

# Community Strategic Plan

**2027**

Moree Plains



Your Shire  
The Plan

**OUR FUTURE**



**Moree Plains**  
SHIRE COUNCIL

Endorsed 22 June 2017

### **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.

### **Acknowledgement of Moree Plains Shire Council**

Moree Plains Shire Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, but is not wholly responsible for its implementation.

Achieving this plan and the future of Moree Plains Shire will require joint action by the whole community.

Council has attempted to honestly record and faithfully translate community comments in this document to reflect a balance of the issues raised. A detailed Community Engagement Summary Report is available on Council's website ([www.mpsc.nsw.gov.au](http://www.mpsc.nsw.gov.au)).

### **Acknowledgement of Moree Plains Shire Council**

Thank you to all the inspired and responsible members of our community who attended meetings, participated in workshops, forums and community outreach activities, completed surveys and/or logged comments online – your contributions are highly valued.

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**My vision for Moree Plains Shire 2027**  
*Millicent Beattie, Year 6*

# 1. What is Moree Plains 2027 – Your Shire. The Plan. Our Future

## A message from the Mayor and Councillors

**Welcome.**

**You've just picked up Moree Plains Shire's plan for Our Future.**



It is with great pleasure that I present **Moree Plains 2027 – Your Shire. The Plan. Our Future.**

As a community, it's important for us to have a roadmap for **Our Future.**

As with any journey, the starting point is just as important as the destination. We know what a great place Moree Plains Shire is today and the pride and passion we all feel in being part of this community. AND we want to make the most of it for now and for **Our Future.**

**The Plan** has been shaped by so many contributions and conversations with community members; whether it be through our outreach activities at Jellicoe markets, through our Shire-wide survey, by participating in one of our community focus groups or industry meetings or being part of one of the other community engagement initiatives we have undertaken to develop **The Plan.**

On behalf of my fellow Councillors, thank you for Speaking Up Moree Plains.

Listening to you throughout those many conversations, there were a number of recurring themes identified about **Where we are today** and **Where we want to be in 10 years' time.**

**The Plan** recognises our starting point today and documents our journey for the next 10 years:

- setting our **Goals**
- defining the **Strategies** that will be used by **Council** and our **Partners** to achieve our **Goals**
- detailing how we will **Monitor our Progress.**

**The Plan** belongs to the community and throughout this document we'll feature some of your feedback and vision for **Our Future.**

We live here because we love this place and its people and as Council, we look forward to working with you to help make the Moree Plains of tomorrow even better than it is today.



**Councillor Katrina Humphries**  
Mayor

## 2. Council's Commitment to the Community

### A message from the General Manager

**Whilst agriculture has been, and continues to be, the mainstay of the Moree Plains economy, we recognise that consolidation within the industry, evolving agricultural practices and technology advances have changed the way these operations are undertaken; they are far less labour-intensive than ever. To mitigate the threat of a stagnating population and boost our resilience as a Shire, we are looking to other opportunities.**

**In this digital age, reliable and affordable internet connectivity is fundamental – it is something all focus groups identified as a critical issue facing Your Shire over the coming decade. But connectivity extends beyond this; the significance of our regular, reliable air service with Sydney Kingsford Smith Airport cannot be understated.**

As one of Australia's most productive agricultural shires, the freight burden on our local road network is immense. However, logistics pathways are evolving and **Your Shire** is well placed to capitalise on a greater role in the supply and distribution chain as part of the Melbourne to Brisbane Inland Rail project.

As a community, we are conscious of the challenges of living in a regional centre – access to services; education (at all levels); attracting and retaining suitably qualified staff; leisure, recreational, art and cultural activities – are vital to keeping members of our community in the Shire and attracting new ones.

**Moree Plains 2027 – Your Shire. The Plan. Our Future** sets out the community's vision and Council's commitment for the next decade; it sits above other plans, strategies and policies that underpin our work. It is the highest level of strategic planning undertaken by a local Council.

Council has a custodial role in initiating, preparing and maintaining **The Plan** on behalf of the Moree Plains' community, but it is not wholly responsible for its implementation. Other partners, such as other levels of government, State agencies and community groups will help contribute to our community's long-term goals.

The purpose of this 10 year plan is to identify the community's main priorities and aspirations for the future and plan actions to achieve them. This will help our Councillors put together their 4 year Delivery Program and in turn, inform our annual operational plans and budgets.

Potentially, the Moree Plains of 2027 will be quite different to the Moree Plains of today and **The Plan** provides a roadmap to help us build the sort of community we want for **Our Future**.

**The Plan** focuses on 4 key themes:

- An Inclusive, Caring Community
- Sustainable Spaces and Places
- A Vibrant Regional Economy
- A Leading Organisation

Each theme sets out the community's **Goal** and the **Strategies** which will be employed over the next 10 years. Importantly, the role of Council and its partners in achieving these **Goals** are clearly articulated.

I look forward to working with our staff, Councillors and community to deliver **Moree Plains 2027 - Your Shire. The Plan. Our Future**.



**Lester Rodgers**  
General Manager

### 3. Your Councillors

#### The Mayor and Councillors

**At the Moree Plains Shire Council Local Government Election held on Saturday 10 September 2016, the following Councillors were elected to represent Moree Plains for the Council term which will conclude in September 2020.**

- Cr Kerry Cassells
- Cr George Chiu
- Cr Jim Crawford
- Cr Katrina Humphries
- Cr Mike Montgomery
- Cr Sue Price
- Cr Stephen Ritchie
- Cr Greg Smith
- Cr John Tramby

At the first meeting of the new Council, Cr Katrina Humphries was elected as Mayor for a 2 year term and Cr Stephen Ritchie was elected Deputy Mayor until September 2017.



**Moree Plains Shire Councillors and General Manager (left to right)**

Cr John Tramby, Cr Mike Montgomery, Cr Sue Price, Deputy Mayor Cr Stephen Ritchie, General Manager Lester Rodgers, Cr Greg Smith, Cr Kerry Cassells, Cr Jim Crawford, Mayor Cr Katrina Humphries and Cr George Chiu

## 4. Our Strategic Planning Framework

The NSW Government has established Integrated Planning and Reporting legislation, requiring all councils to establish a long-term strategic, infrastructure and financial framework.

### Community Engagement Strategy

The Community Engagement Strategy details how Council will engage with the community and other relevant stakeholders to develop and complete the community strategic plan.

### This document: Moree Plains 2027 – Your Shire. The Plan. Our Future

**The community strategic plan is the overarching, visionary document in Council's Integrated Planning and Reporting Framework. It essentially addresses 4 key questions for the community:**

- **Where are we now?**
- **Where do we want to be in 10 years' time?**
- **How will we get there?**
- **How will we know when we have arrived?**

**It translates the community's key priorities and aspirations into long-term strategic goals that guide the future direction of Moree Plains Shire.**

**Council has a custodial role in developing this 10 year plan, while realising its long-term strategic goals are a shared responsibility between Council, the community, other Government and non-Government entities.**

### Delivery Program 2017-2021

The Delivery Program is a statement of commitment to the community from each newly elected council. Where the community strategic plan identifies a role for Council in delivering a community strategy, the Delivery Program is designed as the single point of reference for all principal activities undertaken.

### Resourcing Strategy

The Resourcing Strategy comprises 3 key elements being a **Long-Term Financial Plan**, a **Workforce Management Plan** and an **Asset Management Strategy** and underlying **Asset Management Plans**. Council must effectively manage its finances, the sustainability of its workforce and the cost of providing and maintaining community assets and services. Collectively, these documents articulate how the aspirations in the community strategic plan which fall within Council's responsibility will be resourced in time, money, assets and people.

### Annual Operational Plans and Budgets

Council's Annual Operational Plan and Budget detail Council's role in the delivery of projects, activities and services each financial year across the 19 functional areas in which Council operates. Each activity is assigned to a Council officer who is responsible for its delivery and the budget aligned with each functional area is included.

### Fit for the Future Improvement Action Plan 2015

As part of the New South Wales Government's fit for the future reform process, all councils were required to make a submission to the Government by 30 June 2015. Council submitted a Fit for the Future Improvement Proposal, underpinned by its FFF Improvement Action Plan. Initiatives that have not been fully implemented as at 30 June 2017 have been incorporated into our Delivery Program and Resourcing Strategy.



## 5. What is Council’s role?

Some of the actions in **The Plan** fall under the responsibility of other tiers of Government, Government agencies and community organisations.

Council is only one part of the community and recognises the significant outcomes that can be achieved when we work collaboratively and develop partnerships.

Council’s role in implementing **The Plan** is varied depending on the Strategy to be pursued.

- as an Advocate** Council gives a voice to the community by lobbying and advocating to achieve benefits and best possible outcomes for the Shire
- as a Leader** Council shows strong, transparent and visionary leadership providing unity to make our community even better than it is today
- as a Regulator** Council has a statutory responsibility to police legislative requirements imposed by other tiers of Government
- as a Partner** Council works with a range of stakeholders to bring outcomes for the community to fruition
- as a Provider** Council has a strong commitment to delivering certain services to the community. Other services – such as hospitals, education and certain road assets – are provided by other tiers of Government

## 6. Speak Up Moree Plains

This 10 year plan represents the community's vision and Council's commitment to the Shire and has been developed through a series of community conversations, engagements and consultations.

Throughout **The Plan**, we have included some of the comments and views of our community members.

Further information in relation to the outcomes of our community engagement are outlined in our Community Engagement Report.



## 7. Our Story

### Location

Moree Plains Shire is located in northwest New South Wales near the border of Queensland and covers an area of approximately 18,000 km<sup>2</sup>.

### 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.

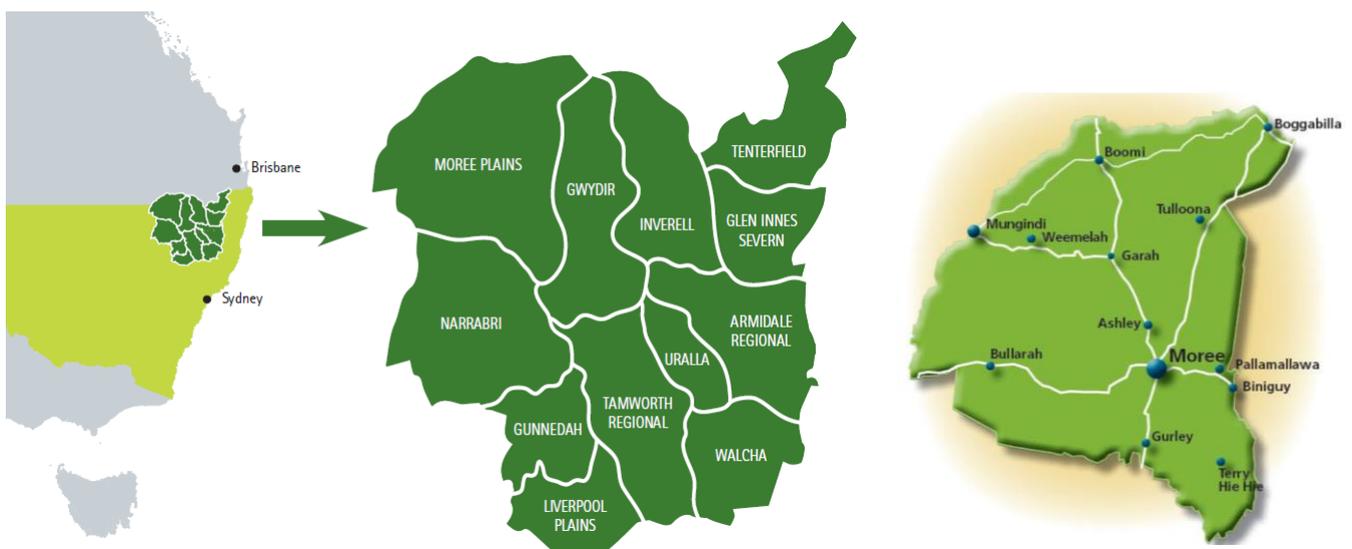
Aboriginal communities managed by Local Aboriginal Lands Councils are located at Toomelah, near Boggabilla, and Mehi Crescent and Stanley Village in Moree.

### 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 Kamilaroi people.



Source: Northern Inland NSW RDANI Investment Profile 2016



Land area (sq. km)  
**17,906**



Population  
**13,689**



Gross Regional Product (\$M)  
**794**

**Major industries of employment**

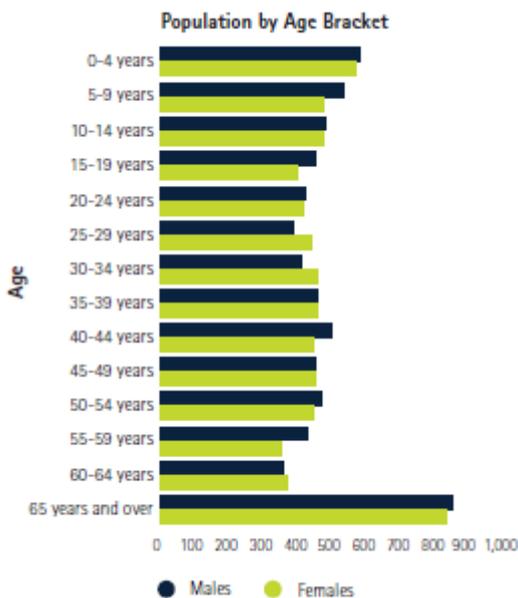


**Labour Force Status**

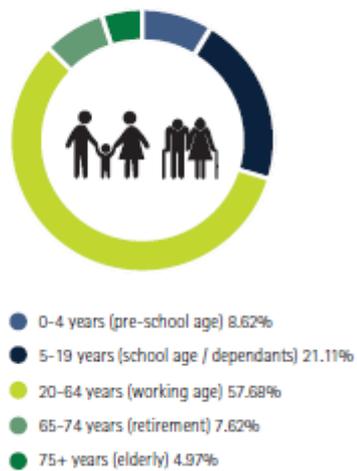
Employed, worked full-time	4,002	29.80%
Not in the labour force	3,130	23.31%
Employed, worked part-time	1,412	10.51%
Employed, away from work	397	2.96%
Unemployed, looking for full-time work	263	1.96%
Unemployed, looking for part-time work	108	0.80%
Not stated	970	7.22%
Not applicable	3,147	23.43%
<b>Total</b>	<b>13,429</b>	<b>100.00%</b>

**Moree Plains (2011)**

Persons	%
4,002	29.80%
3,130	23.31%
1,412	10.51%
397	2.96%
263	1.96%
108	0.80%
970	7.22%
3,147	23.43%
<b>13,429</b>	<b>100.00%</b>



**Lifestage (%) - Moree Plains**



Source: Northern Inland NSW RDANI Investment Profile 2016

## 8. Vision for Our Future

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.

## 9. 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 Moree Plains Shire Council will, as an organisation, support the community direction through effective and transparent leadership.

# An Inclusive, Caring Community

*A place where everyone can enjoy a safe, healthy and involved community life*



## Where are we now?

### Challenges identified:

- access to education at all levels of learning
- access to health services
- an ageing population
- availability of daycare, after school care, vacation care
- building capacity in our families
- crime prevention
- declining volunteerism
- few cultural activities and enjoyment of the arts
- inclusiveness of the Shire
- limited recreation activities and facilities
- liveability of the Shire
- recognition and cultural awareness and competency

## Where do we want to be in 10 years' time?

*I feel safe in my community and have access to the health, social and community services I need*

*I feel like I belong and my community respects my heritage and culture*

*I love living in the Moree Plains and feel part of a community where there are opportunities for involvement in arts, culture, sports, recreation and life-long learning*



# An Inclusive, Caring Community

*A place where everyone can enjoy a safe, healthy and involved community life*



## C1 – Prioritising community safety, health and wellbeing

### Goal

*I feel safe in my community and have access to the health, social and community services I need*

#### Council's role

#### Strategies

#### Our Partners

Advocate  
Partner  
Provider

**C1.1 Public safety is maximised through support for initiatives that reduce the incidence of crime and promote safety**

NSW Police; RMS;  
NSW Health

Regulator

**C1.2 Public health is protected**

State agencies

Advocate  
Partner

**C1.3 Emergency response and management services in our region are supported**

Emergency Services;  
RFS, SES

Advocate

**C1.4 Access to health services locally improves**

NSW Health; State  
Government

Advocate  
Partner

**C1.5 Understand the services and programs which are being delivered locally to build capacity in our families and, where necessary, support the coordination of these efforts**

Federal and State  
agencies; NGO's



## C2 – Demonstrate recognition, respect and inclusion

### Goal

*I feel like I belong and my community respects my heritage and culture*

#### Council's role

#### Strategies

#### Our Partners

Advocate  
Partner  
Provider

**C2.1 Preserve and promote our Aboriginal and European heritage and culture**

Community groups;  
LALC's; RAC

Partner  
Provider

**C2.2 Recognise, support and engage with our Aboriginal community and community members of other cultures to ensure appropriate outcomes and involvement in relation to services, programs and planning**

Community groups;  
LALC's; NSW Education  
– Aboriginal Affairs;  
RAC

Advocate  
Provider

**C2.3 Design community infrastructure and promote events and services that satisfy the diverse needs of our community members**

Chamber; Community  
groups; Council  
committees

Advocate

**C2.4 Encourage volunteering, community ownership of challenges and opportunities for community members to get actively involved in decision-making**

Community groups;  
Council committees





## C3 – Making our Shire more liveable

### Goal

*I love living in the Moree Plains and feel part of a community where there are opportunities for involvement in arts, culture, sports, recreation and life-long learning*

### Council's role

Advocate  
Partner  
Provider

Advocate

Advocate

Partner  
Provider

### Strategies

**C3.1 Improve access to affordable care, learning opportunities and education for children of all ages**

**C3.2 Be innovative in how education is delivered within the Shire**

**C3.3 Support partnerships with universities, TAFE and community/vocational training to expand options in the Moree Plains Shire**

**C3.4 Provide access to a variety of leisure, sports and recreational activities and promote arts and cultural opportunities to increase participation and support a balanced lifestyle**

### Our Partners

Community groups;  
Department of Education; Federal and State Government; local Daycare Centres, Family Daycare and Preschools; Schools

Colleges; TAFE; Universities

Arts North West; Community groups; Sporting associations

*“Attitudes are different depending on your disability (sometimes the ones that are easy to see are easier for people to understand)”*

*“I want to feel safe”*

*“Our youth need more things to do”*

*“I love my community and I'm proud of Moree Plains – it's a place where we are willing to roll up our sleeves and get in and have a go”*

*“I want to educate my children locally, like I was”*

*“Liveability of the Shire is the priority for the next 10 years – we've got to attract people and make them want to stay”*



# Sustainable Spaces and Places

*A place that will leave a legacy for future generations we can be proud of*



## Where are we now?

## Challenges identified:

- increasing energy costs
- keeping the heritage of our local area
- maintenance of public spaces, places and facilities
- preparedness for flood
- protecting our local environment from noxious weeds
- protecting our prime agricultural land
- sustainability of our utility assets
- threat of extractive industries
- threats to our water supplies

## Where do we want to be in 10 years' time?

*I value my Shire's natural environment and the richness of the black soil plains*

*I want reliable services that allow me to make day-to-day choices that support the environment and live in a clean, healthy environment*

*To the extent possible, I want to safeguard our Shire from the impacts of flooding*

*My Shire has places and spaces that are desirable places to be*





## S1 – Manage our natural resources

### Goal

*I value my Shire's natural environment and the richness of the black soil plains*

#### Council's role

#### Strategies

#### Our Partners

Provider Regulator	<b>S1.1 Identify and manage threats to our native flora and fauna</b>	Community groups; Landowners; Federal and State agencies
Advocate Partner	<b>S1.2 Protect and enhance productive farmland, our artesian water and other water resources</b>	Landowners; Federal and State Government; MAAC; MDBA
Advocate Partner	<b>S1.3 Encourage community acceptance and use of renewable energy sources including solar</b>	Community members; Federal and State Governments; Private Enterprise
Regulator	<b>S1.4 Planning controls reflect environmental values</b>	State agencies



## S2 – Provide core utility services

### Goal

*I want reliable services that allow me to make day-to-day choices that support the environment and live in a clean, healthy environment*

#### Council's role

#### Strategies

#### Our Partners

Advocate Provider	<b>S2.1 Ensure adequate services, facilities and plans are in place to minimise service interruptions and to cater for current and future demand</b>	Federal and State Government
Advocate Partner	<b>S2.2 Reduce resource consumption and provide rubbish collection, disposal and recycling services which minimise waste to landfill</b>	State agencies
Advocate Provider	<b>S2.3 Secure sustainable water supplies for the Shire</b>	State Government

*“Our water is fundamental to our community”*

*“No CSG”*

*“Breaks in the water main aren't an issue 'til it's your issue”*





## S3 – Asset Protection

### Goal

*To the extent possible, I want to safeguard our Shire from the impacts of flooding*

#### Council's role

Partner  
Provider

#### Strategies

**S3.1 Evaluate and respond to flood impacts associated with land use and development**

Advocate  
Provider

**S3.2 Seek further flood protection assets for the Shire, such as flood gauges and levees**

#### Our Partners

Community; State  
Government and  
agencies

State Government



## S4 – Enhancing and enjoying our environment

### Goal

*My Shire has places and spaces that are desirable places to be*

#### Council's role

Partner  
Provider

#### Strategies

**S4.1 Provide well maintained and suitable community buildings, facilities and spaces to foster participation in sports, increased recreational activities and promote arts and cultural opportunities**

Partner  
Provider

**S4.2 Improve the appearance of our towns and villages**

Partner  
Provider

**S4.3 Enhance the character of our local area**

Advocate  
Provider  
Regulator

**S4.4 Facilitate and regulate development**

#### Our Partners

Arts North West;  
Community groups;  
Sporting associations

Community

State Government

State Government

*“Council ovals need to be at least maintained to a minimum standard to allow them to be used for sports”*

*“We need to be prepared for droughts and flooding rains”*

*“I love our Art Deco look in Moree”*



# A Vibrant Regional Economy

*A place where local businesses and agricultural pursuits flourish,  
new enterprise is encouraged and visitation to the Shire continues to grow*



## Where are we now?

## Challenges identified:

- a stagnating population
- a sustainable local road network
- access to meaningful employment
- attracting and retaining qualified staff
- being considered “open for business”
- getting more visitors to stop in the Shire
- increasing foot traffic in our CBD areas
- regular, reliable air service to Sydney Kingsford Smith
- regular, reliable air service to Brisbane
- reliable internet service across the Shire
- role of Moree Plains on the Melbourne to Brisbane Inland Rail
- supporting local business

## Where do we want to be in 10 years' time?

*I am connected to my community and beyond*

*I am proud of the Moree Plains and welcome friends, family and visitors to enjoy the unique attractions of our area*

*I live in a place which has a strong and sustainable economy*



# A Vibrant Regional Economy

*A place where local businesses and agricultural pursuits flourish, new enterprise is encouraged and visitation to the Shire continues to grow*



## E1 – Keeping us connected

### Goal

*I am connected to my community and beyond*

#### Council’s role

Advocate  
Partner  
Provider

Advocate  
Partner

Advocate  
Provider

Advocate  
Partner

#### Strategies

**E1.1 Maintain a regular, reliable and safe intrastate and interstate air service, with adequate infrastructure to support it**

**E1.2 Improve affordability and access to technology, particularly high speed internet connections across the Shire**

**E1.3 Provide a local road network that meets the Shire’s transport and freight needs**

**E1.4 Capitalise on the Shire’s location on the Melbourne to Brisbane Inland Rail route and support local businesses in doing the same**

#### Our Partners

Private enterprise;  
TfNSW

Federal and State  
Government; Private  
enterprise

ARRG; Federal and  
State Government

ARTC; Federal and  
State Government;  
MBIRA; Private  
enterprise



## E2 – Enhancing visitor experiences

### Goal

*I am proud of the Moree Plains and welcome friends, family and visitors to enjoy the unique attractions of our area*

#### Council’s role

Partner  
Provider

Advocate  
Partner

#### Strategies

**E2.1 Market the Moree Plains as a tourism destination**

**E2.2 Encourage greater expenditure in the Shire by locals and visitors**

#### Our Partners

MAAC; Private  
enterprise; Tourism  
Moree

Chamber; Private  
enterprise

**“We need to work together to make the Inland Rail work for our community”**

**“We must have a regulated air service to Sydney”**

**“How good is the MAAC???”**



# A Vibrant Regional Economy

A place where local businesses and agricultural pursuits flourish, new enterprise is encouraged and visitation to the Shire continues to grow



## E3 – Embracing business and a stronger economy

### Goal

I live in a place which has a strong and sustainable economy

#### Council's role

Advocate  
Partner

Advocate  
Partner

Advocate

Advocate  
Partner

Advocate

#### Strategies

**E3.1 Keep the businesses we have vibrant and economically sustainable**

**E3.2 Provide opportunities for strong local businesses to expand and grow**

**E3.3 Entice new business development and investment within the Shire**

**E3.4 Work together to provide the skills necessary to maximise employment opportunities throughout the Shire**

**E3.5 Consider options (including incentives) to attract and retain suitably qualified employees and their families, particularly in areas of skill shortage**

#### Our Partners

Chamber; Private  
enterprise

Chamber; Federal and  
State Government;  
Private enterprise

Chamber; Federal and  
State Government;  
Private enterprise

ARTC; Federal and  
State Government;  
Private enterprise

Federal and State  
Government

*“ I am not expecting anyone to train my staff – that’s my job.  
I need to make the place more attractive to graduates to  
encourage them to come to the Moree Plains ”*

*“ We need to be,  
and be seen to be,  
open for business ”*

*“ How can I take my business online? ”*

*“ We struggle to attract trained staff ”*

*“ I just need more foot traffic into my business ”*



# A Leading Organisation

*An organisation that supports the community's aspirations to make it happen for our future*



## Where are we now?

### Challenges identified:

- no central place to find community messages
- community involvement
- effectiveness of Council lobbying activities
- identifying our services, service levels and affordability
- impact of rate pegging
- how does Council stay fit for the future?
- responsiveness of Council
- transparency of decision-making

## Where do we want to be in 10 years' time?

*I have confidence that Council is an organisation that demonstrates best practice governance and embraces workplace excellence*

*I see Council actively representing the community's aspirations and speaking out for the good of our community and Moree Plains Shire*

*I have opportunities to participate in and contribute my opinion to local decision-making and communication with Council is open, responsive and informed*





## L1 – Striving for business excellence

### Goal

I have confidence that Council is an organisation that demonstrates best practice governance and embraces workplace excellence

Council's role	Strategies	Our Partners
Leader Provider	<b>L1.1 Ensure Council's operations are financially sustainable and we responsibly manage our organisational resources, systems and processes</b>	-
Provider	<b>L1.2 Deliver the desired services throughout the Shire to meet community needs in an effective, efficient and financially viable way, having regard to compliance and risk obligations</b>	Community
Provider	<b>L1.3 Implement good practice in managing and maintaining our assets</b>	-
Advocate Partner	<b>L1.4 Income from grants, commercial and regulatory functions and other revenue sources increases</b>	Federal Government; State Government
Leader	<b>L1.5 Adopt an integrated risk management approach</b>	-
Leader Provider	<b>L1.6 Provide a safe, healthy working environment and be proactive in all Work Health Safety matters</b>	WorkSafeNSW
Leader Provider	<b>L1.7 Be accountable and transparent in our affairs, operate with integrity, improve our responsiveness and pursue innovative solutions for organisational improvement</b>	-
Provider	<b>L1.8 Attract, retain and develop a skilled workforce that meets the needs of the organisation</b>	Community

*“A council needs to work together for the community”*

*“We need a responsive, honest Council”*

*“Council needs to determine its priorities, stick to them and deliver”*

*“I am proud of Council's stance on certain issues”*

*“Thank you for involving us in this process”*





## L2 – Proactive leadership

### Goal

*I see Council actively representing the community's aspirations and speaking out for the good of our community and Moree Plains Shire*

Council's role	Strategies	Our Partners
Partner	<b>L2.1 Develop and build on our partnerships and relationships with other stakeholders to address priority issues</b>	All listed partners
Leader	<b>L2.2 In all endeavours, we assume the role most suitable for a local government authority (as advocate; leader; partner; provider; regulator) when working with our partners and our community</b>	All listed partners
Advocate	<b>L2.3 Advocate on behalf of the community for today and our future to ensure the sustainability of the Shire</b>	Federal Government; State Government
Leader Provider	<b>L2.4 Plan what we do and do what we plan – Council acts in a coordinated manner to implement this Plan, its Delivery Program, Annual Operational Plans and Budgets and report upon it in a timely manner</b>	-



## L3 – Being informed, engaged and heard

### Goal

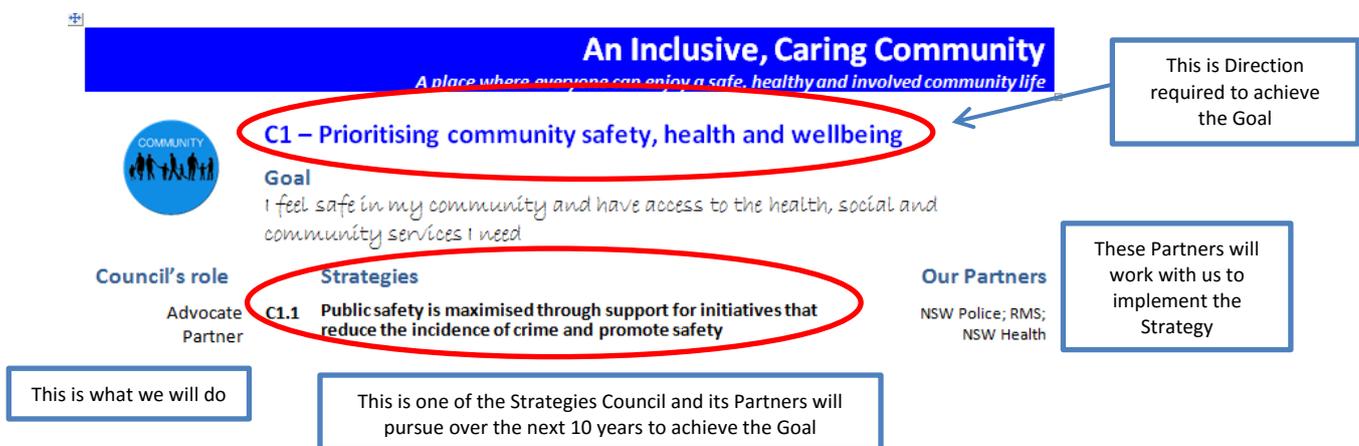
*I have opportunities to participate in and contribute my opinion to local decision-making and communication with Council is open, responsive and informed*

Council's role	Strategies	Our Partners
Provider	<b>L3.1 Be customer-focussed and proactive in dealings with community members</b>	-
Leader	<b>L3.2 Residents are informed about and involved in Council's decision-making</b>	Community
Provider	<b>L3.3 Varied, appropriate and timely communication channels and engagement methods are utilised by the organisation</b>	Community
Provider	<b>L3.4 Foster a better understanding within the community of services and facilities available through Council</b>	Community

## 10. Monitoring our Progress

**Moree Plains 2027 – Your Shire. The Plan. Our Future** belongs to all members of the Moree Plains community and relies on Council, community members and other Partners identified in **the Plan** to work together to achieve the Goals.

It's important for us all to understand how to read **the Plan** and the commitments made in it.



Many of the Strategies outlined in **The Plan** will need to be pursued over the 10 year life of **The Plan**. Because this is quite a long-term horizon, it's integral that we set out an assessment process to monitor and measure our progress in achieving the Goals.

For **the Plan**, this will be achieved in 2 ways.

Firstly, there are targets specified for each Direction as set out on the next few pages.

At the commencement of **The Plan**, baseline statistics (where relevant) will be collated for benchmarking purposes, which will again be measured prior to the conclusion of the current Council's term.

Secondly, a community satisfaction survey will be undertaken to assess the present level of community satisfaction and later, a similar survey will be undertaken so the perceived improvement/ decline/ unchanging satisfaction of the community with the progress can be evaluated.

Along the way, Council will provide updates in relation to the progress made in implementing those Strategies where we have a role to play.

Council's approach is to report against each action of the Annual Operational Plan and Budget as a way of tracking how it is implementing the 4 year Delivery Program.

Reporting on performance is an important part of the planning process to ensure we are heading in the right direction and delivering on our commitments.

There are a number of formal ways we report to the community:

- Quarterly Budget Reviews
- Quarterly reports on progress in implementing the Annual Operational Plan and Budget
- Half Yearly reports to the community on progress of implementing the Annual Operational Plan and Budget
- Annual report to the NSW Government which includes detailed financial and statutory information as well as Council's achievements in implementing the Delivery Program
- An End of Term Report on progress toward achieving **Moree Plains 2027 – Your Shire. The Plan. Our Future** to the final Council meeting of the outgoing Council.

<h2>An Inclusive, Caring Community</h2>	
<b>C1 – Prioritising community safety, health and wellbeing</b>	<ul style="list-style-type: none"> <li>✓ Community surveys show an increased sense of safety enjoyed by community members</li> <li>✓ Decrease in the number of crimes committed against people in the Shire</li> <li>✓ ‘Safer by design’ concepts and values are incorporated into planning processes and into infrastructure delivered by Council</li> <li>✓ Development and implementation of proactive regulatory programs</li> <li>✓ Our emergency services are supported</li> <li>✓ Development of a community services and business directory</li> </ul>
<b>C2 – Demonstrate recognition, respect and inclusion</b>	<ul style="list-style-type: none"> <li>✓ Endorsement of a new Reconciliation Action Plan and implementation of its initiatives</li> <li>✓ Increase engagement with our Aboriginal community in a culturally sensitive manner</li> <li>✓ Formation of local Aboriginal decision-making group</li> <li>✓ Implementation of Disability Inclusion Action Plan</li> <li>✓ Increased number of volunteers across the Shire</li> </ul>
<b>C3 – Making our Shire more liveable</b>	<ul style="list-style-type: none"> <li>✓ Vacation care available for school-aged children</li> <li>✓ Increase in after-school care options available for school-aged children</li> <li>✓ Increased number of secondary school enrolments locally</li> <li>✓ Increased local educational options post-secondary school</li> <li>✓ Increased community satisfaction with the variety of leisure and recreation options; with the ability to participate in arts and cultural related activities</li> <li>✓ Population remains stable or is increasing</li> </ul>

<h2>Sustainable Spaces and Places</h2>	
<b>S1 – Manage our natural resources</b>	<ul style="list-style-type: none"> <li>✓ Reduction in the area of land subject to noxious weeds</li> <li>✓ Maintain Shire-wide moratorium against introduction of coal seam gas extraction and other extractive industries</li> <li>✓ Increased take-up of solar usage</li> </ul>
<b>S2 – Provide core utility services</b>	<ul style="list-style-type: none"> <li>✓ Adherence to water, sewer and waste level of service commitments</li> <li>✓ Development and implementation of Waste Management Strategy</li> <li>✓ Reduction in waste to landfill</li> <li>✓ Comply with Australian Drinking Water Guidelines</li> <li>✓ 100% reuse of effluent</li> <li>✓ Reduce the number of interruptions to services per annum</li> </ul>
<b>S3 – Asset Protection</b>	<ul style="list-style-type: none"> <li>✓ Implementation of Shire Flood Plain Management Plans</li> <li>✓ Continue Voluntary House Raising Scheme</li> <li>✓ No increase in the number of properties affected by over-floor flooding</li> </ul>
<b>S4 – Enhancing and enjoying our environment</b>	<ul style="list-style-type: none"> <li>✓ Increase use of Council’s community buildings and facilities</li> <li>✓ Achieve an average application determination timeframe equivalent to or better than State average</li> </ul>

## A Vibrant Regional Economy

<b>E1 – Keeping us connected</b>	<ul style="list-style-type: none"> <li>✓ Moree-Sydney and Moree-Brisbane Air Service retains the same, or an improved, level of service</li> <li>✓ Improved infrastructure at Moree Regional Airport</li> <li>✓ A clear timetable on the NBN rollout</li> <li>✓ A clear map of connectivity hotspots and blackspots</li> <li>✓ Agreement with the community on the level of service to be delivered on the unsealed road network and how it will be funded</li> <li>✓ Completion of the Moree Plains Strategic Transport Plan</li> </ul>
<b>E2 – Enhancing visitor experiences</b>	<ul style="list-style-type: none"> <li>✓ Increased visitor numbers for longer stays</li> <li>✓ High quality promotions, showcasing the best of the Shire for domestic travellers</li> <li>✓ A buy local campaign</li> <li>✓ Improved visitor signage</li> </ul>
<b>E3 – Embracing business and a stronger economy</b>	<ul style="list-style-type: none"> <li>✓ A range of business support programs and tools readily available to the business community</li> <li>✓ A simpler process for doing transactional business with Council</li> <li>✓ Economic data provided in a meaningful way to assist with decision-making</li> <li>✓ More employees available in needed industries</li> </ul>

## A Leading Organisation

<b>L1 – Striving for business excellence</b>	<ul style="list-style-type: none"> <li>✓ Continue to satisfy our Fit for the Future ratios in accordance with our Fit for the Future Improvement Proposal</li> <li>✓ Most cost effective means of service delivery implemented</li> <li>✓ Increased income from grants, commercial and regulatory functions</li> <li>✓ Implementation of enterprise risk management framework</li> <li>✓ Workers' compensation premium reduces</li> <li>✓ Discharge all statutory and regulatory obligations</li> <li>✓ Consider all recommendations of the Internal Audit Committee</li> <li>✓ Moree Plains Shire Council is identified as an employer of choice within the community</li> </ul>
<b>L2 – Proactive leadership</b>	<ul style="list-style-type: none"> <li>✓ Continue involvement in local government organisations</li> <li>✓ Report on lobbying activities</li> <li>✓ Report on progress in a more timely manner</li> </ul>
<b>L3 – Being informed, engaged and heard</b>	<ul style="list-style-type: none"> <li>✓ Customer satisfaction with Council's customer service centres improves</li> <li>✓ Council's customer service charter and complaints handling processes are updated and publicised to the community</li> <li>✓ Council tracks and reports on its adherence to the customer service charter</li> <li>✓ Number of opportunities, face-to-face and through other means available to community members to engage with Council increases</li> </ul>

## 11. What can you do?

An Inclusive, Caring Community	Sustainable Spaces and Places
<ul style="list-style-type: none"> <li>• Get to know your neighbours</li> <li>• Join a community group</li> <li>• Volunteer – share some time or lend a hand</li> <li>• Participate in cultural and community celebrations and events</li> <li>• Be physically active</li> <li>• Value and recognise our community's diversity</li> <li>• Exercise vigilance to reduce crime</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce, use and recycle</li> <li>• Control weed infestations and report the presence of noxious weeds</li> <li>• Use water wisely</li> <li>• Report any water irregularities to Council</li> <li>• Discourage graffiti</li> <li>• Report illegal dumping</li> <li>• Reduce your energy consumption</li> <li>• Install solar power</li> </ul>
A Vibrant Regional Economy	A Leading Organisation
<ul style="list-style-type: none"> <li>• Support the local air service</li> <li>• Shop locally to support the local economy</li> <li>• Promote Moree Plains as a great place to visit and do business</li> <li>• Become an active member of the Chamber</li> <li>• Consider taking on an apprentice, trainee or student for work placement</li> </ul>	<ul style="list-style-type: none"> <li>• Participate on a Council Committee</li> <li>• Attend Council Meetings</li> <li>• Join us on Facebook to learn more about Council's activities and give us constructive suggestions</li> <li>• Participate in community surveys</li> </ul>

## 12. Glossary

<b>ARRG</b>	Australian Rural Roads Group
<b>ARTC</b>	Australian Track Rail Corporation
<b>Chamber</b>	Moree Chamber of Commerce and Mungindi Progress Association
<b>Council</b>	Moree Plains Shire Council
<b>Cr</b>	Means Councillor
<b>CSP or Plan</b>	Means this Community Strategic Plan - <b>Moree Plains 2027 – Your Shire. The Plan. Our Future</b>
<b>FFF Improvement Action Plan</b>	Means the detailed Fit for the Future Improvement Action Plan included in Council's Fit for the Future Improvement Proposal dated 30 June 2015
<b>IPR</b>	Integrated Planning and Reporting
<b>LALC</b>	Local Aboriginal Lands Council
<b>MAAC</b>	Moree Artesian Aquatic Centre
<b>MBIRA</b>	Melbourne to Brisbane Inland Rail Alliance
<b>MDBA</b>	Murray Darling Basin Authority
<b>NGO</b>	Non-Government Organisation
<b>RAC</b>	Regional Advisory Committee, Multicultural NSW
<b>RMS</b>	NSW Roads and Maritime Services
<b>Shire</b>	Moree Plains Shire
<b>TfNSW</b>	Transport for New South Wales

## Community Strategic Plan Strategies

	<b>An Inclusive, Caring Community</b>
<b>C1</b>	<b>Prioritising community safety, health and wellbeing</b>
C1.1	Public safety is maximised through support for initiatives that reduce the incidence of crime and promote safety
C1.2	Public health is protected
C1.3	Emergency response and management services in our region are supported
C1.4	Access to health services locally improves
C1.5	Understand the services and programs which are being delivered locally to build capacity in our families and, where necessary, support the coordination of these efforts
<b>C2</b>	<b>Demonstrate recognition, respect and inclusion</b>
C2.1	Preserve and promote our Aboriginal and European heritage and culture
C2.2	Recognise, support and engage with our Aboriginal community and community members of other cultures to ensure appropriate outcomes and involvement in relation to services, programs and planning
C2.3	Design community infrastructure and promote events and services that satisfy the diverse needs of our community members
C2.4	Encourage volunteering, community ownership of challenges and opportunities for community members to get actively involved in decision-making
<b>C3</b>	<b>Making our Shire more liveable</b>
C3.1	Improve access to affordable care, learning opportunities and education for children of all ages
C3.2	Be innovative in how education is delivered within the Shire
C3.3	Support partnerships with universities, TAFE and community/vocational training to expand options in the Moree Plains Shire
C3.4	Provide access to a variety of leisure, sports and recreational activities and promote arts and cultural opportunities to increase participation and support a balanced lifestyle
	<b>Sustainable Spaces and Places</b>
<b>S1</b>	<b>Manage our natural resources</b>
S1.1	Identify and manage threats to our native flora and fauna
S1.2	Protect and enhance productive farmland, our artesian water and other water resources
S1.3	Encourage community acceptance and use of renewable energy sources including solar
S1.4	Planning controls reflect environmental values
<b>S2</b>	<b>Provide core utility services</b>
S2.1	Ensure adequate services, facilities and plans are in place to minimise service interruptions and to cater for current and future demand
S2.2	Reduce resource consumption and provide rubbish collection, disposal and recycling services which minimise waste to landfill
S2.3	Secure sustainable water supplies for the Shire
<b>S3</b>	<b>Asset Protection</b>
S3.1	Evaluate and respond to flood impacts associated with land use and development
S3.2	Seek further flood protection assets for the Shire, such as flood gauges and levees
<b>S4</b>	<b>Enhancing and enjoying our environment</b>
S4.1	Provide well maintained and suitable community buildings, facilities and spaces to foster participation in sports, increased recreational activities and promote arts and cultural opportunities
S4.2	Improve the appearance of our towns and villages
S4.3	Enhance the character of our local area
S4.4	Facilitate and regulate development
	<b>A Vibrant Regional Economy</b>
<b>E1</b>	<b>Keeping us connected</b>
E1.1	Maintain a regular, reliable and safe intrastate and interstate air service, with adequate infrastructure to support it
E1.2	Improve affordability and access to technology, particularly high speed internet connections across the Shire
E1.3	Provide a local road network that meets the Shire's transport and freight needs
E1.4	Capitalise on the Shire's location on the Melbourne to Brisbane Inland Rail route and support local businesses in doing the same
<b>E2</b>	<b>Enhancing visitor experiences</b>
E2.1	Market the Moree Plains as a tourism destination
E2.2	Encourage greater expenditure in the Shire by locals and visitors
<b>E3</b>	<b>Embracing business and a stronger economy</b>
E3.1	Keep the businesses we have vibrant and economically sustainable
E3.2	Provide opportunities for strong local businesses to expand and grow
E3.3	Entice new business development and investment within the Shire
E3.4	Work together to provide the skills necessary to maximise employment opportunities throughout the Shire
E3.5	Consider options (including incentives) to attract and retain suitably qualified employees and their families, particularly in areas of skill shortage
	<b>A Leading Organisation</b>
<b>L1</b>	<b>Striving for business excellence</b>
L1.1	Ensure Council's operations are financially sustainable and we responsibly manage our organisational resources, systems and processes
L1.2	Deliver the desired services throughout the Shire to meet community needs in an effective, efficient and financially viable way, having regard to compliance and risk obligations
L1.3	Implement good practice in managing and maintaining our assets
L1.4	Income from grants, commercial and regulatory functions and other revenue sources increases
L1.5	Adopt an integrated risk management approach
L1.6	Provide a safe, healthy working environment and be proactive in all Work Health Safety matters
L1.7	Be accountable and transparent in our affairs, operate with integrity, improve our responsiveness and pursue innovative solutions for organisational improvement
L1.8	Attract, retain and develop a skilled workforce that meets the needs of the organisation
<b>L2</b>	<b>Proactive leadership</b>
L2.1	Develop and build on our partnerships and relationships with other stakeholders to address priority issues
L2.2	In all endeavours, we assume the role most suitable for a local government authority (as advocate; leader; partner; provider; regulator) when working with our partners and our community
L2.3	Advocate on behalf of the community for today and our future to ensure the sustainability of the Shire
L2.4	Plan what we do and do what we plan – Council acts in a coordinated manner to implement this Plan, its Delivery Program, Annual Operational Plans and Budgets and report upon it in a timely manner
<b>L3</b>	<b>Being informed, engaged and heard</b>
L3.1	Be customer-focussed and proactive in dealings with community members
L3.2	Residents are informed about and involved in Council's decision-making
L3.3	Varied, appropriate and timely communication channels and engagement methods are utilised by the organisation
L3.4	Foster a better understanding within the community of services and facilities available through Council



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