) of the 2017/18 Financial Assistance Grant as an advance payment in June 2017. This is included in the \$10.589m shown in the graph.



Where our money goes



Value of our Assets



2017/18 Budget

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

- Water Supply
- Sewer Services
- Solid Waste Management
- Gwydir Day Care and Preschool
- Max Centre

For the 2017/18 budget year Council has a consolidated operating budget of \$45.231 million and a capital budget of \$52.863 million.

2017/18 Budget

For every \$100 we spend

\$26.81 Transport & Communications	\$26.47 Water Supply	\$12.07 Recreation & Culture
\$7.54 Environment	\$7.39 Sewer Services	\$6.70 Organisation Support Functions
\$3.72 Public Order & Safety	\$3.27 Economic Affairs	\$2.20 Community Services & Education
\$2.17 Housing & Community Amenities	\$1.15 Governance	\$0.37 Health
\$0.14 Mining, Manufacturing & Construction		

For every \$100 we spend, \$28 is from general rates and \$72 is from grants, fees and charges

Major capital expenditure planned for the year includes:

- Animal Facility Upgrade (\$0.18 million)
- Community Library Revitalisation (\$0.20 million, fully grant funded)
- Completion of the Boggabilla to Toomelah Bi-Directional Pipeline (\$2.0 million, fully grant funded)
- Dhiiyaan Aboriginal Centre refurbishment (\$0.20 million, fully grant funded)
- Moree Artesian Aquatic Centre Wind Breaks and Shade Structure (\$0.449 million, partially grant funded)
- Moree new RFS Control Centre (\$0.82 million)
- Moree Regional Airport Upgrade (\$2.276 million, fully grant funded)
- Moree Saleyards Truck Wash Upgrade (\$0.595 million, fully grant funded)
- Replacement of Heavy Plant (\$1.3 million)
- Road Rehabilitation and resealing works (\$12.21 million, partially grant funded)
- S94A Facilities (\$0.50 million)
- Sewer mains relining (\$1.558 million)
- Yarraman Landfill Remediation (\$1.5 million)

This list excludes projects which may have been included in the Moree Plains Shire Operational Plan and Budget 2017-2018 but which are contingent on successful grant funding applications.

The budget and complete list of activities to be undertaken during the 2017/18 financial year can be found in the Operational Plan and Budget 2017-2018.

Governance

The Moree Plains Shire is a large, undivided local government area that spans nearly 18,000km². Residents and ratepayers are currently represented by nine (9) elected Councillors from across the Shire.

Councillors are elected by the community for a four (4) year term following an election. The Mayor is elected annually by the Councillors.

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

Council elections are held every four (4) years on the second Saturday of September. Voting is compulsory.

For more information on Local Government elections, and to find out how to enrol, where you're enrolled and how to vote as well as how to become a candidate, visit the NSW Electoral Commission website: www.elections.nsw.gov.au/local_government_elections.



Our Councillors for the 2017-2020 Term of Office: Back row, from left to right: Cr Mike Montgomery, Deputy Mayor, Cr Stephen Ritchie, Cr Greg Smith, Cr Jim Crawford.
Front row, from left to right: Cr John Tramby, Cr Sue Price, Cr Kerry Cassells, Mayor, Cr Katrina Humphries and Cr George Chiu

Our Councillors

Local government elections were held in September 2016. Councillors for the 2016–2017 Council term of office are listed here.

Mayor, Cr Katrina Humphries

First elected: 2008

Major assignments:

Council's internal committees

- Council Committee of the Whole
- General Manager's Performance Review Committee
- Internal Audit Committee
- Deputy Chair of the Strategic Assets and Works Committee
- Deputy Chair of the Community Development and Services Committee



Advisory committees

- Floodplain Risk Management Committee
- Reconciliation Action Plan Committee

Section 355 Committees

- Garah Public Hall Committee

Local Government organisations

- Chair of Country Mayors Association
- Pilot Namoi Joint Organisation (At the conclusion of the pilot period, Council withdrew from the Namoi Joint Organisation and application has been made to the New England Group of Councils)

Other external committees

- Joint Regional Planning Panel (alternate)
- Moree Reconciliation Group
- Newell Highway Taskforce
- Moree Plains Gallery Board

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

Cr Humphries sees her role as Mayor as being the custodian of the health and wellbeing of Shire. This has been particularly evident during three major floods in 2011 and 2012, where she successfully provided leadership throughout the disasters and the recovery period.

Cr Humphries is passionate about the ongoing development of tourism and industry in the Shire and she is committed to the completion of infrastructure and building Moree Plains as the jewel in the crown of the North West.

Cr Humphries has held the Mayoral position for Moree Plains since 2008.

Contact details

Telephone: 0429 079 217

Email: katrina.humphries@mpsc.nsw.gov.au

Deputy Mayor, Cr Stephen Ritchie

First elected: 2016

Major assignments:

Council's internal committees

- Council Committee of the Whole
- General Manager's Performance Review Committee
- Chair of the Strategic Asset and Works Committee

Advisory Committee

- Urban Advisory Committee
- Reconciliation Action Plan Committee

Other External Committees

- Joint Regional Planning Panel – Northern
- Border Region Organisation of Councils
- North West Weight of Loads Committee (alternate)

Cr Ritchie is Moree born and bred and has lived in town all his life. He gained his apprenticeship locally and ran his own business as a qualified building contractor with wife Roslyn, up until his recent retirement.

He has been a proactive member of the Moree Plains Urban Advisory Committee for 12 years, and President of the Moree Historical Society for 15 years in an effort to preserve the Moree and district's rich history and heritage.

Cr Ritchie's priority is getting back to basics – roads, rates and rubbish – with responsible spending of finances and better use of limited resources. He is looking forward to taking a proactive role in establishing ways and means to curb crime, create employment and promote population growth in Moree Plains.

Cr Ritchie was elected Deputy Mayor for Moree Plains in 2016.

Contact details

Telephone: 0436 412 742

Email: stephen.ritchie2@bigpond.com



Cr Kerry Cassells

First elected: 2016

Major assignments:

Council's internal committees

- Council Committee of the Whole
- General Manager's Performance Review Committee
- Chair of the Community Development and Services Committee

Advisory committee

- Moree Community Safety Committee
- Urban Advisory Committee
- Boggabilla Crime Prevention Committee
- Reconciliation Action Plan Committee
- South Moree Community Action Committee



Section 355 Committees

- Moree Youth Council Committee

Other External Committees

- Moree Reconciliation Group

Cr Cassells is Moree born and bred and lives with husband Peter Noble in East Moree.

She has a strong affiliation with health, community care and social justice – working for Moree Plains Shire Council in 1990-91 looking after the aged and people with disabilities and for the past 19 years, as Justice Health clinical nurse specialist at the Moree Police cells.

Cr Cassells' proprieties are inclusiveness, safety and security of residents and visitors including cultural inclusion and employment opportunities; accessibility for the elderly, parents with prams and the disabled, and safety awareness with better lighting, closed circuit coverage of known drug, crime and dumping spots and crime prevention initiatives.

Contact details

Telephone: 0436 411 284

Email: kerry.cassells@mpsc.nsw.gov.au

Cr George Chiu

First elected: 2016

Major assignments:

Council's internal committees

- Council Committee of the Whole
- General Manager's Performance Review

Advisory Committee

- Moree Community Safety Committee

Other External Committees

- Moree & District Chamber of Commerce

Cr Chiu came to Australia 42 years ago from homeland Hong Kong, and is coming up to 35 years in Moree having arrived in 1983. Five years later, George became the owner-operator of Moree's Dragon & Phoenix Resort and Restaurant, which he has expanded into a 64 room motel, with on-site hot Artesian Thermal Baths and (soon to be completed) serviced apartments.

In 2013, Cr Chiu was appointed as Economic Ambassador for Moree Plains to assist with the developing relationship with the people of Wuzhou City of the Guangxi Autonomous region of the People's Republic of China.

Cr Chiu wants to diversify the Moree Plains economy with greater emphasis on business opportunities in areas of education and agriculture with our major trading partners.

Contact details

Telephone: 0439 888 990

Email: george.chiu@mpsc.nsw.gov.au



Cr Jim Crawford

First elected: 2016

Major assignments:

Council's internal committees

- Council Committee of the Whole
- General Manager's Performance Review Committee
- Internal Audit Committee

Advisory committee

- Road Network Consultative Group

Other external committees

- Local Traffic Committee
- Rural Fire Service District Liaison Committee
- Tourism Moree Board
- Big Sky Libraries Committee



Cr Crawford arrived in Moree with wife Christine in late 1982 from his hometown of Inverell. He has had a long-term career with the NSW Government-owned electricity network – North West County Council, now Essential Energy – as the Area Manager and retired as Regional Manager.

He has been a proactive member of a number of community associations and volunteer groups including: the Moree Apex Club and the Rotary Club of Moree, where he served terms as President and Secretary; six years as the Honorary Treasurer for the Moree Rural Counselling Service; President of Moree Family Support; committee member of Moree Area Homelessness Services; president of University of the Third Age; volunteer driver for Moree Community Transport; and on a permanent roster for Meals on Wheels deliveries.

Cr Crawford's priorities are making sure supplies can get to rural producers and their product to markets via the local road network. He is looking forward to continuing to develop Moree Plains as a tourist destination and sees it as advantageous to diversify the Shire's industry opportunities.

Contact details

Telephone: 0427 499 168

Email: jim.crawford@mpsc.nsw.gov.au

Cr Michael Montgomery AM

First elected: 1987-2012; returning 2016

Major assignments:

Council's internal committees

- Council Committee of the Whole
- General Manager's Performance Review Committee

Section 355 committees

- Ashley Centenary of Federation Community Hall Committee
- Boomi Pool Management Committee
- Boomi Memorial Hall Committee



Inter-government liaison

- Weeds advisory Committee

Other External Committees

- Saleyards Committee
- Joint Regional Planning Panel – Northern
- North West Weight of Loads

The Montgomery ancestors moved to the Garah district in the 1850s. Cr Montgomery has lived in Moree Plains Shire for most of his life, albeit a few years working interstate. He and wife Janelle operate the family property north of Ashley.

Cr Montgomery was originally elected to Moree Plains Shire Council in 1987 and served 25 years as a Moree Plains councillor. He has been a strong advocate for local government; service as president of the Shires association of NSW, national president of the Australian Local Government Association; and as a member of the Great Artesian Basin Consultative Committee, the national body which advises the federal and state governments on matters relating to that source of underground water.

In 2005, Cr Montgomery was awarded the Member of the Order of Australia (AM) for his services to regional NSW and for regional development and roads funding.

Coming back into the Council fold, Cr Montgomery sees job development, value for dollar and service provision as the priorities. Cr Montgomery held the Mayoral role for Moree Plains during 1996-2001 and 2007-2008.

Contact details

Telephone: 0427 542 051

Email: mike.montgomery@mpsc.nsw.gov.au

Cr Sue Price

First elected: 2008

Major assignments:

Council's internal committees

- Council Committee of the Whole
- General Manager's Performance Review Committee
- Moree Artesian Aquatic Centre Ltd Board

Advisory committee

- Mungindi Crime Prevention Committee
- Road Network Consultative Group

Section 355 Committees

- Mungindi Aged Care Committee
- Mungindi Showground & Racecourse Committee
- Mungindi Youth Council
- Weemelah Public Hall Management Committee
- Treasurer of Arts North West

Other external committees

- Board Member of Melbourne to Brisbane Inland Rail Alliance



- Chair of Australian Rural Roads Group
- Board Member of Regional Development Australia – Northern Inland

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

Cr Price 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.

Cr Price 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 Price held the Deputy Mayor’s position for Moree Plains from 2008 to 2016.

Contact details

Telephone: 0427 169 676

Email: sue.price@mpsc.nsw.gov.au

Cr Greg Smith

First elected: 2016

Major assignments:

Council’s internal committees

- Council Committee of the Whole
- General Manager’s Performance Review Committee
- Moree Artesian Aquatic Centre Ltd Board
- Chair of the Finance and Governance Committee



Advisory Committees

- Road Network Consultative Group

Section 355 Committees

- Pallamallawa War Memorial Hall Committee

Other External Committees

- Bushfire Management
- Northern Inland Weeds Advisory Committee

Cr Smith is a fourth generation resident of Moree Plains and lives with wife Libby on the family’s rural property east of Gurley, along an unsealed road!

He has been a proactive member of the Moree Plains Road Network Consultative Group – the community group set up to discuss the management of the Shire’s road network including 1,700 kilometres of gravel roads and 300+ kilometres of black soil roads. In his role as Councillor, he will continue to champion the upgrade and maintenance of rural roads to ensure accessibility for school children, farmers, business and transport operators, employees and families.

Cr Smith is concerned with the increased costs of running Council due to the State Government pushing their responsibilities onto local government; and is fiercely outspoken about Council finances, rate increases, budgets, increasing debt, project management and planning.

Contact details

Telephone: 0428 237 690

Email: greg.smith@mpsc.nsw.gov.au

Cr John Tramby OAM

First elected: 1995

Major assignments:**Council's internal committees**

- Council Committee of the Whole
- General Manager's Performance Review Committee
- Deputy Chair of Finance and Governance Committee

Advisory Committee

- Moree Community Safety Committee (in line with the Crime Prevention Plan)
- Urban Advisory Committee
- Floodplain Risk Management Committee
- Road Network Consultative Group

Section 355 committees

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

Inter-government liaison

- Rural Fire District Liaison Committee
- Moree and District War Memorial Education Centre (Trust)

Other External Committees

- Saleyards Committee
- Big Sky Libraries Committee
- Bushfire Management Committee

Cr John Tramby was born in Moree and the Tramby family settled in Moree Plains in the early 1860s. He has lived and worked in the Shire all his life except for two years of National Service in Vietnam. In partnership with his wife Marilyn, Cr Tramby conducts the family business – which was established in 1937 – in the village of Gurley.

Cr Tramby is a patron of the Gurley Pony Club and the Moree Secondary College. He is a life member of the NSW Returned Services League (RSL) and a member of the Rural Fire Brigade.

Cr Tramby was elected Mayor of Moree Plains for the period 2004–2007.

**Contact details**

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Email: johntramby@hotmail.com

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.

Mayoral and Councillor fees

Year	Mayoral allowance	Councillor allowances
2009/10 ¹	\$19,790	\$9,060
2010/11	\$19,790	\$9,060
2011/12	\$21,770	\$9,970
2012/13 ²	\$22,399	\$10,220
2013/14	\$22,693	\$10,480
2014/15	\$23,440	\$10,740
2015/16	\$24,030	\$11,010
2016/17 ³	\$24,030	\$11,010

¹ Additional details of Councillor fees, expenses and facilities are provided on pages38-39 of this report.

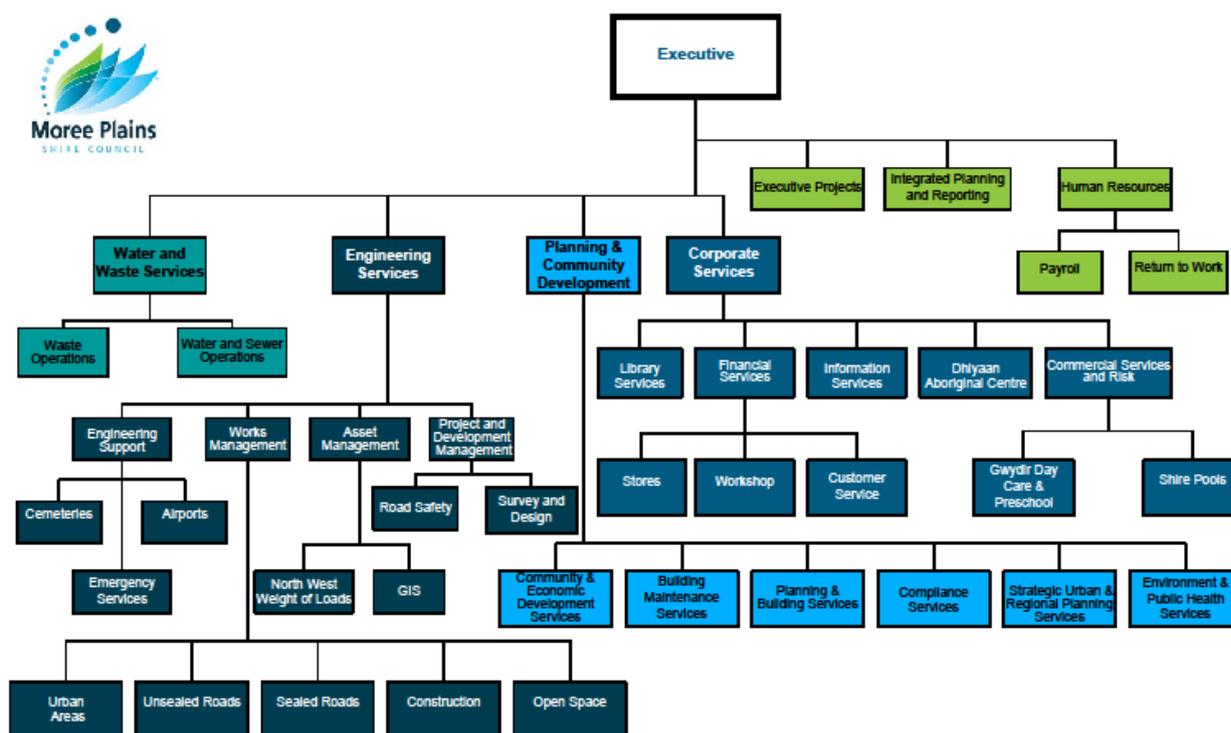
² Councillors decided not to increase their allowances for 2009/10, 2010/11 and 2015/16.

³ Not all Councillors were paid the total Councillor Allowance. The outgoing and incoming Councillors were paid on a pro-rata basis for their time as elected members.

Our Organisation

Organisational Structure

The organisational structure of Moree Plains Shire Council, as at the conclusion of the 2016/17 financial year is as follows:



Artesian Water Country

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 nine (9) Councillors.

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

- Council;
- the General Manager; and
- the Executive Team.

Moree Plains Shire Council, headed by the General Manager, is comprised of five (5) departments:

Council

MAYOR



LESTER RODGERS - General Manager

FUNCTIONS

- Communications of Council programs and services
- Effective Operation of Council
- Executive Project Delivery
- Human Resources
- Integrated Planning and Reporting
- Payroll
- Return to Work/ Work Health Safety



ANGUS WITHERBY	IAN DINHAM	MITCHELL JOHNSON	DAVID WOLFENDEN
Director of Planning and Community Development	Director of Engineering Services	Director of Corporate Services	Water and Waste Manager

FUNCTIONS

- Building Asset Maintenance
- Building Services
- Community Services and Facilities
- Compliance
- Economic Development
- Environmental Health
- Environmental Planning
- Noxious Weeds

FUNCTIONS

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

Moree Plains Shire Council
Annual Report 30 June 2017

FUNCTIONS

- Big Sky Libraries
- Customer Service
- Finance
- Gwydir Day Care and Preschool
- Information Services
- Moree Community Library
- Moree Plains Gallery
- Plant Management (large)
- Records
- Risk Management
- Shire Pools
- Stores
- Tourism Moree
- Workshop

FUNCTIONS

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

Our Executive Team

The daily operations of Council are performed by 249 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, Lester Rodgers.

General Manager

Lester Rodgers

Lester Rodgers has been with Council for more than 25 years. He commenced the role as General Manager on 22 May 2015 and was formerly the Director of Planning and Development (now known as Planning and Community Development).

As the General Manager, Lester oversees the functions of the entire Council, with the support of the Executive Team, to ensure the objectives outlined in the Community Strategic Plan can be achieved.

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 Services

Ian Dinham

Ian Dinham joined Council in November 2011. He has worked in Local Government for the past 35 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 as well as a Local Government Engineers Certificate.

Director of Corporate Services

Mitchell Johnson

Mitchell joined Council in 2004 and has more than 19 years of Local Government experience, having previously worked at Bathurst City Council and Byron Shire Council. Mitchell's background is in Accounting and Financial Services and his current Directorate includes finance, legal, property management, shire pools, library services and Gwydir Day Care and Preschool.

Mitchell is a local Gamilaroi man who is very passionate about Moree. He also is involved in the community through his various sporting and other interests.

Mitchell holds a Bachelor of Business and a Masters in Business Administration, both attained from Southern Cross University, and is a member of Local Government Professionals Australia.

Water and Waste Manager

David Wolfenden

David has more than 35 years of 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 Shire Council.

Qualifications that David holds include a Bachelor of Civil Engineering and a Graduate Diploma of Business (Management). David 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 has held the position of NSW State Delegate to The Institute of Public Works Engineering Australia National Asset Management Strategy Committee and is currently on the Executive of the NSW Water Directorate.

Director of Planning and Community Development

Angus Witherby

Angus Witherby has been employed by Council since June 2015. He was previously involved with Council as a consultant during his periods of employment at the University of New England and when running his own consultancy business and has been engaged with the Moree community since 1980. Angus commenced his career in local government in 1984 when he started work with Shellharbour Council.

Angus coordinates a diverse range of portfolios within the Department which are organised into three sections: Planning and Building Services, Economic and Community Development and Environment and Compliance. Together with his team, he is responsible for public health, environmental health, development assessment, building approvals, land use policy and planning, compliance functions, economic development, community development, community events, ranger and weeds services and building maintenance.

Angus holds a Graduate Diploma in Urban and Regional Planning as well as a Bachelor of Arts in Geography and Economics. He is a fellow of the Planning Institute of Australia and a Certified Practising Planner. He has taught and researched in the tertiary sector including in planning, and transportation planning. He is a former Director of the Centre for Local Government at UNE focusing on local government reform.

Audit Management

The Council Committee

The Council 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. The Council Committee is made up of all elected members.

Internal Audit Committee

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 adopted by resolution of the Council on 18 February 2010.

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

The Committee will consist of:

Members (voting)

- Mayor
- Councillor
- Independent external member (not a member of the Council)
- Independent external member (an independent to be the Chairperson).

Attendee (non-voting)

- General Manager
- Finance Manager

Invitees (non-voting) for specific Agenda items

- Representatives of the external auditor
- Head of Internal Audit
- Other officers may attend by invitation as requested by the Committee.

Fit for the Future

On 30 June 2015, Council submitted Template 2: Improvement Proposal as part of the 'Fit for the Future' reform process. As part of that submission, the Council put together an Improvement Action Plan (which was incorporated into the organisation's Operational Plan and Budget 2016-2017).

During the course of the 2015/16 financial year, Council was found to be "fit". Since its adoption, Council has continued to implement the strategies set out in its Improvement Action Plan to ensure that it could meet its forecast performance on the seven (7) benchmarks of the reform process.

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* ("the Act") 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

Under section 416(1) of the Act, a council's financial reports for a year must be prepared and audited within a period of 4 months after the end of that year, namely by 31 October 2017.

At the request of the Council's auditor and pursuant to section 416(3) of the Act, Moree Plains Shire has applied to the Office of Local Government for an extension of time for the preparation and auditing of Council's 2016-17 financial statements beyond 31 October 2017.

An initial extension to 30 November 2017 was granted to Moree Plains Shire Council pursuant to section 416(5) of the Act. On 29 November 2017, a further extension was granted to 31 December 2017.

As at 30 November 2017 and for the reasons described above, the Council is not in a position to include the council's audited financial reports for the year ended 30 June 2017 with this Annual Report.

Council considers it important to provide timely information to our community. This report is one of the key points of accountability between a council and its community.

Because the Act does not provide any discretion for an extension of time to be granted in respect of the preparation of the Annual Report, and the Annual Report is otherwise complete save and except for the council's audited financial report, this Annual Report has been made publicly available and submitted to Minister for Local Government.

When the financial statements have been prepared and audited, these statements will be available on our website www.mspsc.nsw.gov.au and Council will issue an advice on its website to advise of this.

It should be noted that a further extension for the preparation and auditing of Council's 2016-17 financial statements was granted by the Office of Local Government until 28 February 2018. The Council's 2016-17 financial statements were finalised by this date.

Our performance during the year

In June 2013, Moree Plains Shire Council adopted its new Community Strategic Plan – *Moree Plains 2035*. From this, the Council developed its Delivery Program which detailed the actions and strategies for which the Council was responsible for the ensuing four (4) years.

The Community Strategic Plan identified four (4) common themes of significance comprising:

- An Inclusive, Caring Community
- A Vibrant Regional Economy
- An Environmental Role Model
- Coordinated, Committed Leadership

On 23 June 2016, the Council adopted the Operational Plan and Budget 2016-2017 (“Operational Plan”).

The Operational Plan details the actions which will be undertaken by Council management and officers during the 2016/17 financial year in each of the 19 functional areas of Council. Each Action is linked to one of the Outcomes of *Moree Plains 2035 Community Strategic Plan* (“CSP”) and specifies the performance target(s) related to that particular Action.

Council’s approach is to report against each Action of the Operational Plan as a way of tracking how it is implementing the Delivery Program.

By way of example only, below is an extract from the **Administration – Governance** functional area detailing these components of the Operational Plan:

Activity	Actions	Outcome	Officer	Performance Target
Advocacy (Area Representation)				
General Operations	Continue as a member of the Executive of the Australian Rural Roads Group	L1.1	GM	Continue membership on Executive of ARRG - 2016/17
General Operations	Continue involvement with the Melbourne to Brisbane Inland Rail Alliance	L4.2	EPM	Continue involvement with MBIRA and provide feedback on MBIRA actions - 2016/17

This is the Action which was to be undertaken in FY16/17

This is the Outcome from the CSP this Action relates to – “L1.1 Advocate on behalf of the community to ensure the sustainability of our region” from the Leadership theme

The General Manager is responsible for this Action

For FY16/17, this is the performance target related to this Action

Each financial quarter, the General Manager provides the Council with a progress report on the status of satisfying the Performance Targets set out in the Operational Plan.

These are publicly available on our website in respect of:

- the period commencing 1 July 2016 to 30 September 2016 (Q1 Report);
- the period commencing 1 October 2016 to 31 December 2016 (Q2 Report);
- the period commencing 1 January 2017 to 31 March 2017 (Q3 Report); and

- the period commencing 1 April 2017 to 30 June 2017 (Q4 Report).

Across the 2016/17 financial year, the Council undertook to meet 439 Performance Targets relating to its services, activities and projects.

As at 30 June 2017, the Council's performance against these Performance Targets was assessed accordingly to the following criteria:

Performance indicators	
	<p>If the Action relates to a Project</p> <ul style="list-style-type: none"> • The project has been fully completed (or at least 95% thereof) during the course of the financial year • All scheduled works in relation to a project spanning several financial years were fully completed (or at least 95% thereof) during the course of the financial year <p>If the Action relates to a Compliance Action</p> <p>As at 30 June 2017, Council was compliant</p> <p>For any other Action</p> <p>The activity has been fully completed (or at least 95% thereof) during the course of the financial year</p>
	<p>If the Action relates to a Project</p> <ul style="list-style-type: none"> • The project is not completed but a substantial amount of work has been undertaken during the course of the financial year • Not all scheduled works in relation to a project spanning several financial years were completed during the course of the financial year but a substantial amount of the scheduled works have been completed <p>For any other Action</p> <p>The activity was not completed during the course of the financial year as forecast as at 1 July 2016 but a substantial amount of work in furtherance of the activity has been undertaken</p>
	<p>If the Action relates to a Project</p> <ul style="list-style-type: none"> • The project is not completed and insufficient work was undertaken in relation to the project during the course of the financial year, having regard to the works forecast to be completed during this time as at 1 July 2016 • Issues have been encountered in relation to completion of the project • The project will be undertaken across several financial years but an insufficient amount of the works forecast to be completed during the 2016-2017 financial year were completed <p>If the Action relates to a Compliance Action</p> <p>As at 30 June 2017, Council was non-compliant</p> <p>For any other Action</p> <p>Issues were encountered or the activity was not completed during the course of the financial year as forecast as at 1 July 2016 and insufficient work in furtherance of the activity was undertaken during the 2016-2017 financial year were completed</p>
	<p>For any other Action</p> <p>During the course of the year, commencement of works in relation to the action was deferred to the 2017-2018 financial year</p>

S. AN INCLUSIVE, CARING COMMUNITY							
Overall Performance		63		6		19	88

S. AN INCLUSIVE, CARING COMMUNITY		
Details of activities/ projects marked 		
CSP Outcome	Activity from Operational Plan	Explanation as to why the Performance Target was not met
S1.1	Provide a safe service for sharps disposal	Will continue to work with NSW Health to implement additional strategies however there has been no significant reduction of inappropriate sharps to date.
S1.2	Upgrade CCTV system at Waste Management Facility	Due to delays with the completion of the Community Recycling Centre, the contract was unable to be completed within the given timeframe but will roll over into the 2016/17 financial year.
S1.2	Provide additional CCTV and lighting	This project will be rolled over into the 2017/18 financial year.
S1.2	Facilitate meetings of the Moree, Mungindi and Boggabilla Crime Prevention Committee Meetings	Whilst both Moree and Mungindi have held Crime Prevention Meetings, Boggabilla has not.
S2.1	Provide funding for the conduct of Senior's Week activities and International Day of People with a Disability activities	No applications for financial support were received in the 2016/17 financial year.
S2.1	Support the development of an Orthodox Church in the Shire	Crown Lands are currently still in negotiations with the proponents.
S2.1	Facilitate Multicultural Advisory Committee meetings and manage multicultural activities	This Committee no longer exists, following the new Council election and no activities were undertaken.
S4.1	Provide organisational support and funding for the conduct of activities targeted at the Shire's youth	Youth Council activities were unable to be held due to budgetary constraints and the need for reformation of the Youth Council.
S4.2	Redesign and construct operational area surface drainage at the Waste Management Facility	The remainder of the drainage works to be undertaken will be completed in conjunction with a road widening project while staff and plant are on-site.
S4.2	Establish fenced dog off leash area with agility equipment	This project was drawn from the s94 Contributions Plan. Council determined that this project would not be undertaken and the s94A Contributions Plan would be reviewed by the Council.
S4.2	Public toilet at Gurley	This project was drawn from the s94 Contributions Plan. This project will be rolled over into the 2017/18 financial year.
S4.2	Open space facilities at Jacaranda Park (undercover picnic table area with BBQ and tap)	Issues encountered with footings design. This project will be rolled over into the 2017/18 financial year.

S4.2	Open space facilities at Jellicoe Park (undercover picnic table area with BBQ and tap)	This project will be rolled over into the 2017/18 financial year.
S4.2	Beautification of Mehi River corridor including picnic table, bubbler, benches, paths and water feature	This project will be rolled over into the 2017/18 financial year.
S4.2	Open space facilities at Spilsbury Park	This project will be rolled over into the 2017/18 financial year.
S4.2	Works required for the creation of a new IT space at the Moree Branch Library	This project will be rolled over into the 2017/18 financial year and is anticipated to be completed prior to the end of the calendar year.
S4.2	Moree Civic Precinct Redevelopment	Council had earmarked \$2 million in loan funds for this project subject to a successful grant application for matching funds. Such a grant application was submitted but was unsuccessful.
S4.2	Local – Sealed Urban: Town Entrance Improvements	This project has been rolled over to the 2017/18 financial year.
S4.2	Upgrades to drainage, lighting and pavement at Moree Regional Airport	Due to the topography of the land, drainage plans are still being finalised. This project has been rolled over to the 2017/18 financial year.

Ec. A VIBRANT REGIONAL ECONOMY							
Overall Performance		51		5		11	67

Ec. A VIBRANT REGIONAL ECONOMY		
Details of activities/ projects marked 		
CSP Outcome	Activity from Operational Plan	Explanation as to why the Performance Target was not met
Ec1.1	Business to business services and expenditure retention study	This project will be rolled over to the 2017/18 financial year.
Ec1.2	Develop a business attraction program in partnership with the local community	This project will be rolled over to the 2017/18 financial year.
Ec1.2	Develop a business expansion and retention program in partnership with the local community	This project will be rolled over to the 2017/18 financial year.
Ec1.2	Update Moree Facts and Figures promotional material	This project will be rolled over to the 2017/18 financial year.
Ec1.2	Release of Industrial zoned land	This project will be rolled over to the 2017/18 financial year.
Ec1.3	Escape Expenditure Study	This project will be rolled over to the 2017/18 financial year.

Ec1.3	Involvement with Intermodal Development – Moree Multi-Modal Transport Taskforce	This project will be rolled over to the 2017/18 financial year.
Ec2.1	Mosquito Creek Road Intersection widening	This project will be rolled over into the 2017/18 financial year with design to be finalised in the first quarter of that financial year.
Ec3.1	Development of Economic Development Strategy	This project will be rolled over to the 2017/18 financial year, with consultants to be engaged in the first quarter of that financial year.
Ec3.1	Implementation of Economic Development Strategy	The strategy will be developed in the first half of the 2017/18 financial year.
Ec3.1	Strategic Transport Plan	Awaiting leveraged funding announcement. This project will be rolled over to the 2017/18 financial year.

E. AN ENVIRONMENTAL ROLE MODEL							
Overall Performance		20		1		4	25

E. AN ENVIRONMENTAL ROLE MODEL		
Details of activities/ projects marked 		
CSP Outcome	Activity from Operational Plan	Explanation as to why the Performance Target was not met
E3.3	Review Draft Parks Master Plan 2011 for endorsement and adoption	This project has been rolled over to the 2017/18 financial year.
E3.3	Boughton Oval – Construction of fence between spectators and field	Consultation with user groups has revealed that this project is no longer required and the project has been abandoned.
E3.3	Boughton Oval – Provision of design works for fence	Consultation with user groups has revealed that this project is no longer required and the project has been abandoned.
E3.3	Maintenance of Moree Water Park and adjacent open spaces	No maintenance was required.

L. COORDINATED AND COMMITTED LEADERSHIP							
Overall Performance		186		15		32	233

L. COORDINATED AND COMMITTED LEADERSHIP		
Details of activities/ projects marked 		
CSP Outcome	Activity from Operational Plan	Explanation as to why the Performance Target was not met
L2.1	Refine Business Contingency Plan	This project will be rolled over to the 2017/18 financial year.

L2.1	Review and update Risk Management Plan	This project will be rolled over to the 2017/18 financial year.
L2.1	Lead meetings of the Risk Management Advisory Committee	Sixty actions remain outstanding from the Risk Management Advisory Committee.
L3.1	Facilitate Moree Youth Council meetings	The Moree Youth Council will be relaunched in the first quarter of the 2017/18 financial year.
L3.1	Attend Police Aboriginal Consultative Committee and Community Links meetings	No meeting notices were received in the 2016/17 financial year.
L3.2	Manage and monitor the Organisation's Facebook and Twitter pages	Some Facebook posts were actioned outside of committed service levels.
L3.2	Review and update Social Media Policy	This will be updated with the implementation of a new external communications strategy.
L5.1	Mobile Emergency Backup Generator	This project will be rolled over to the 2017/18 financial year.
L5.1	Maintain and upgrade Council property and buildings	The Building and Other Structures Asset Management Plan is now adopted, however, Building Maintenance Plan still to be developed.
L5.1	Provide statutory planning services within statutory timeframes	Some Development Applications have increased the average time for assessment.
L5.1	Undertake building maintenance	The Building and Other Structures Asset Management Plan is now adopted, however, Building Maintenance Plan still to be developed.
L5.1	Provide building certification services to A1 accreditation level	Due to limited staff resources, it has been difficult to provide building certification services at this level.
L5.1	Ensure that the Organisation's plant fleet is appropriate to meet operational requirements in the most cost effective manner.	Purchases of heavy plant have been undertaken in accordance with consultation between the Finance Manager and Operations Manager. The budget for the 2016/17 financial year was not fully expended during the course of the year.
L5.1	Manage and maintain the Organisation's Geographical Information System	This project will be rolled over to the 2017/18 financial year.
L5.1	Maintain register of material contracts for the Organisation	There remains one outstanding contract to be added to the register of material contracts.
L5.1	Investigate all third party contractors to ensure appropriate licences, tickets, certificates and qualifications are held and maintained in respect to the relevant contract	Contractors were stood down for not having provided current insurance documentation. Of those contractors 14 of these were still used by the organisation, despite being non-compliant.
L5.1	Finalise and implement Solid Waste Management Strategy	Draft Strategy has been completed, however, completion has been delayed due to resources available. The remainder of this project will be rolled over to the 2017/18 financial year.
L5.1	Complete annual audit of worksites	Sites were not required to be audited this year due to the external audit being undertaken in 2016.

L5.1	Prepare Strategic Business Plan - Sewer	This project will be rolled over to the 2017/18 financial year.
L5.1	Engineering Driven Urban Road Projects – Sewer Main Upgrades	No sewer main upgrade projects were undertaken as a result of engineering road projects.
L5.1	Automatic meter reading – Effluent Meters	It was proposed that this project would be undertaken utilising grant funding. No such funding was obtained so the work is proposed to be rolled into the program for the 2017/18 financial year.
L5.1	Moree Sewerage Treatment Plant land acquisition	The land acquisition was not completed, with negotiations continuing.
L5.1	Moree Sewerage Treatment Plant Pre-Treatment Aerators	This project will be rolled over to the 2017/18 financial year.
L5.1	Mungindi Sewer Treatment Plant	This project will be rolled over to the 2017/18 financial year.
L5.1	Sewer Rising Main Renewal	This project will be rolled over to the 2017/18 financial year.
L5.1	Sewer Main Relining	CCTV investigations for condition assessment will commence in Quarter 1 of the 2017/18 financial year.
L5.1	Finalise Developer Servicing Plan - Sewer	This project will be rolled over to the 2017/18 financial year.
L5.2	Extend the use of the electronic Customer Request Management System	This project will be rolled over to the 2017/18 financial year.
L5.2	Review Customer service Charter in conjunction with outcomes from community engagement	Review has commenced. Further service level arrangements will be rolled over to the 2017/18 financial year.
L5.2	Equal Employment Opportunity Management Plan updated biannually	This will be undertaken in the 2017/18 financial year.
L5.3	Planning and construction of a new Impounding Facility	This project will be rolled over to the 2017/18 financial year.
L5.3	Adelaide Street Reservoir land acquisition	This project will be rolled over to the 2017/18 financial year.
L5.3	Ashley Potable Water Supply	This project will be rolled over to the 2017/18 financial year.
L5.3	Boggabilla to Toomelah Pipeline	This project will be finished prior to the end of the 2017 calendar year.
L5.3	Sunnyside Water Main Upgrade	This project will be rolled over to the 2017/18 financial year.
L5.3	Albert Street Water Main	This project will be rolled over to the 2017/18 financial year.
L5.3	Automatic Water Reading Project	It was proposed that this project would be undertaken utilising grant funding. No such funding was obtained so the work is proposed to be rolled into the program for the 2017/18 financial year.
L5.3	Biniguy Potable Water Supply	This project will be rolled over to the 2017/18 financial year.
L5.3	Boggabilla Water Treatment Plant	This project will be rolled over to the 2017/18 financial year.

L5.3	Finalise Developer Servicing Plan - Water	This project will be rolled over to the 2017/18 financial year.
L5.3	Drummond Street Water Main	This project will be rolled over to the 2017/18 financial year.
L5.3	Engineering Driven Urban Road Program – Upgrades	No water main upgrade projects were undertaken as a result of engineering road projects.
L5.3	Engineering Driven Urban Road Project – Renewals	No water main renewal projects were undertaken as a result of engineering road projects.
L5.3	Gurley Elevated Tank	Investigations into the requirements for the project will be undertaken in Quarter 1 of the 2017/18 financial year.
L5.3	Mungindi Water Treatment Plant – Roof Installation	This project will be rolled over to the 2017/18 financial year.
L5.3	Installation of Water Treatment Plant Alarms	Installation of the alarms will be undertaken in the 2017/18 financial year.
L5.3	Rehabilitation of Reservoirs Contracts	Project subject to arrangements between Council, a third party and Public Works and has been deferred until the 2017/18 financial year.
L5.3	Stop Valve Renewals	Some renewals were undertaken as part of other projects.
L5.3	Prepare Strategic Business Plan - Water	This project will be rolled over to the 2017/18 financial year.
L5.3	Upgrade Water Main – Evergreen Road to Bartons Plains Road	This project will be rolled over to the 2017/18 financial year.
L5.4	Development of Asset Maintenance Plans for assets requiring specialist assistance (i.e. pools and buildings)	This project will be rolled over to the 2017/18 financial year.
L5.4	Waste Management Facility entrance road widening (Northern End)	Delays have been encountered with Telstra being required to locate their line into the Waste Management Facility. This project will be rolled over to the 2017/18 financial year.
L5.4	Undertake building maintenance – Moree Art Gallery	The Building and Other Structures Asset Management Plan is now adopted, however, Building Maintenance Plan still to be developed. This project will be rolled over to the 2017/18 financial year.
L5.4	Undertake building maintenance – community halls	The Building and Other Structures Asset Management Plan is now adopted, however, Building Maintenance Plan still to be developed. This project will be rolled over to the 2017/18 financial year.
L5.4	Undertake asset maintenance activities in relation to Boomi Pool	Asset maintenance is undertaken on a reactive basis with limited specialist expertise on-staff to develop the Asset Management and Maintenance Plans. This project will be rolled over to the 2017/18 financial year.
L5.4	Undertake assets maintenance activities in relation to Mungindi Pool	Asset maintenance is undertaken on a reactive basis with limited specialist expertise on-staff to develop the Asset Management and Maintenance Plans. This project will be rolled over to the 2017/18 financial year.

L5.4	Plan maintenance work for bridges based on identified priorities	Data collection is being finalised so this project will be rolled over to the 2017/18 financial year.
L6.1	Floodplain Mitigation – Pallamallawa	This project relates to acquisition of easements for a levee bank and delays have been encountered.

Our Organisation

Remuneration of Senior Staff

Under the definitions of the Act only one (1) staff member of Moree Plains Shire Council, the General Manager, is classed as a senior staff member. At 30 June 2017, the General Manager's remuneration package (including salary, motor vehicle and superannuation) totalled \$248,895.

Overseas Visits

The following overseas visits were undertaken by Councillors, Council staff or other persons representing council (including visits sponsored by other organisations):

- (a) In September 2016, Mr Lester Rodgers, General Manager, and Mr Mark Connolly, Economic and Community Development Manager attended and officially represented the Moree Plains Shire region at the 13th China Asean Expo in Nanning China.
- (b) In May 2017, Mrs Libby Carter, Integrated Planning and Reporting Manager, visited New Zealand to speak at the MagiQ Software conference. The visit was approved by Council and all travel and accommodation expenses were satisfied by MagiQ Software.

Mayoral and Councillor Fees, Expenses and Facilities

The total amount of fees paid to the Mayor and Councillors for the year was \$118,961. The Council election was held in September 2016. Councillor fees are paid on a pro-rata basis during an election year with outgoing and incoming Councillors each receiving a proportion of the annual fee of \$11,010. The Mayor receives an additional mayoral allowance of \$24,030.

The total amount spent on Councillors' fees, the provision of Councillor facilities and payment of Councillor expenses for the year was \$153,908 compared to \$159,263 in the 2015/2016 financial year.

Details of Mayor and Councillors' fees, expenses and facilities

	Mayor fees (\$)	Elected member fees (\$)	Conferences and seminars (\$)	Specific training (\$)	Provision of office equipment and phones (\$)	Accommodation (\$)	Travel (\$)	Totals (\$)
Cr R Brazel *	–	1,835	–	–	1616	–	822	4,273
Cr J Cassells **	–	8,655	–	–	495	–	1,466	10,616
Cr G Chiu **	–	8,655	–	–	405	–	–	9,060
Cr J Crawford **	–	8,655	–	–	405	–	–	9,060
Cr M Cikota *	–	1,835	–	–	174	–	–	2,009
Cr J von Drehnen *	–	1,835	–	–	236	–	–	2,071
Cr C Gall *	–	1,835	–	–	203	–	–	2,038
Cr K Humphries	24,030	11,010	–	–	1740	2,132	3,930	42,842
Cr M Montgomery **	–	8,655	–	–	405	–	1,646	10,706

	Mayor fees (\$)	Elected member fees (\$)	Conferences and seminars (\$)	Specific training (\$)	Provision of office equipment and phones (\$)	Accommodation (\$)	Travel (\$)	Totals (\$)
Cr B Munn *	–	1,835	–	–	228	–	–	2,063
Cr S Price	–	10,490	3,708	–	480	2,175	5,879	22,732
Cr S Ritchie **	–	8,655	–	–	495	–	–	9,150
Cr G Smith **	–	8,655	–	–	405	659	–	9,719
Cr J Tramby	–	10,490	–	–	–	–	–	10,490
Cr T Tzannes *	–	1,835	–	–	256	–	–	2,091
All Councillors	–	–	–	4,988	–	–	–	4,988
Totals	24,030	94,931	3,708	4,988	7,543	4,966	13,742	153,908

* This Councillor was a Councillor of Moree Plains Shire Council from 1 July 2016 until the Council elections in September 2016.
** This Councillor became a Councillor of Moree Plains Shire Council from the September elections.

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.mpsc.nsw.gov.au or can be obtained from any Council office.

Legal Proceedings

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.

Legal expenses of \$1,002,095 were incurred during the financial year ended 30 June 2017 and are summarised below.

Other party	Dispute	Status	Costs incurred (\$)
Various Financial Institutions	Investments recovery	Complete	\$531,914
Various	Planning and Development	Complete	\$36,013
Various	Debt Recovery	Ongoing	\$308,979
Various	Other (Governance, HR Weight of Loads, Leases)	Complete	\$125,189

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.

- **Big Sky Libraries**

The Big Sky Libraries 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.

- **Melbourne to Brisbane Inland Rail Alliance (“MBIRA”)**

Moree Plains Shire Council is an Executive Member of MBIRA and has been fundamentally involved in lobbying all levels of government in relation to the development of this nation building project.

- **Australian Rural Roads Group**

The Australian Rural Roads Group is a group of more than 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.

- **State-wide Road Safety Initiative “Free Cuppa for the Driver”**

Moree Plains Shire Council participated in the sixth phase of the Free Cuppa for the Driver scheme which is also implemented across the Balranald, Bathurst, Berrigan, Bland, Blayney, Cabonne, Cootamundra-Gundagai, Dubbo, Forbes, Gilgandra, Hay, Lachlan, Leeton, Murrumbidgee, Narrabri, Narranderra, Orange, Parkes, Wagga Wagga, Warrumbungle, Wellington and Wentworth council areas and is supported financially by Roads and Maritime Services (RMS). The scheme encourages visiting drivers to stop at any of the 95 participating businesses for a free cup of tea or coffee so as to take a break from driving long distances. The councils' and RMS provide the scheme's promotional material and marketing while the participating businesses provide the 'free cuppa'.

- **New England Joint Organisation**

When the pilot period for the Namoi Joint Organisation (“Namoi JO”) concluded, Council made application to join the New England Joint Organisation (“New England JO”) and this application was accepted on 2 May 2017. In making the decision to leave the Namoi JO, Council considered a number of factors such as the capacity to continue participating at the required level, conflicting positions on some important strategic matters (principally extractive industries) and established communities of interest. Council believes that membership of the New England JO is the best alignment for our community.

External Bodies Exercising Council Functions

During the 2016/17 financial year, 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 (4) years of the agreement in return for services to the community.

Section 355 Committees

Details of the Councillor membership of Moree Plains Shire Council's Section 355 Committees has been provided on pages 15-21 of this report.

Companies in Which Council Held a Controlling Interest

In the 2016/17 financial year, Moree Plains Shire Council held a controlling interest in the Moree Artesian Aquatic Centre Limited, a public company limited by guarantee, with the Council being the sole member of that company.

Other than as specified above, the 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 2016/17 financial year. A sale of land for unpaid rates auction will be held in 2017/18.

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. 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
- 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 the 2016/17 financial year.

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 (4) 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. If not published, the information is still accessible either for free or for the lowest cost possible. 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 a formal access application. This report provides an account of our work for the period 1 July 2016 to 30 June 2017. During this time the focus of our activities was to meet the requirements of the GIPA Act and to establish simple processes for dealing with the informal release of information and with access applications.

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

- Formal Access to Information Application form
- Disclosure Log.

Our focus for the 2017/18 financial year is to continue to strengthen our compliance with the GIPA Act and to ensure that we work with key stakeholders to develop and maintain a suitable framework for the provision of information to interested members of the public.

Statistical Information about access applications

The Council received a total number of no formal access applications during the reporting year.

Number of applications by type of applicant and outcome*

Applicant	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)	0	0	0	0	0	0	0	0
Members of the public (other)	0	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

Type of Application	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 personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	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 of the GIPA 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 GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Government 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 the following table.

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	0
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)	0
Decided within 20–35 days (by agreement with applicant)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time but access ultimately provided	0
Not decided within time (deemed refusal)	0
Total	0

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.

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 Act 1994

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, and 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 is required to report Public Interest Disclosures ("PIDs") in accordance with the PID Act on a six-monthly basis to the NSW Ombudsman and to ensure that a policy and system of reporting is developed with employees, Councillors and stakeholders educated in relation to the PID Act. Moree Plains Shire Council has fully complied with these requirements and has fully reviewed and updated the relevant policies, procedures and information systems and completed training of relevant officers with ICAC over the past 2 years.

The Human Resources Manager reports to ICAC each six months about our compliance with the PID Act and PID reports. There have been no reports this year.

The HR Officers, the Executive Assistant to the General Manager and Client Services Manager are all trained PID Officers whilst the Human Resources Manager is responsible for co-ordination and management of PID on behalf of the General Manager.

Companion Animals Act and Regulation – Enforcement and Compliance

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

The following actions are currently in place:

- (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 Office of Local Government by 30 September each year.
- (b) All dog attack data is submitted to the Office of Local Government by entries into the Companion Animal Register when sufficient evidence has been collected to substantiate the dog attack.
- (c) Companion Animal community education programs and strategies include:
 - Developing information brochures on Responsible Dog and Cat Ownership and Barking Dogs for distribution to the community,

- Ongoing provision of information about cheaper registration fees for de-sexed 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 and conducting micro-chipping days at various locations across the Shire.
 - De-sexing programs.
 - Continuing to apply for grants when available to carry out de-sexing, micro-chipping and animal education throughout the various towns and villages within the Shire.
- (d) In order to comply with the requirements under section 64 of the Act to seek alternatives to euthanasia 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 suitable for re-homing are advertised on Council's Facebook page, with great success. Any animals not re-homed in this way 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
- (e) Council currently has no 'dog off leash' exercise areas. This will form part of Council's new section 94A Plan.

A review of operational procedures and policies is currently being undertaken to improve efficiencies and provide consistency with the delivery of our Ranger services. Enforcement processes are being streamlined to ensure compliance with the Regulations.

Equal Employment Opportunity initiatives

Program/Activity	Description
Indigenous School-Based Trainees and Full Time Trainees (SBATS)	We have one Indigenous School Based Trainee almost completing the traineeship in Customer Service. Her traineeship has assisted her achieve the next step in her career planning.
EEO Contact Officer	EEO Contact Officers undertook an update of EEO Contact Officer training in August 2014. We currently have five (5) active contact officers.
Reconciliation Action Plan (RAP)	Council completed its reconciliation action plan ("RAP") which was launched in May 2014 and is reviewed through the RAP committee. Implementation is documented through the Director of Corporate Services. The RAP is currently being reviewed.
EEO training for all new staff and supervisors	Anti-Discrimination Board EEO training was provided to all new employees and to supervisors in August 2014, ensuring all officers of Council are aware of their rights and responsibilities.
EEO refresher training	MPSC added on line training modules in ethical behaviours comprising Code of Conduct, Bullying and Harassment Prevention, Equal Employment Opportunity and Privacy. These are provided to all new employees at induction and on a 5 year rotation to ensure currency of knowledge.
Access to employment with Council	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. Induction of Job Active Providers occurred in November 2015 in relation to Work for the Dole Scheme and requirements when participants are seeking work with Council. Best Employment and Jobs Australia attended. Currently there is a higher than sustainable demand for work placements across the community including those with disabilities.
On-line recruitment	Council moved to 100% on line applications in December 2013. Training for staff in the Community Library, Mungindi and Boggabilla offices has been supplied to support applicants. HR section of the current website was fully reviewed and is ready for the new website to be rolled out. This will include the use of LinkedIn.
Basic literacy	We continue to provide support to all employees in basic literacy, numeracy and computer skills. An EOI was run for additional tutorage at night however insufficient numbers were received to run this program.
Aboriginal Employment	The percentage of our workers who identify as being Aboriginal has remained fairly constant throughout the year and was benchmarked 16.4% at the end of the financial year with changes due to completion of traineeships/ intake and exits. MPSC continues to report the highest level of Aboriginal employment against other Large Rural Councils in NSW.
Participated in HR Benchmarking for LG	We reviewed our Workforce data through the Local Government Shires Association (LGSA) HR Benchmarking Program for the fourth year, monitoring issues such as investment in training and development, demographics and remuneration surveying.
Remuneration Survey for LGNSW	We complete the remuneration survey and the General Managers Remuneration Survey annually. We participated in many research projects including LGNSW

Program/Activity	Description
Continue to utilise job share and part-time work arrangements	These arrangements include the ability to return to work part-time after having a baby up until the child is of school age, staggered retirements, and job shares required by people for a variety of reasons.
Green Army Project	Sign off of the Green Army project was completed through the facilitation of the HR Section with implementation to proceed following a review of MPSC and Manpower Australia (the organisation funded for delivery) with the Boobera Trust. Carriage of the project is being split across departments as there is no funded project manager for this task.
Updated Policies	16 Work health and Safety Policies/guidelines were reviewed this year. 16 HR Policies/guidelines were reviewed this year. A working group of Managers are examining mobile work arrangements including working remotely and from home to be more inclusive of contemporary work practises.
Extended the use of funded training	Council continues to review access to funding for all training. The Smart and Skilled regime has limited some access however discounted access to a Diploma of WHS was achieved and 12 staff enrolled into this course paying their own fees. Graduation will occur early next financial year.
Cultural Awareness and support	We are utilising the Way Ahead Mentoring Program, which is a funded by State Training, to support Aboriginal Trainees. We also utilise the Centre of Cultural Competencies for on line training of new key staff. The Dhiiyaan Aboriginal Centre ("DAC") is also developing a localised cultural awareness program to make it accessible at induction.
Workforce Plan	As part of the integrated planning and reporting cycle following a Council election, a new Workforce Plan for Moree Plains Shire Council was endorsed on 23 June 2017. A copy of this Plan can be found on Council's website www.mpsc.nsw.gov.au .

Our Community

Services and Access for People with Diverse Cultural and Linguistic Backgrounds

Program/Activity	Description
Harmony Day	We organised a number of activities to celebrate Harmony Day including a Harmony Day storytime at the Moree Community Library.
NAIDOC Week	Council annually sponsors and supports NAIDOC Week activities in the communities of Moree, Mungindi and Boggabilla/Toomelah.
Attendance at Aboriginal Interagency Meetings	We attend all local Aboriginal Interagency Meetings and assist with their initiatives.
Reconciliation	<p>We attend local Reconciliation Group meetings and support the initiatives of the group including by sponsoring Awards that recognise the achievements of locals.</p> <p>In May 2014, Council launched the 'Reconciliation Action Plan' in collaboration with the Moree Reconciliation Group and won the Council of the Year from the LG Aboriginal Networking Conference.</p> <p>The Reconciliation Action Plan is currently being reviewed.</p>
Support for the Community Relations Commission for a Multicultural NSW	<p>We support the Multicultural NSW in its endeavours to develop greater understanding of and respect for other cultures.</p> <p>A Council officer has been a member of the New England/North West Advisory Committee for a number of years. Input was sought from this group as part of the development of Moree Plains 2027.</p>
Voluntary translators	We update our voluntary interpreters register annually. A number of these volunteers are members of our staff.
Supports employees working with Hunter New England Health as Translators	Our employees who are bilingual are made available to Hunter NE Health to assist patients who do not speak English with translation support.
Services availability to diverse cultural groups	We are continuing to welcome a greater number of cultural groups into our community and are taking steps to expand service availability to these people. We have implemented a number of initiatives including making different language books and newspapers available at the Moree Community Library, and translating service information about Moree Plains Shire into five (5) languages.

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.

Program/Activity	Description
Gwydir Day Care and Preschool	<p>We own and manage the fully accredited Gwydir Day Care and Preschool. We are currently licensed for 72 children per day:</p> <ul style="list-style-type: none"> • 16 x 0–2 year olds • 16 x 2–3 year olds • 40 x 3–6 year olds. <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>
Christmas Carols	Council, in conjunction with community groups, hosted Christmas Carols last December at Ron Harborne Oval.
Story Time	The Moree Community Library conducts a weekly 'Story Time' for the very young.
Library resources/Reading material	The Moree Community Library continues to expand its collection with new materials and resources for children.
Movies in the Park and PCYC partnership	We have developed close working partnerships with Miyay Birray & NSW Police Force to further enhance the quality of services provided for children and other age groups in Moree, Boggabilla/Toomelah and Mungindi.
Shared footpaths	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.
Police Citizens Youth Club (PCYC) partnership	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.
Community Directory/Information for new residents	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.
Pool programs	Learn to swim, swimming club and swimming squad programs are held at the Moree Artesian Aquatic Centre.

Services and Programs that Provide for the Needs of our Youth

Program/Activity	Description
Moree Plains Shire Youth Council	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 including involvement in Christmas at Twilight and the community carols event. While doing so, they are learning important lessons about leadership, self-respect, confidence, chairing meetings and respect for others. The members of the Youth Council are currently undertaking a leadership course.
Youth Week	We actively support Youth Week and every year we coordinate a range of youth activities.
'Youth friendly' library program	Moree Community Library, in conjunction with Community Development, is implementing a 'youth-friendly' program which involves such activities as providing increased access to technology.
Career Expo	We conduct annual career expos in an endeavor to provide employment opportunities and promote the positive attributes of the Shire.
Driver education programs	Driver education programs, particularly for youth, are regularly presented.
Traineeships/Apprenticeships	We currently provide four (4) school-based traineeships or apprenticeships annually. We also have a variety of full-time trainees in areas such as the Boggabilla Works Section, Engineering, Gwydir Day Care and Preschool, and the Water and Sewer Section.
The Rotary Youth Leadership Award (RYLA)	<p>Currently not funded. Council commenced the use of LGNSW Aspiring Leaders Program and have been supporting three (3) employees through this initiative. This is the first time it has operated regionally.</p> <p>There has been extensive work invested with schools, TAFE and Universities for access to opportunities such as work experience and field work. This includes involvement in mock interviews with TAFE and high school students.</p>
Working with local high schools	We work with local high schools to promote career opportunities through various forums and visits as required annually.
Scholarships	Council is supporting the scholarships that have been currently awarded.
The Way Ahead Mentoring Program	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.
Youth Get Wise	In partnership with the Department of Family and Community Services, St Pius Aboriginal Corporation, Anglicare, Moree Aboriginal Legal Service and lead agency Miyay Birray Youth Service, we developed a structured four week young offenders diversionary program to engage with young people. The Program is based on flexible opportunities to meet the participants' personal goals and explores leadership, identity, anger management and personal development.

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.

Program/Activity	Description
Capital Works	We continually recognise and address access issues for people with disabilities. These initiatives are carried out as part of our works program.
Moree Aboriginal Elders Group Meeting Place	We provide a meeting and office space at the Dhiyaan Aboriginal Centre to enable a Moree Aboriginal Elders Group to conduct the cultural business of Aboriginal Elders in Moree.
Support for volunteers	We acknowledge and facilitate the work of local volunteers every year through our strong participation in Volunteer's Week and Volunteer of the Year Awards.
Home delivery of library materials	Library staff visit retirement homes and make home deliveries to house-bound residents.
Seniors' Week	We recognise, support and promote Senior's Week activities each year.
Road Safety Action Plan	Recognising the special needs of older road users, we incorporate these needs and considerations into our annual Road Safety Action Plan.
University of the Third Age	We assisted a local group set up a University of the Third Age (U3A) to facilitate lifetime learning opportunities.
Broadband for Seniors	'Broadband for Seniors' kiosks are set up at Mungindi, Boggabilla and Moree.
International Day of People with Disability	We recognise and celebrate the achievements made by people with a disability through the provision of financial support to a local disability group.

Services and Programs that Provide for the Needs of Families

Program/Activity	Description
Partnerships with local agencies	Council staff are involved with local agencies including those who deliver family services such as Moree Family Support, the Moree Place Team and the Miyay Birray Youth Service.
Family-friendly events	Initiatives such as Christmas at Twilight, community carols, pool parties and discos are designed to not only engage the various groups but to develop a closer sense of community and increase social capital.
Annual fireworks display	Each year we facilitate an annual Fireworks Display on New Year's Eve which is specifically designed to encourage family gatherings and interaction.
Moree Domestic Violence Action Team	Council has an active role on the Moree Domestic Violence Action Team by attending and participating in its monthly meetings
Programs to reduce abuse of alcohol and other drugs/Anti-social behaviour	<p>Many of the events with which we are associated – including themed parties, fireworks displays, pool parties – are alcohol and drug-free events.</p> <p>We also maintain Alcohol Free Zones at selected locations within the Shire.</p>
Crime Prevention Committees and Crime Prevention Plan Implementation	<p>We have developed Crime Prevention Plans for Moree, Mungindi and Boggabilla as part of Council's commitment to improving safety and reducing crime within the Shire. This year, we facilitated the bi-monthly meetings of Crime Prevention Committees in Boggabilla, Moree and Mungindi to administer the implementation of the Crime Prevention Plans.</p> <p>A number of initiatives have been implemented under the Crime Prevention Plans, including: upgrading the car park signs "Lock it or Lose it" in various locations; Alcohol Free signs have been updated and installed in Moree, Mungindi and Boggabilla.</p> <p>Further, the Cooee Park initiative to promote and support social engagement in accordance with the adopted South West Moree Social Plan has been very successful.</p> <p>Council supports local funding applications and continuously lobbying of State Government and agencies to improve resources for policing and crime prevention. Upgrades and maintenance of CCTV is ongoing.</p>

Financial Assistance

During the 2016/17 financial year, Council allocated \$31,650 through sponsorship and made donations of \$59,047.70 assisting a total number of 26 projects, individuals or organisations across the Shire.

Sponsorship	\$	Donations	\$
Moree Town Band	\$25,000	Educational Facilities – Awards Night	\$2,000
Moree Show Society	\$1,650	Arts North West	\$8,697.70
Mungindi Show Society	\$2,000	Royal Far West	\$2,500
Moree on a Plate Incorporated	\$3,000	Moree Caledonian Society (Pipe Band)	\$5,000
		Westpac Rescue Helicopter	\$5,000
		Stewart House	\$2,500
		Magic on the Mehi	\$2,750
		Macintyre Warriors Rugby League Football Club Incorporated	\$2,000
		Garah Tennis Club	\$2,000
		Moree and District Historical Society	\$1,000
		St Philomena's Parents and Friends Association	\$250
		Moree Rugby Union Club Limited	\$2,000
		Moree Relay For Life Committee	\$2,000
		Moree Plains Gallery-Studio	\$2,000
		Moree BMX Club Limited	\$2,000
		Barwon Health Alliance Limited	\$2,000
		North West Sub-Branch of NSW National Serviceman Association	\$3,000
		Boomi Tennis Club	\$3,000
		Pally Penning Incorporated	\$3,000
		No Violence Alliance Committee	\$1,880
		Rural GympaRoo - Mungindi	\$1,470
		Miyay Birray Youth Service Incorporated	\$3,000

Our Economy and Infrastructure

Condition of Public Assets



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.

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 53 vehicular bridges and one pedestrian bridge in the Shire. Of these, 49 are concrete bridges, three are timber bridges and one is a steel truss bridge.

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.

Water Supply Assets

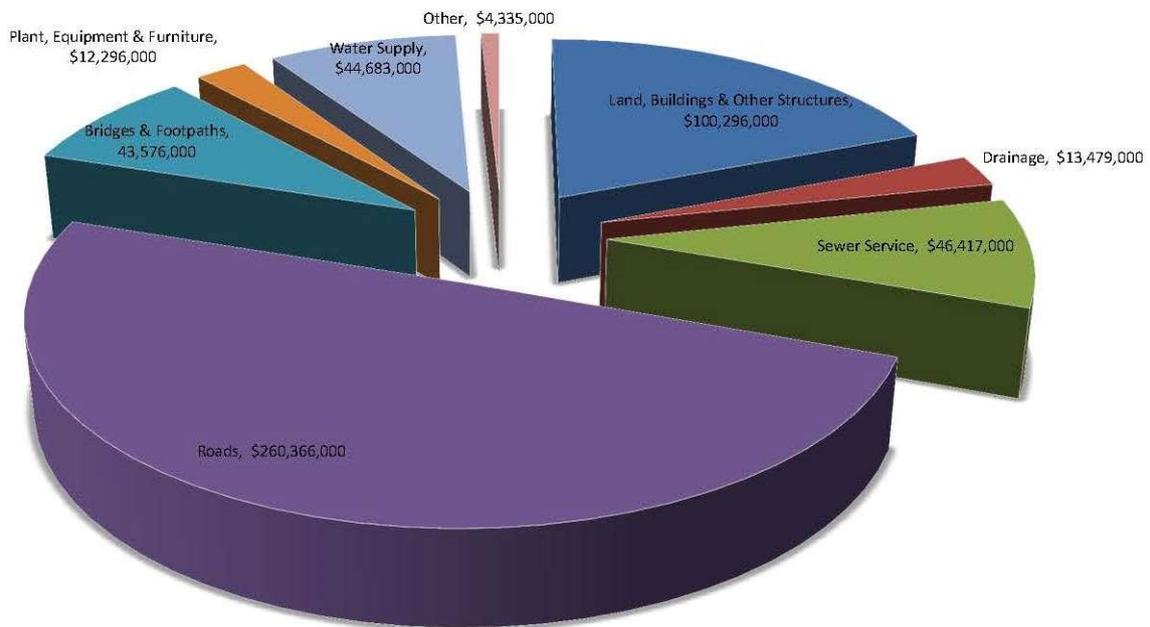
Moree Plains Shire Council is responsible for the maintenance and operation of 144km of water mains, 13 sub-artesian drinking water quality bores, two non-potable water bores (at Mungindi and Garah), two off-river dam storages for non-potable (not suitable for drinking) water (at Weemelah and Garah), 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.

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.

Set out below is a graphical representation of the value of our Assets by class, as well as a condition assessment of each class of Asset. 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 2017 ^{AFR Note}.

Value of our Assets



Special Rate Levies

A special rate may be levied for works or services provided or proposed to be provided by council eg town improvement works benefiting a specific locality eg Industrial Drive. A special rate was set at \$37,000 affecting 43 assessments starting in 2006 contributing to half the repayment of this loan.

In May 2005 Council borrowed \$550,000 (10 year maturing 15 May 2015) to construct the Industrial Drive road. Repayments of \$37,204.12 were made by-annually in May and November (\$74,408.24 annually).

Council reviews its rates and charges annually as part of the budget process prior to the Operational Plan being adopted and placed on public display for community consultation. Council has resolved to maintain the special rate for Industrial Drive with the specific purpose of separating these funds for future projects in this area.

The Industrial Drive Special Rate internal reserve has a current balance of \$111,000 which will be spent on maintaining and upgrading the industrial area. A report will be presented to Council by the Engineering Department outlining the required projects and when these will be scheduled for completion.

Additionally a further \$1.3 million 20 year loan was taken out in 2006 for further development of the Industrial Drive area. This loan was fully funded by all rate payers.

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 to general income of 5.78% above that of 2004/05 commencing in the 2005/06 financial year. The increase generated an additional income of \$270,000 for the first year. Each consecutive year increases by the rate peg. This increase was permanent and was to be used to fund the following initiatives:

- construction of a major industrial road - \$117,000 per year
 - 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.
- costs associated with tourism and economic development – balance (first year \$153,000)
 - Used to supplement current tourism and economic development funding. Any unspent funds are placed into an internal reserve to fund future major tourism and economic development projects and annual events.

The following is the amount resolved to be expended out of this reserve by year since its commencement.

	2006-2014	2015	2016	2017	Total (\$)
Tourism & Economic	1,554,000	207,000	213,000	191,487	2,165,487

	2006-2014	2015	2016	2017	Total (\$)
Development					
Loan Industrial Drive	1,053,000	117,000	117,000	117,130	1,404,130
Total	2,607,000	324,000	330,000	308,617	3,569,617

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

The Minister for Local Government granted Moree Plains Shire Council a one year increase to general income of 9.73% above that of 2008/09 commencing in the 2009/10 rating year. The approval under S508(2) was for a permanent increase to Council's income, therefore, subsequent to the increase of 9.73% for the first year increases will be in line with rate pegging.

The increase was approved on the proviso that the income generated as a 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 initial five-year works program and the 2009/10 Special Rate Variation application can be found on Council's website: www.mpssc.nsw.gov.au.

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. The approval under S508A was for a permanent increase to Council's income, therefore, subsequent to the three increases of 9.25% per year increases will be in line with rate pegging. 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.mpssc.nsw.gov.au.

The table below shows the additional rate revenue Moree Plains Shire Council received for the last five years as a result of the Special Rate Variations.

Special Rate Variations 508(2) and 508A – Income ^{AFR Note}

Revenue	2010-2015	2015/2016	2016/17	2017/18	Total
Special Rate Variation 508(2)	\$4,792,828	\$1,037,626	\$1,056,304	\$1,072,148	\$7,958,906
Special Rate Variation 508A	\$12,896,326	\$3,449,893	\$3,511,991	\$3,564,671	\$23,422,881

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, including GST	Status of Project at 30 June 2016/Comments
Coastal Works P/L	PR17/02	Boggabilla-Toomelah Water Supply Transfer System	\$2,341,221.06	Ongoing
Airport Alliance Contracting	Part of PR16/01	Airport Lighting Upgrade	\$641,837.00	Ongoing
Fenech Group P/L	PR17/06	Moree sewer mains CCTV inspection and condition assessment	\$553,938.94	Ongoing
M&K Construction Group P/L	RFT16/5	Building Construction of Dhiyaan Aboriginal Centre	\$440,000.00	Completed
McDonalds Concrete	RFT17/03	Supply and delivery of pre-mix concrete	\$200,000.00	Ongoing
Interflow	RFT17/43	Sewer main re-lining	\$584,100.00	Ongoing
Moree Real Estate Services	RFT17/08	Real Estate Services	Awarded as per schedule of rates	Ongoing

Work Carried Out on Private Land

No work was carried out on private land which was fully or partly subsidised by Council during the 2016/17 financial year.

Feedback on our Annual Report

Moree Plains Shire Council welcomes your feedback on this Annual Report.

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

Please provide your comments, ideas and other feedback in writing to:

Lester Rodgers
General Manager
Moree Plains Shire Council
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Moree NSW 2400

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