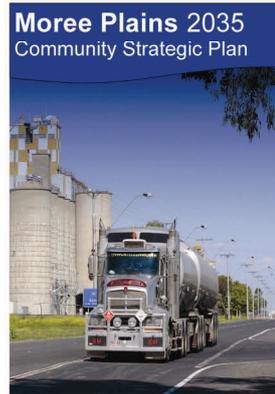


Moree Plains 2035 Community Strategic Plan



Strategic Planning Framework

The **Community Strategic Plan** identifies the long term aspirations our communities want to see delivered in Moree Plains Shire. The Strategic Plan stretches beyond the next ten years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions. It demands strong leadership from Council in working with others to grow our Shire into the future.



The **Resourcing Strategy** outlines Council's capacity to manage assets and deliver services over the next ten years. The Resourcing Strategy includes three key elements – a Workforce Plan, an Asset Management Strategy, and a Long Term Financial Plan.

The **Long Term Financial Plan** provides a framework within which we can assess our revenue building capacity to meet the activities and level of services outlined in our Community Strategic Plan. It provides an opportunity for early identification of financial issues and any likely impacts in the longer term. It also confirms that we can remain financially sustainable into the future.



The **Delivery Program and Operational Plan** is the document that guides the organisation's work program over the Council's four-year term. The document sets out clear priorities, ongoing activities and specific actions Council will undertake to achieve the community's outcomes.



The **Asset Management Strategy** is a key element of the Resourcing Strategy. The strategy provides a better understanding of how to align the asset portfolio so that it best meets the service delivery needs of the local community, both now and in the future.



The **Community Engagement Strategy** outlines how Council engages with its communities and relevant stakeholders in order to develop and finalise the Community Strategic Plan. Over time the Community Engagement Strategy will be reviewed to outline how Council will ensure regular engagement and discussion with our communities about their needs and aspirations for Moree Plains Shire.



The **Workforce Plan** helps Council meet the community's priorities and aspirations, as expressed in the Community Strategic Plan, by ensuring the right people are in the right places with the right skills doing the right jobs at the right time. The Workforce plan enables us to plan our future workforce needs to deliver the goals we, and the community, have set for us.



There is more information on how the documents work together, and how we will measure our success, on pages 18–21 of this Community Strategic Plan.

Welcome

This document, the Community Strategic Plan, is your plan for the future of Moree Plains Shire. It outlines what you, our communities, have told us you want to see in the Shire as it grows over the next twenty or so years.

As the 'big picture' plan for the Shire, the Community Strategic Plan identifies some outcomes that are beyond Council's responsibilities. There are some issues (such as affordable housing or better health facilities) on which Council can advocate, inform and influence but are not within Council's direct control. The Community Strategic Plan recognises that others in our community (individuals, businesses, governments and agencies) can also contribute to future outcomes.

To work out what you felt were the most important things to focus on, there have been a range of engagement activities, including surveys, focus groups, and more. Additional information on our consultations can be found in the Community Engagement Strategy, which accompanies this Community Strategic Plan.



Our Shire

Moree Plains Shire is located 640km northwest of Sydney in the fertile Gwydir River and McIntyre River valleys in north-western New South Wales. It is home to a dynamic and progressive community, boasting strong agricultural industries in cotton, grain and oilseeds.

The Shire covers an area of approximately 17,930km² and, according to 2011 Census data, has a population of 13,429.

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.

Moree, with a population of 9,346, is Moree Plains Shire's largest centre. Other villages in the Shire include Ashley, Biniguy, Boggabilla, Boomi, Bullarah, Garah, Gurley, Mungindi, Pallamallawa, Terry Hie Hie and Weemelah. Aboriginal communities managed by Local Aboriginal Land Councils are located at Toomelah, near Boggabilla, and Mehi Crescent and Stanley Village in Moree.

The climate of the Shire is temperate, with average temperatures of 4°C–19°C in winter and 18°C–33°C in summer. The annual average rainfall is 585mm and humidity is generally quite low, varying from 47% (at 3pm) in June to 30% (at 3pm) in November and December.

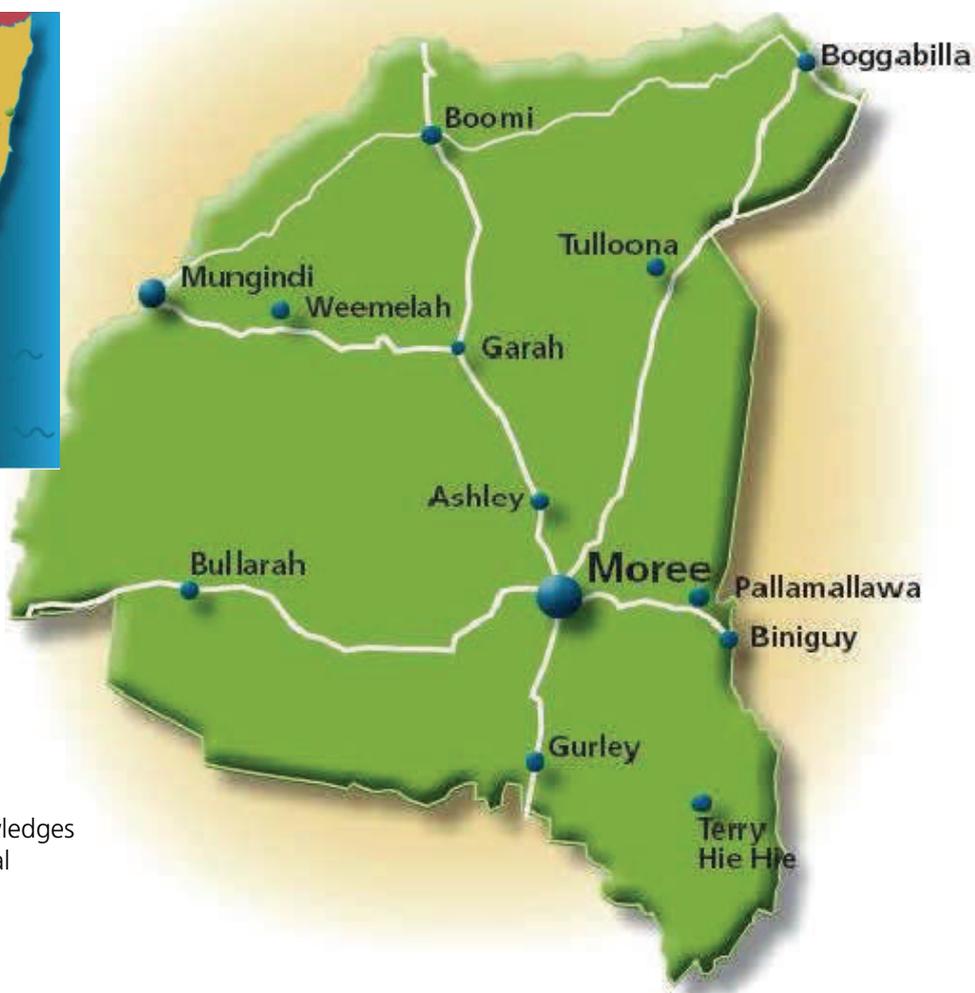
In contrast to much of inland Australia, Moree Plains Shire has an abundant water supply. The area overlies a portion of the Great Artesian Basin and has access to extensive artesian and sub-artesian underground water resources. Surface water, flowing from the tableland region of northern New South Wales into the extensive inland river system crossing the plains, is also in reliable supply.

As it is throughout the black soil plains, agriculture is the main industry in Moree Plains Shire. In fact, with a Gross Regional Product of approximately \$737 million, Moree Plains Shire is one of the most agriculturally productive local government areas in Australia. Large scale cereal crops and cotton provide export industries for the region, while sheep, cattle, oil seeds, olives and pecan nuts contribute significantly to the local and national economy.

The Shire is also home to extensive manufacturing and support industries, and well-developed artistic, cultural, educational, sport, recreational and social opportunities.

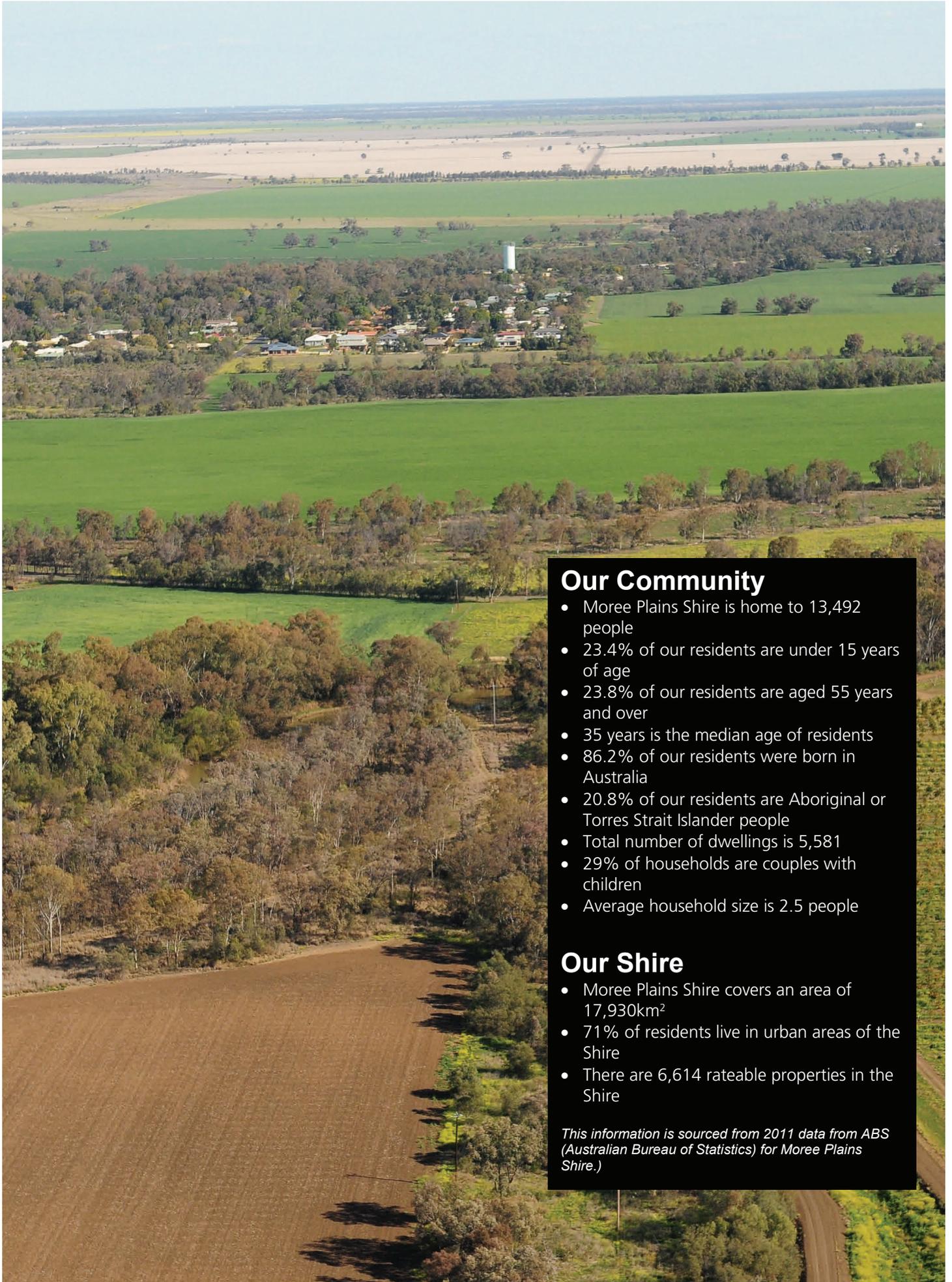
The primary transport routes are the Newell Highway, which connects Victoria with Queensland, and the Gwydir Highway, which connects the East Coast with western New South Wales. NSW Trains, regular air services and the major coach lines provide transport for passengers, and rail services provide seasonal services for the transport of bulk agricultural produce.

Where we are



The Moree Plains community acknowledges the Kamilaroi people as the traditional custodians of this land.

Who We Are



Our Community

- Moree Plains Shire is home to 13,492 people
- 23.4% of our residents are under 15 years of age
- 23.8% of our residents are aged 55 years and over
- 35 years is the median age of residents
- 86.2% of our residents were born in Australia
- 20.8% of our residents are Aboriginal or Torres Strait Islander people
- Total number of dwellings is 5,581
- 29% of households are couples with children
- Average household size is 2.5 people

Our Shire

- Moree Plains Shire covers an area of 17,930km²
- 71% of residents live in urban areas of the Shire
- There are 6,614 rateable properties in the Shire

This information is sourced from 2011 data from ABS (Australian Bureau of Statistics) for Moree Plains Shire.)

Our Priorities

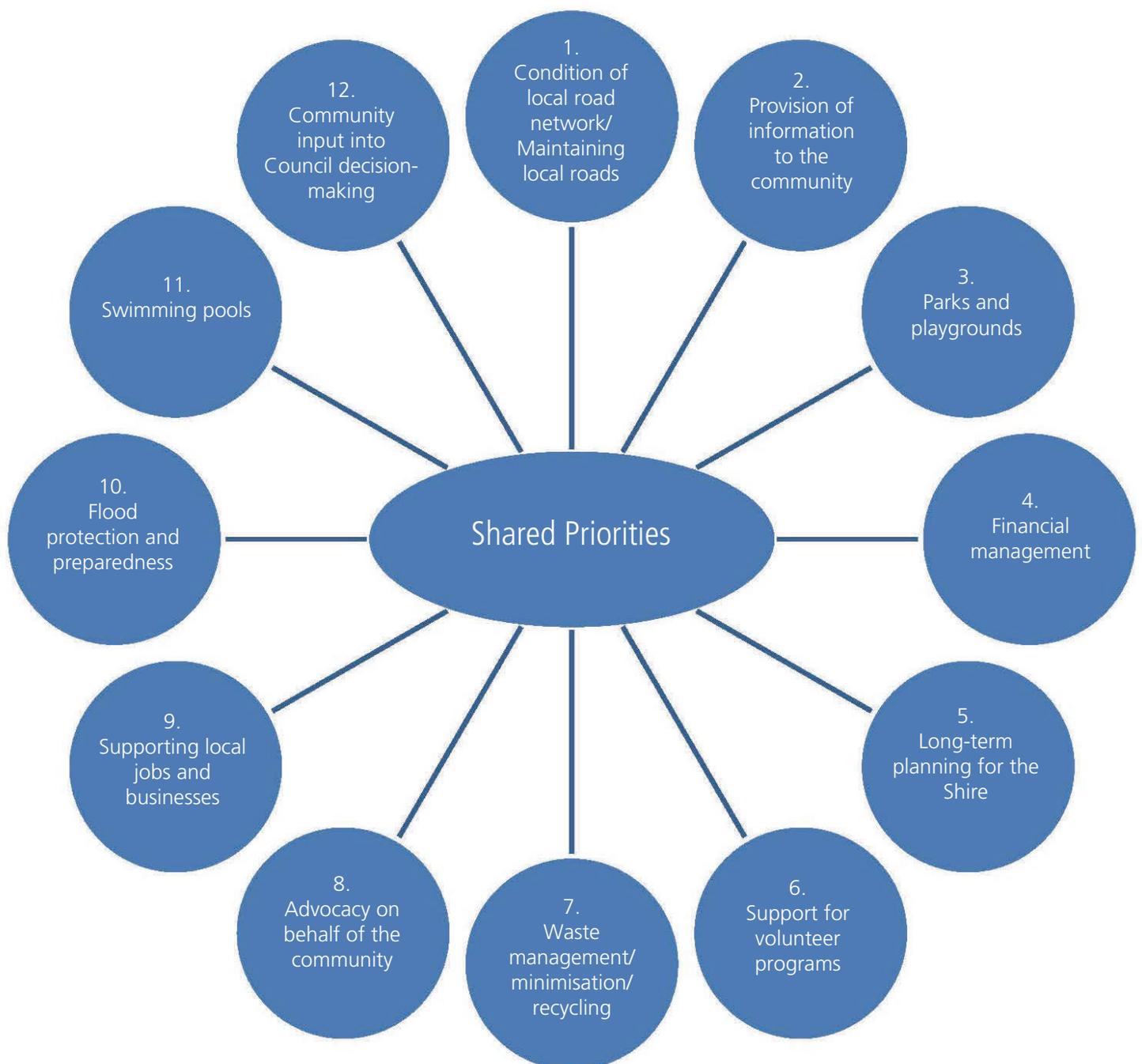
As part of our commitment to continual improvement, in 2011 Council engaged independent consultants to undertake a Community Satisfaction survey. We wanted to make sure our reporting focused on those issues that are of the greatest concern to our community. The process was also a timely opportunity to verify the outcomes of the extensive community and stakeholder engagement we undertook in preparing our *Moree Plains 2030* Community Strategic Plan and Delivery Program 2010–2013.

The review identified 12 high priority issues as detailed in the diagram below. These were consistent with the priorities raised during the development of the *Moree Plains 2030* Community Strategic Plan, and will continue to guide our strategic planning directions.

Not surprisingly, the community's highest priority is the condition of the local road network. Roads are important, not only economically but also socially; they are the means by which our geographically separated community members are connected.

The Shire has a network of 2,893km of roads and does not have the population/rate base to generate sufficient revenue to maintain them to a standard that satisfies our community. Nevertheless, we have invested considerable resources into road maintenance over the past few years and will continue to do so into the foreseeable future.

Our efforts over the next four years will also be directed towards the other priorities highlighted by our community.



Our Stakeholders

Community

Employees



Employees provide valuable knowledge, skills and labour. Council provides training, career development and flexible work arrangements.



Our communities provide guidance, values, engagement and feedback. Council provides services, facilities, civic leadership and representation.

Government



Government provides legislative settings, planning, services and funding opportunities. Council provides local strategies, partnerships and networks.

Moree Plains Shire Council

Council recognises and values the wealth of skills, knowledge and expertise in our communities and aims to use these to improve its decision making. Effective stakeholder participation is good democracy, good business and good management.

Regional Partners



Regional partners provide shared knowledge, resources and networks. Council provides advocacy and local leadership.

International Partners



International partnerships provide economic development opportunities and cultural experiences. Council provides cultural vibrancy and partnership opportunities.

Suppliers



Suppliers provide goods and services to meet requirements and standards. Council provides opportunities in line with legislation and supply policy.

Our Communities

The messages from our communities are clear. Our people want a Shire that is the focus of a sustainable and prosperous region, with local jobs and training. They want to see our harmony of urban, rural and natural places enhanced, and our Shire's rivers and environments protected. Our communities want access to the services and facilities they need, better public health, safe roads, and a network of shared pathways. They want a choice of quality houses and active, healthy lifestyles. They want to feel safe, to be proud of their neighbourhoods, and be part of communities that are welcoming and creative. People want our Shire and its communities to be resilient, and to look forward to a sustainable and secure future for themselves and their children.



Our Council

Our communities need to see leadership from Council, and responsibility in managing its finances and assets. Our communities need Council to speak out for Moree Plains Shire and the region, and make sure all levels of government plan responsibly for the Shire's future. Our communities want us to involve and inform them and respond to their issues. They want us, as an organisation, to behave ethically, be responsible and encourage accountability and transparency.

Each of the three spheres of government in Australia (Federal, State and Local) has different roles and responsibilities in the funding and delivery of services to our communities. There are some services that all local government must provide, and some that councils can choose to make available to their communities.

As a leader, Council embraces a role that extends far beyond the direct provision of services. Council actively drives an advocacy agenda for the region, focussing on an equitable allocation of resources from the State and Federal Governments. Council has a number of key roles in working towards a sustainable future Shire with healthy and resilient communities – leader, advocate, custodian, facilitator, educator, regulator and service provider.

There is more information on Council's key roles on page 22 of this Community Strategic Plan.

A Council that 'makes the case' for Moree Plains Shire and our region to get more funding for maintaining our roads

A Council that plans for the future, and is effective in delivering services and managing its finances



A Council that gives us information, and involves us in planning for the Shire's future

A Council that supports local jobs, businesses and volunteer programs



A Council that has integrity, with staff that behave responsibly and professionally



environmental qualities of our area.



an inclusive, caring community

Community ideas and aspirations

Our community is a safe place (Outcome S1)

We want our Council to support a safe community, by both improving safety on our roads and through strategies aimed at crime prevention and minimisation

Our community is inclusive, connected and collaborative (Outcome S2)

We must work together. In the past, organisations have made great efforts but results have been limited because of a lack of collaboration and coordination

We want to be part of something and feel like we belong

Our local history, culture and diversity is valued and supported (Outcome S3)

The points of difference between us – the different cultures and languages – contribute to making Moree Plains an enjoyable place to live

We need to maintain our connection to Country

Our health and wellbeing provide for a satisfying and productive life (Outcome S4)

We need to focus on the health and wellbeing of all community members

We enjoy doing things in the Shire and would like to not have to travel for entertainment. We just want choice - more things to do on weekends and different places to go at night for a meal or entertainment

We need more specific health services – such as mental health and rehabilitation services – to improve our lifestyle

Context

Crime statistics for the Shire show an alarming increase in some areas. The community is concerned, not only about safety but also about the negative impact high crime rates have on the Shire's image. High crime rates may cause existing residents to leave; they also make it harder to attract people to come to live in the Shire. We need to increase our population if our community is to grow, both socially and economically, so high crime rates are of great concern. Safety on our roads is another concern. Our residents, by necessity, spend a lot of time 'behind the wheel' on roads that, as a result of insufficient funding, are not as well-maintained as we would like. These factors, in addition to the ever-present kangaroos and wallabies, mean there is greater potential for accidents to occur if drivers fail to drive safely and in accordance with road conditions.

Objectives

- S1.1** Take advantage of opportunities to increase safety in public places and on public roads
- S1.2** Implement and support programs that reduce the incidence of crime

Measuring our success

- Fewer road crashes
- Drop in crime levels

Residents of Moree Plains Shire feel that the community is not as connected and united as it could be. Cohesive communities are more active, and they foster a sense of belonging and a greater 'sense of place'. In addition, there is a belief that we could achieved more if we all worked together instead of working separately.

Objectives

- S2.1** Build and support connections and relationships in the community
- S2.2** Adhere to social justice principles – equity, rights, access and participation – in everything we do

Measuring our success

- Improved health and wellbeing for all residents

We have a rich heritage. The first inhabitants of our Shire were the Kamilaroi/Gamilaroi people and, today, around twenty-one per cent of our population identifies as being Aboriginal. Later, the Kamilaroi were joined by European settlers. More recently – although the numbers are not large – representatives of other cultures have moved into the Shire, adding to our diverse cultural heritage.

Despite our rich history, we do not value and celebrate our culture and heritage as much as we could. We need to value our heritage to understand and appreciate those things that make Moree Plains Shire the diverse and unique community it is today.

Objectives

- S3.1** Honour and celebrate our Aboriginal, pioneering and multicultural heritage
- S3.2** Foster a strong, positive sense of identity, place and connection to Country

Measuring our success

- More events that celebrate our heritage
- More people feel a sense of identity and place

People generally enjoy living in regional areas because of the lifestyle, including friendly neighbourhoods and unique cultural experiences. However, essential services and facilities (such as schools, childcare, healthcare, disability access, affordable housing, library services, retail shopping and art galleries and cultural experiences) are also important considerations for residents.

Resilient communities are those with access to recreational and cultural opportunities to express themselves. The Shire offers a range of sports, recreation and entertainment but community members, especially youth, would like more choice without the need to travel out of the Shire for it. Broadening the Shire's entertainment options will benefit members of the community and increase the Shire's attraction for visitors.

Objectives

- S4.1** Provide access to diverse recreational and cultural opportunities
- S4.2** Provide our communities with a range of sustainable services, facilities and amenities
- S4.3** Support health, community and emergency services that meet community needs

Measuring our success

- Improved health and wellbeing for all residents

an inclusive, caring community

Community Outcomes

A Shire with	a growing population people who are caring, inclusive and are proud to call Moree Plains Shire their home sustainable services and facilities, which are accessed equitably safe and inviting public spaces a safe road network a range of sports, recreation, activities, entertainment and events
A Council that	fosters community health, safety, wellbeing and quality of life adheres to the social justice principles of equity, rights, access and participation



Implement and support programs that reduce the incidence of crime
(Objective S1.2)

Foster a strong, positive sense of identity, place an connection to Country
(Objective S3.2)

Provide our communities with a range of sustainable services, facilities and amenities
(Objective S4.2)

Strategic Responses

As an individual, I can:

- volunteer by joining a community group or not-for-profit organisation
- participate in community celebrations and events, especially those celebrating our history, culture and heritage
- be physically active
- obey road rules and drive safely
- exercise vigilance to reduce crime – keep your doors, windows, garage and car locked.

As key partners in the Shire, we can:

- provide the Shire's services and facilities equitably, ensuring they can be accessed by those in need
- work with Council to increase community wellbeing, and reduce crime and anti-social behaviour.

As a leader, advocate, facilitator and educator in the Shire, Council will:

- support NSW Government/police strong safe community initiatives aimed at reducing crime and anti-social behaviour
- work with the NSW State Government in preparing and implementing local growth management strategies that address infrastructure provision, housing supply and affordability, economic growth and environmental protection.

As an organisation, Council will:

- base the provision of services and facilities on principles of social justice and equity
- partner with the NSW Government and other agencies to deliver more effective and better integrated services to those in need, including the Aboriginal communities in Moree, Boggabilla and Toomelah
- provide safe, well-maintained community infrastructure, spaces and parks
- provide community facilities, recreation and leisure programs that provide choice.

What Council will do

a vibrant regional economy

Community ideas and aspirations

Our Shire is a place that attracts and retains new businesses and residents (**Outcome Ec1**)

Attract new businesses into the area to help the economy

Encourage a greater variety of retailers to the area with a new shopping centre

Our Shire has the infrastructure we need to support our economy (**Outcome Ec2**)

Maintaining and developing infrastructure such as roads needs to be at the top of the priorities for the area

Continue improving the roads

Allocate more money to the maintenance of country roads

Our Shire supports existing businesses (**Outcome Ec3**)

We must support local jobs and businesses

We have the skills and knowledge to undertake the work available (**Outcome Ec4**)

Continued support for the youth of the area so they can have a future here

Council could provide opportunities for youth to learn a trade to foster self-esteem and pride in the area

Context

In order to grow our economy we need more people and we need more businesses.

The economic fortunes of the Shire are heavily tied to its performance in the agricultural industry. To be a sustainable and resilient region in all seasons and environmental conditions, we need to diversify our economic base. Diversification is necessary so that our current reliance on agriculture is supported by other sectors.

To do this, we need to attract and retain new enterprises, particularly in the industrial and retail fields, and we need to encourage the community to support these businesses. With a greater number of enterprises covering a broader range of industries comes a larger and more diversified job market, which will, in turn, provide us with more to offer new residents. With jobs on offer, residents will stay and new residents will come.

Objectives

- Ec1.1** Promote Moree Plains Shire as a business location
- Ec1.2** Broaden the range of business and industry sectors
- Ec1.3** Pursue new ideas and approaches for business and infrastructure investment
- Ec1.4** Expand the number and variety of local jobs, including entry-level jobs

Measuring our success

- Population growth
- Increased number and types of businesses
- Increased investment in the Shire (private and public)
- Increased Gross Regional Product

Certain infrastructure, such as roads, needs to be in place to enable businesses to operate. We need to ensure that this infrastructure is there to support our businesses. We are well aware of this and, in recent years, have injected a considerable amount of resources into maintaining the sealed road network... but it's not enough. We need to do more, and we need more resources in order to do more. We also need to ensure that we have the infrastructure in place to enable us to cater for the economic and population growth we are working to achieve.

Objectives

- Ec2.1** Provide a local road network that meets the Shire's transport needs
- Ec2.2** Seek financial assistance to redress the current infrastructure backlog and provide funding for key regional infrastructure projects

Measuring our success

- Improved condition of local roads
- Increased investment into the local road network and other key infrastructure

As well as attracting new businesses, we need to support our existing businesses. We can do this best by providing the framework for growth – growth in the population, growth in the economy, growth in the number of tourists and growth in expenditure by tourists. We also need to help our existing businesses expand their operations by providing land and best practice service in the facilitation of development applications.

Objectives

- Ec3.1** Provide the framework for business growth
- Ec3.2** Reflect industry best practice and community expectations in the development and review of our Local Environment and Development Control Plans
- Ec3.3** Promote tourism in the region
- Ec3.4** Facilitate greater expenditure by tourists

Measuring our success

- Increased Gross Regional Product
- Increased employment rates
- Increased tourist visitation
- Increased tourism expenditure

Our levels of education are below that of some other regional areas and we have skills shortages in some sectors. In addition, our distance from larger centres means that it is difficult for residents to access a broad range of educational options, so we need to look at innovative ways to provide access. We need to partner with education providers to improve access and to provide training and assessment on-site using local expertise.

Objectives

- Ec4.1** Increase access to a range of educational pathways
- Ec4.2** Increase skills and knowledge in sectors of local skills shortage
- Ec4.3** Increase Higher School Certificate completion rates

Measuring our success

- Improved access to further and vocational education
- Reduced skills shortages across a range of sectors
- Improved educational outcomes

a vibrant regional economy

Community Outcomes

A Shire with	a growing population educational options at all levels a strong local economy and access to jobs infrastructure that supports industry requirements a burgeoning tourism industry based on, but not limited to, our artesian waters
A Council that	facilitates development supports the growth of existing businesses attracts new investment, both public and private supports and promotes tourism for the region



Pursue new ideas and approaches for business and infrastructure investment
(Objective Ec1.3)

Expand the number and variety of local jobs, including entry-level jobs
(Objective Ec1.4)

Provide a local road network that meets the Shire's transport needs
(Objective Ec2.1)

Strategic Responses

As an individual, I can:

- shop locally to support the local economy
- use local and regional service providers
- promote Moree Plains Shire as a great place to visit and do business
- become an active member of the Chamber of Commerce
- offer professional development opportunities within your organisation
- consider taking on an apprentice, trainee or student for work placement.

As key partners in the Shire, we can:

- work with us to boost investment in the Shire and deliver local jobs
- work with us to deliver our infrastructure commitments and respond to the Shire's needs
- partner with us to deliver the training and development required by industry.

As a leader, advocate, facilitator and educator in the Shire, Council will:

- facilitate a diverse economy, sustainable businesses and secure employment base
- support primary production in the Shire and build on our competitive advantage
- work with appropriate government agencies and educational institutes to identify the region's skills' needs, deliver appropriate training to meet specific needs, monitor industry trends in the region and identify future training needs
- advocate for employment, transport and infrastructure to ensure the Shire is sustainable.

As an organisation, Council will:

- build our Shire's future on the principles of sustainability
- provide a safe and effective local road network.

What Council will do

an environmental role model

Community ideas and aspirations

The diversity of the natural environment is protected and supported (**Outcome E1**)

The environmental health of the Shire is very important for the growth of the region

We are a farming community – we need a healthy environment

We want to protect our water supply from impacts of mining, including coal seam gas extraction

Manage mining and gas exploration impacts on water supply and arable land

We live sustainably and use our resources responsibly (**Outcome E2**)

We are in a drought-prone area and a well-secured water supply is highly necessary

We need to look at long term sustainability in terms of solar power and organic farming practices

We need our businesses and industry to become 'green' and be proactive about waste management and minimisation and embrace recycling

Our built environment – our town and villages – are desirable places to be (**Outcome E3**)

The town and villages need to continue to improve in terms of their appearance

Context

The Shire's rural setting, with its northern edge defined by the flow of the Barwon River and the rising backdrop of the Great Dividing Range to the east, is a valuable asset. Biological diversity is necessary to maintain quality of life (air, water, land and energy). Biodiversity-rich habitat corridors support ecosystems, protect water quality and encourage movement of flora and fauna within the region.

In addition, the proposed exploration for coal seam gas (CSG) within the Shire has also given rise to concerns regarding the ongoing water supply for the community. Because of the significance of water to the Shire's tourism industry, the agricultural sector and the community at large, it is essential that we protect this invaluable resource from any potential adverse impacts of CSG exploration and mining.

Objectives

- E1.1** Identify and manage threats to our native flora and fauna
- E1.2** Support the healthy function of our ecosystems
- E1.3** Protect our key resources – our agricultural land, our artesian water and our waterways – from any adverse impacts of mining and State/Federal policies

Measuring our success

Our natural environment is not adversely affected by the mining of coal/coal seam gas

The Shire's economy is heavily reliant on the natural environment, with most income generated by the agricultural sector. We recognise that the environment must be safeguarded to ensure the long term prosperity of the region. This requires a concerted effort from all community members to minimise land-use impacts on the natural environment, utilise proactive environmental rehabilitation initiatives (where appropriate) and grow the population without impacting on the environment.

Healthy waterways also play a vital role in our environment, supporting our ecosystem, supplying drinking water, maintaining agriculture, tourism and other businesses. The Shire's rivers, waterways and wetlands, and 'green' corridors also provide important natural landscapes and recreational places for the community. Water may not always be plentiful – all members of the community have a responsibility to continue with initiatives to promote wise, appropriate and productive water consumption.

Objectives

- E2.1** Reduce resource consumption, recycle and minimise waste
- E2.2** Encourage sustainable production and technologies
- E2.3** Secure sustainable water supplies
- E2.4** Minimise our contribution and exposure to the changing climate

Measuring our success

Waste to landfill is reduced

It is important, in terms of both our economy and our wellbeing, that our town and villages are clean and attractive. It is important to residents' sense of place that they feel proud of where they live, and a sense of place is important for our community's wellbeing. Attractive built environments are also necessary to support our efforts to grow our population and economy. We are much more likely to retain residents and attract new residents and visitors if our built environments – our town and villages – are attractive and vibrant.

Council will incorporate good design in developments for which it is responsible; it will also encourage good design in the developments of others. It will maintain parks, gardens and ovals; provide litter bins in public spaces, and make sure main streets are clean and tidy. Businesses and community members can support Council's efforts by maintaining their buildings and gardens, and by removing graffiti as soon as it occurs.

Objectives

- E3.1** Enhance the character of our local area through good design and protection of Aboriginal and other heritage sites
- E3.2** Improve the appearance of our town and villages
- E3.3** Provide opportunities for the enjoyment of community spaces and places

Measuring our success

More people are satisfied with the look and feel of the built environment

an environmental role model

Community Outcomes

A Shire with	a secure and sustainable water supply healthy waterways and protected natural areas an attractive town and villages excellent waste management/recycling opportunities
A Council that	facilitates development responsibly and encourages good design throughout the Shire's built environment adopts sustainable environmental practices maintains public areas such as parks, gardens and ovals to a high standard



Protect our key resources – our agricultural land, our artesian water and our waterways – from the adverse impacts of mining and State/Federal policies
(Objective E1.3)

Reduce resource consumption, recycle and minimise waste
(Objective E2.1)

Enhance the character of our local area through good design and protection of Aboriginal and other heritage sites
(Objective E3.1)

Strategic Responses

As an individual, I can:

- reduce, reuse and recycle waste
- use water wisely, follow water restrictions when required and report any water irregularities to Council
- control weed infestations and report the presence of noxious weeds
- discourage graffiti.

As key partners in the Shire, we can:

- help protect our rivers, waterways and artesian water, our agricultural land and our natural environment
- help us make our built environment attractive, clean and vibrant.

As a leader, advocate, facilitator and educator in the Shire, Council will:

- work with others to protect our natural environment, particularly our rivers and waterways
- respond to the effects of climate change on our region
- build our Shire's future on the principles of sustainability.

As an organisation, Council will:

- work to reduce the organisation's ecological footprint
- protect and conserve the natural areas and heritage sites under Council's control
- build our Shire's future on the principles of sustainability
- engage with other levels of government to support protection of our natural environment, agricultural land and water supplies
- respond to the impacts of climate change by mitigating and adapting what we do
- foster responsible development.

What Council will do

coordinated, committed leadership

Community ideas and aspirations

Our leaders speak out for the good of our community
(Outcome L1)

State and Federal governments need to be more involved in what happens in Moree Plains Shire

We demonstrate accountability, transparency and ethical conduct
(Outcome L2)

We trust our Council to be responsible

We are engaged and well informed
(Outcome L3)

Let the ordinary residents have more of a say

Continue to hold public meetings and contact residents through means such as this survey to gather opinions

Ensure residents are well informed

We collaborate to achieve outcomes
(Outcome L4)

We want certain services and facilities but we want Council to utilise ratepayers' funds effectively and efficiently. Don't waste ratepayers' funds trying to duplicate what other tiers of government are there for

We manage our finances, assets and services effectively
(Outcome L5)

The key outcome is the provision of services responsive to the community's needs within available resources

Long term planning for the Shire and its ongoing development are important to us

We demonstrate leadership in the face of natural disaster
(Outcome L6)

We need flood plain management plans and strategies in place for dealing with emergency situations.

Context

Council is part of this community, which means that it is better placed than other levels of government to understand the community's needs. It must use the knowledge to advantage.

Objectives

L1.1 Advocate on behalf of the community to ensure the long-term sustainability of our region

Measuring our success

State and Federal government services and funding are tailored to our needs

Strong management and good corporate governance is critical to Council's future as an organisation and this must be supported by an appropriate culture, systems, processes, allocation of resources and risk management. Moree Plains Shire Council is committed to accountability, transparency, ethical conduct and good governance.

Objectives

- L2.1** Base our decisions on research, evidence and our responsibility to anticipate harm before it occurs
- L2.2** Provide easy access to our information
- L2.3** Behave ethically in all our dealings

Measuring our success

More people trust Council to behave ethically and make the 'right' decisions

The community has asked for more information and greater input into the decision-making process, particularly decisions about the Shire's future. To achieve this, Council will provide more information on its activities and decisions, and create opportunities for our communities to participate and respond to the issues that affect them.

Objectives

- L3.1** Target engagement activities to encourage stakeholder participation
- L3.2** Use a broad range of communication strategies and tools to inform community members and other stakeholders

Measuring our success

More people participate in engagement activities
More people are aware of/know about Council-related activities and issues

Council is not the only provider of services to the community. State and Federal Governments, along with community organisations, have an important role to play. Although it is important that Council focus on its areas of responsibility so services are not duplicated, it is also important to collaborate with others and assist them in delivering services to the community.

Objectives

- L4.1** Identify and take advantage of opportunities to work together
- L4.2** Develop and maintain relationships and partnerships for the greater benefit of the community

Measuring our success

Council partners with other bodies to deliver services and facilities cost effectively

Council has an annual budget of around \$56 million and a significant portfolio of infrastructure. As the Shire grows, there will be more assets to look after. A balance is needed between expectations, priorities, resources and capacity. An increase in assets has to be matched by more funding, reduced service quality, or by focussing resources on fewer services.

Objectives

- L5.1** Manage our organisational resources, systems and processes responsibly
- L5.2** Foster a culture of continuous improvement across our organisation
- L5.3** Implement good practice in planning for future infrastructure needs
- L5.4** Maintain assets for their current purpose and for future generations

Measuring our success

Council maintains a strong financial position
Council is recognised as a leading employer

In recent years this community has endured long term drought and severe flooding. We need to be prepared for similar disasters in order to mitigate their impact on our community.

Objectives

- L6.1** Plan effectively for 'worst case' scenarios
- L6.2** Provide effective disaster prevention/mitigation, emergency management and disaster recovery services

Measuring our success

More people are satisfied with our performance in disaster prevention and mitigation, management during and recovery after

coordinated, committed leadership

Community Outcomes

A Shire with	community members who are well informed and have opportunities to participate in decisions affecting them community members who have confidence in their locally elected representatives
A Council that	plans responsibly for a sustainable future manages its finances, services and assets effectively advocates on behalf of the community behaves ethically



Advocate on behalf of the community to ensure the long-term sustainability of our region
(Objective L1.1)

Use a broad range of communication strategies and tools to inform community members and other stakeholders
(Objective L3.2)

Manage our organisational resources, systems and processes responsibly
(Objective L5.1)

Strategic Responses

As an individual, I can:

- participate on a Council committee or, age permitting, join the Youth Council
- attend Council meetings and annual 'Report to the Community' meetings
- join us on Facebook to learn more about Council's activities and give us constructive suggestions
- participate in community surveys.

As key partners in the Shire, we can:

- respond to the Shire's needs
- work with the Shire, its communities and Council to achieve shared goals.

As a leader, advocate, facilitator and educator in the Shire, Council will:

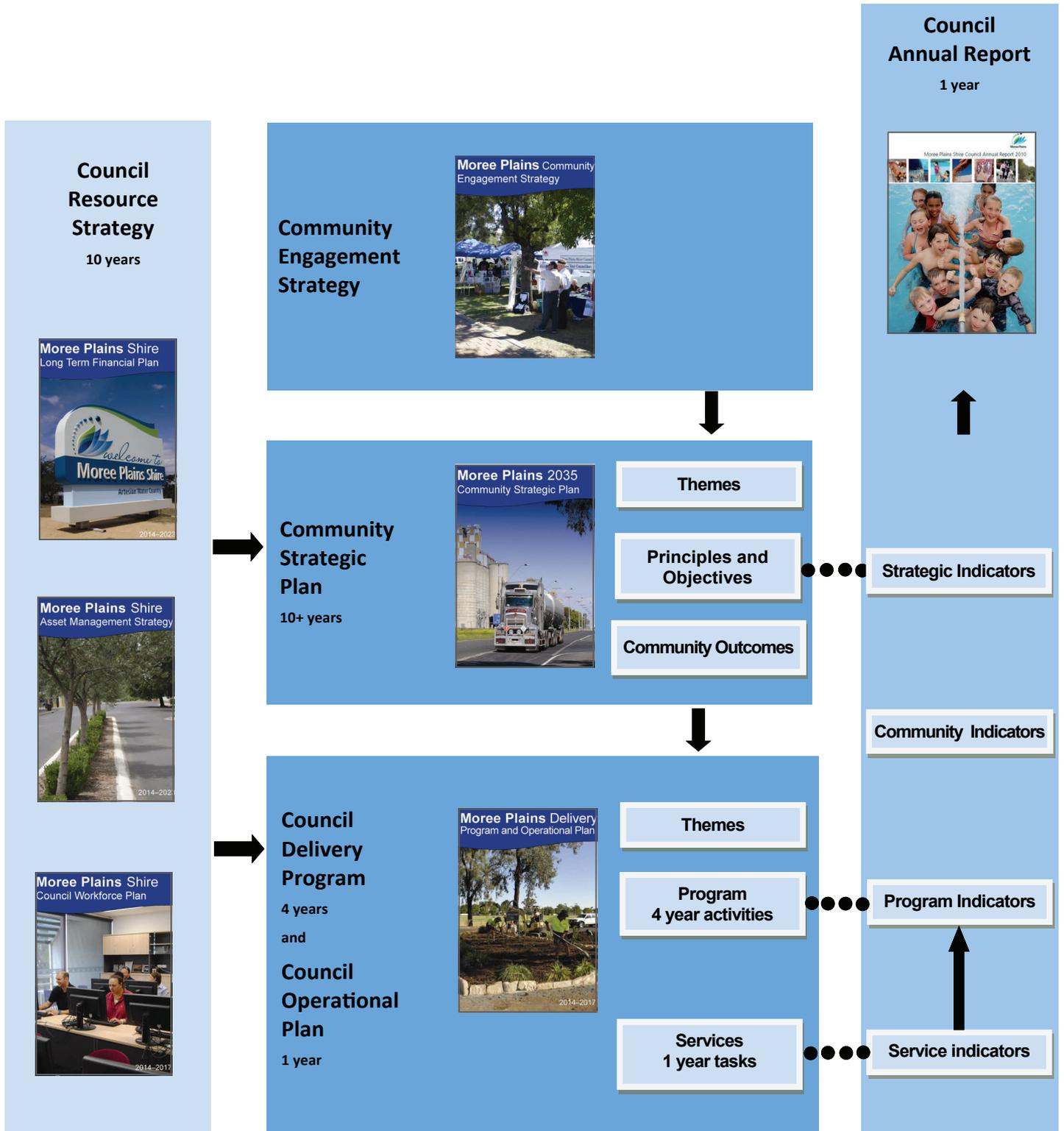
- share aspirations and work together to grow Moree Plains Shire as a hub for the region
- build our Shire's future on the principles of sustainability
- keep stakeholders informed of activities and involve them in decision-making.

As an organisation, Council will:

- demonstrate our leadership and encourage continuous improvement
- deliver effective services for the Shire and its communities, and maintain our long-term financial sustainability
- champion accountability and transparency, and responsible and ethical behaviour
- base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs.

What Council will do

How the Documents Work Together



How the Documents Work Together continued

Community Engagement Strategy

The Community Engagement Strategy outlines how Council has engaged with its communities and relevant stakeholders in developing and finalising the Community Strategic Plan. The Community Engagement Strategy ensures that Council, in developing and reviewing its Community Strategic Plan, encourages and supports the right of our communities to be involved and influence the Shire's future directions.

Community Strategic Plan

The Community Strategic Plan identifies the long term aspirations our communities want to see delivered in the Shire. It describes the Shire's future through four key themes (Inclusive, Caring Community; Vibrant Regional Economy; Environmental Role Model; and Coordinated, Committed Leadership) which focus attention on the broad range of issues and activities that are important for our Shire and communities. The Community Strategic Plan includes two key elements:

Community Outcomes

The Community Outcomes express the many ideas, messages and aspirations provided by our communities and stakeholders through the 'Shire Futures' Forum, surveys, workshops and focus group sessions. The Community Outcomes address issues in the Shire, and also Council as an organisation. Some Community Outcomes are wholly within Council's role to deliver, and some can be addressed in partnership with others. Several Community Outcomes are beyond Council's role and responsibilities. They are issues on which Council can advocate, inform and influence, but are not within Council's direct control.

Strategic Responses

The Strategic Responses outline what individuals, Shire partners, and Council can do towards achieving the Community Outcomes. The Strategic Responses that Council will deliver are clearly specified. Council has two areas of focus in delivering Strategic Responses – one relates to what it does as an organisation, and the other relates to what it does in the Shire. Council has a number of defined roles in working towards a sustainable future Shire – leader, advocate, custodian, facilitator, educator, regulator and service provider, which are specified.

Delivery Program and Operational Plan

The Delivery Program is the strategic document that guides Council's works program over four years, while the Operational Plan supports the Delivery Program by providing specific information on what will be done each year. Moree Plains Shire Council has chosen to include its Delivery Program and Operational Plan together in the one document. The first section of this document uses the same framework as the Community Strategic Plan to clearly demonstrate the links between the documents. The second section provides more detail on each of Council's programs and activities as well as the annual budget.

The Delivery Program and Operational Plan includes:

Priorities

The Priorities highlight the actions that our communities and partners felt were particularly important. These are the actions on which Council should focus, while continuing to deliver its ongoing programs.

Council Programs and Activities

The Council Programs and Activities section identifies Key Council Programs and Activities that will contribute to delivering Council's Strategic Responses. Other programs may also contribute, or provide organisational support. This section also provides details of the ongoing activities for each service within that program and tasks that will be undertaken in specific years. Directors and Group Managers are responsible for the implementation of Council Programs. Managers and Council Officers are responsible for implementing Council's services and specific activities within each Program.

Resourcing Strategy

The Council Resourcing Strategy outlines Council's capacity to manage assets and deliver services over the next ten years. The Resourcing Strategy includes three key elements – a Long Term Financial Plan, an Asset Management Strategy and a Workforce Plan. To prepare the Resourcing Strategy, Council determines its capacity, and how to effectively manage its finances, the sustainability of its workforce, and the overall cost of its community assets.

Annual Report

The Annual Report provides a summary of Council's performance and achievements each year. The Annual Report also provides a snapshot of our progress towards achieving the goals of the Community Strategic Plan.

How We Will Measure Our Success

Moree Plains 2035 belongs to all Moree Plains residents and relies on everyone in the community to participate in achieving the outcomes we seek in the future.

Moree Plains Shire Council and the community will have an important role to play in advocating for the State and Federal governments to achieve outcomes for the strategies they have responsibility for, such as transport, education, health services and policing.

In order to measure how successful the Council, Federal and State governments and community have been in achieving the Community Vision, two measures are proposed: Key Performance Measures and Community Satisfaction with Progress.

Key Performance Measures

Many of the strategies outlined in the plan will need to be pursued over the life of the plan. In order to gauge whether the strategies have been achieved, a simple reporting format will be used, with regular updates and an annual summary. The reports will identify the significant changes made over the period to bring to life the strategic objectives as outlined under each theme.

In addition, at the end of each Council term of four years, the outgoing elected representatives will present an End of Term Report to the community, outlining the achievements recorded during that period.

In monitoring progress, Council will rely on its own measurements, as well as data from Census campaigns, State Government research and other institutions.

Community Satisfaction with Progress

A community satisfaction survey will be undertaken every two years to assess the level of community satisfaction with our progress and indicate where priorities could or should be assigned to particular areas in the future. The survey will determine satisfaction with the level and quality of service delivered by Council, as well as confirming priorities and major aspirations from the community.

Document name	What we measure	How we report and period covered by each report
Community Strategic Plan		
Objectives/Strategic Indicators	Outcomes – Progress towards achieving Community Outcomes	End of Term Report (every four years) from outgoing Council
Delivery Program and Operational Plan		
Program Area Indicators	Outcomes – progress towards achieving strategic Indicators Performance – implementation of agreed priorities and delivery of program activities	Report to Council (6 monthly) For period July – December For period January – June Annual Report (yearly) For period July – June (financial year) Report to Community Annually in the period October to December
Financial Status	Performance – adherence to budget, financial health and performance of investments	Quarterly Financial Reports (3 monthly) For period July – September For period October – December For period January – March Annual Financial Statements (yearly) For period July – June (financial year) Investment Reports (monthly)
Service Indicators	Performance – Delivery of agreed services	Report to Council (3 monthly) For period July – September For period October – December For period January – March

How We Will Measure Our Success

As the 'big picture' plan for the Shire, the Community Strategic Plan *Moree Plains 2035* identifies many outcomes that can only be achieved if we – individuals, businesses, community groups, all levels of government and their agencies – work in partnership to effect change. Working together, we can make a great future for our Shire. Improvements in relation to the measures listed below will give us an indication of whether or not we have made a difference.

Community Indicators		
Measure/Indicator	What this tells us	Source
An inclusive, caring community		
Life Expectancy at Birth	Health of the community	NSW DET
Workforce Participation Rate	Proportion of persons able to work that are seeking or undertaking paid employment	DEEWR
Index of Relative Socioeconomic Disadvantage	Socio-economic disadvantage as this relates to income, education, occupation, wealth and living conditions	ABS
Index of Education and Occupation	Census variables relating to education and occupation characteristics of communities	ABS
Crime Statistics	Incidence and types of crime	BOSCAR
Road Trauma Statistics	Number of road crashes in the Shire per 1,000 population	NSW Transport
A vibrant regional economy		
Population	Number of people living in the Shire	ABS
Moree Plains Shire's Gross Regional Product (GRP)	Market value of all final goods and services produced by all firms in Moree Plains Shire	RDANI
Number of Businesses	Number of businesses operating within the Shire	RDANI
Building Approvals	Value of Development Applications approved	NSW DPI
Employment Rate	Proportion of persons able to work that are employed	DEEWR
High School Retention Rate	Indicator of high school students completing year 10 to year 12	NSW DET
Visitor Statistics	Number of visitors, length of stay and spend per visitor	Destination NSW
An environmental role model		
Residential Waste	Total waste to landfill, recycled waste and green waste	MPSC
Greenhouse Gas Emissions from Electricity Use	Tonnes of greenhouse gases from total billed electricity and estimated emissions per capita	Ausgrid
Recycled Water Supplied	Volume of recycled water used by the local authority or provided to others to use	MPSC
Drinking Water Quality	Proportion of microbiological water quality samples reaching or exceeding the water quality targets for the year (>90%)	MPSC
Committed, coordinated leadership		
Community Satisfaction	Percentage of residents satisfied with Council's provision of services	MPSC Community Satisfaction Survey
Council Indicators		
Measure/Indicator	What does this tell us?	Source
Community Satisfaction	Percentage of residents satisfied with Council's provision of services	MPSC Survey
Financial Performance Ratios	Financial health of the organisation	MPSC
Workers Compensation Insurance Premium Expenditure	Organisation's Work Health and Safety performance	StateCover
Risk Management Audit Results	Organisation's risk management performance	StateWide

Abbreviations

ABS: Australian Bureau of Statistics
 BOSCAR: Bureau of Crime Statistics and Research
 DEEWR: Department of Education, Employment and Workforce Relations

DET: Department of Education and Training
 DPI: Department of Planning and Infrastructure
 MPSC: Moree Plains Shire Council
 RDANI: Regional Development Australia, Northern Inland

Council's Roles

Moree Plains Shire Council operates as an independent, statutory organisation, and is responsible for administering Moree Plains Shire.

As a local government organisation, our Council is governed by the *Local Government Act 1993*. This Act includes the Council's Charter, which identifies the matters all councils need to consider when carrying out their responsibilities. In reality, councils do far more than what is prescribed in the Charter. They pursue their community's visions and ideas, provide leadership, and express local ideas and concerns about important issues to other levels of government. A community also often looks to its council to protect it from potential natural dangers, and for support in times of need.

There are services that all councils must provide, and some which councils can choose to make available. Many services – such as public transport, hospitals and education – are provided by different State and Federal agencies. There are new policy approaches that influence or direct councils' responses, and legislation that affects the provision of current services. Council's roles extend beyond the direct provision of services to advocating for an equitable allocation of resources from the State and Federal governments, and demonstrating, as a leader, its journey towards a more sustainable Shire.

Moree Plains Shire Council is committed to ensuring a higher quality of life for all – both now and in the future – through economic growth, environmental protection and social equity. Council has a number of key roles in working towards a sustainable future Shire with healthy and resilient communities:



Council as a 'Leader'

Council acts as a role model for others, through its own actions, strategic organisational responses and way of doing things. In its dialogue with the communities and other stakeholders, Council can act to draw together diverse interests and strive towards attaining greater consensus on sustainable outcomes for the Shire.

Council as an 'Advocate'

Council seeks to improve services, facilities and opportunities for the Shire and its communities by lobbying agencies and other levels of government. In discussions with others, there are opportunities to reinforce Moree Plains Shire's sense of identity and self reliance, and collaborate on achieving a more sustainable Shire.

Council as a 'Custodian'

Council acts as a guardian for the shared aspirations for Moree Plains Shire's future, and a shared vision, which will guide our journey towards sustainability. Council's role as custodian includes caring for the Shire's people and places, both now and into the future.

Council as a 'Facilitator'

Council assists interaction amongst stakeholders, and forms strategic alliances aimed at promoting sustainability initiatives, focussing on elements including social, economic, environmental, cultural and governance, which demonstrate positive ways of moving forward.

Council as an 'Educator'

Council can play a fundamental role in educating the Shire's communities and other stakeholders in the long term benefits of sustainability and sound environmental management practices. A broad range of opportunities exists for Council to articulate its vision for a sustainable Moree Plains Shire, and engender knowledge and interest in others.

Council as a 'Regulator'

Council has a statutory responsibility to implement legislative provisions such as energy and water reduction measures, waste management, sustainable development controls and environmental management, and other State Government requirements, which are aimed at achieving the long-term health of our environment.

Council as a 'Service Provider'

Council has a strong commitment to delivering the services needed by its communities, and ensuring that both Shire and Council resources are responsibly managed. Council's role as service provider aims to assist in building the long term health of the Shire.

Links to State Plan: NSW 2021

State Plan Goals	Community Strategic Plan Outcomes	Community Strategic Plan Strategies
3. Drive economic growth in regional NSW	Outcome Ec1. Our Shire is a place that attracts and retains businesses and residents	Ec1.1 Promote Moree as a business location Ec1.2 Broaden the range of business and industry sectors Ec1.3 Pursue new ideas and approaches for business and infrastructure investment Ec1.4 Expand the number and variety of local jobs, including entry-level jobs
	Outcome Ec2. Our Shire has the infrastructure we need to support our economy	Ec2.1 Provide a local road network that meets the Shire's transport needs Ec2.4 Seek financial assistance to redress the current infrastructure backlog and provide funding for key regional projects
	Outcome L5. We manage our finances, services and assets effectively	L5.3 Implement good practice in planning for future infrastructure needs L5.4 Maintain assets for their current purpose and for future generations
	Outcome Ec3. Our Shire supports existing businesses	Ec3.1 Provide the framework for business growth Ec3.2 Reflect industry best practice and community expectations in the development and review of our Local Environment and Development Control Plans Ec3.3 Promote tourism to the region Ec3.4 Facilitate greater expenditure by tourists
6. Strengthen the NSW skill base	Outcome Ec4. We have the skills and knowledge required to undertake the work available	Ec4.1 Increase access to a range of education pathways Ec4.2 Increase skills and knowledge in sectors of local skills shortage Ec4.3 Increase Higher School Certificate completion rates
10. Improve road safety	Outcome S1. Our community is a safe place	S1.1 Take advantage of opportunities to increase safety in public places and on public roads
11. Keep people healthy and out of hospital	Outcome S4. Our health and wellbeing provide for a satisfying and productive life	S4.1 Provide access to diverse recreational and cultural opportunities
		S4.2 Provide our communities with a range of sustainable services, facilities and amenities
		S4.3 Support health, community and emergency services that meet community needs
12. Provide world class clinical services with timely access and effective infrastructure	Outcome S4. Our health and wellbeing provide for a satisfying and productive life	S4.2 Provide our communities with a range of sustainable services, facilities and amenities S4.3 Support health, community and emergency services that meet community needs
13. Better protect the most vulnerable members of our community and break the cycle of disadvantage	Outcome S2. Our community is inclusive, connected and collaborative	S2.1 Build and support connections and relationships in the community
		S2.2 Adhere to social justice principles – equity, rights, access and participation – in everything we do
14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential	Outcome S2. Our community is inclusive, connected and collaborative	S2.1 Build and support connections and relationships in the community
		S2.2 Adhere to social justice principles – equity, rights, access and participation – in everything we do
15. Improve education and learning outcomes for all students	Outcome Ec4. We have the skills and knowledge required to undertake the work available	Ec4.1 Increase access to a range of education pathways Ec4.2 Increase skills and knowledge in sectors of local skills shortage Ec4.3 Increase Higher School Certificate completion rates
16. Prevent and reduce the level of crime	Outcome S1. Our community is a safe place	S1.2 Implement and support programs that reduce the incidence of crime

Links to State Plan: NSW 2021 continued

State Plan Goals	Community Strategic Plan Outcomes	Community Strategic Plan Strategies
19. Invest in critical infrastructure	Outcome Ec2. Our Shire has the infrastructure we need to support our economy	Ec2.1 Provide a local road network that meets the Shire's transport needs Ec2.4 Seek financial assistance to redress current infrastructure backlog and provide funding for key regional projects
20. Build liveable centres	Outcome E4. Our built environment – our town and villages – are desirable places to be	E4.1 Enhance the character of our local area through good design E4.2 Improve the appearance of our town and villages
21. Secure potable water supplies	Outcome E2. We live sustainably and use our resources responsibly	E2.2 Secure sustainable water supplies E1.3 Protect our key resources – our agricultural land, our artesian water and our waterways – from the adverse impacts of mining
22. Protect our natural environment	Outcome E1. The diversity of the natural environment is protected and supported	E1.1 Identify and manage threats to our native flora and fauna E1.2 Support the healthy function of our ecosystems E1.3 Protect our key resources – our agricultural land, our artesian water and our waterways – from the adverse impacts of mining
23. Increase opportunities for people to look after their own neighbourhoods and environments	Outcome E2. We live sustainably and use our resources responsibly	E2.1 Reduce resource consumption, recycle and minimise waste E2.2 Encourage sustainable production and technologies
24. Make it easier for people to be involved in their communities	Outcome S2. Our community is inclusive, connected and collaborative	S2.1 Build and support connections and relationships in the community S2.2 Adhere to social justice principles – equity, rights, access and participation – in everything we do
25. Increase opportunities for seniors in NSW to full participate in community life	Outcome S2. Our community is inclusive, connected and collaborative	S2.1 Build and support connections and relationships in the community S2.2 Adhere to social justice principles – equity, rights, access and participation – in everything we do
26. Fostering opportunity and partnership with Aboriginal people	Outcome S2. Our community is inclusive, connected and collaborative	S2.1 Build and support connections and relationships in the community S2.2 Adhere to social justice principles – equity, rights, access and participation – in everything we do
	Outcome S3. Our local history, culture and diversity is valued and celebrated	S3.1 Honour and celebrate Aboriginal, pioneering and multicultural heritage S3.2 Foster a strong, positive sense of identity, place and connection to Country
	Outcome L4. We collaborate to achieve outcomes	L4.1 Identify opportunities to work together L4.2 Develop and maintain relationships and partnerships for the greater benefit of the community
27. Enhance cultural, creative, sporting and recreation opportunities	Outcome S4. Our health and wellbeing provide for a satisfying and productive life	S4.1 Provide access to diverse recreational and cultural opportunities S4.2 Provide our communities with a range of sustainable services, facilities and amenities
28. Ensure NSW is ready to deal with major emergencies and natural disasters	Outcome S4. Our health and wellbeing provide for a satisfying and productive life	S4.3 Support health, community and emergency services that meet community needs
29. Restore confidence and integrity in the planning system	Outcome L2. We demonstrate accountability, transparency and ethical conduct	L2.1 Base our decisions on research, evidence and our responsibility to anticipate harm before it occurs L2.2 Provide access to government information L2.3 Behave ethically in all our dealings
	Outcome Ec3. Our Shire supports existing businesses	Ec3.3 Reflect industry best practice and community expectations in the development and review of our Local Environment and Development Control Plans

Links to State Plan: NSW 2021 continued

State Plan Goals	Community Strategic Plan Outcomes	Community Strategic Plan Strategies
30. Restore trust in State and Local Government as a service provider	Outcome L2. We demonstrate accountability, transparency and ethical conduct	L2.1 Base our decisions on research, evidence and our responsibility to anticipate harm before it occurs L2.2 Provide access to government information L2.3 Behave ethically in all our dealings
	Outcome L5. We manage our finances, services and assets effectively	L5.1 Manage our organisational resources, systems and processes responsibly L5.2 Foster a culture of continuous improvement across our organisation L5.3 Implement good practice in planning for future infrastructure needs L5.4 Maintain assets for their current purpose and for future generations
31. Improve government transparency by increasing access to government information	Outcome L2. We demonstrate accountability, transparency and ethical conduct	L2.2 Provide easy access to our information
32. Involve the community in decision making on government policy, services and projects	Outcome L3. We are engaged and well informed	L3.1. Target engagement activities to encourage stakeholder participation L3.2 Use a broad range of communication strategies and tools to inform community members and other stakeholders

Links to New England North West Regional Plan

Regional Action Plan Priorities	Community Strategic Plan Outcomes	Community Strategic Plan Strategies
<p>1. Support sustainable economic growth</p>	<p>Outcome Ec1. Our Shire is a place that attracts and retains people to work, live and visit</p>	<p>Ec1.1 Promote Moree Plains as a business location Ec1.2 Broaden the range of business and industry sectors Ec1.3 Pursue new ideas and approaches for business and infrastructure investment Ec1.4 Expand the number and variety of local jobs, including entry-level jobs</p>
	<p>Outcome Ec2. Our Shire has the infrastructure we need to support our economy</p>	<p>Ec2.1 Provide a local road network that meets the Shire's transport needs Ec2.2 Seek financial assistance to redress current infrastructure backlog and provide funding for key regional projects</p>
	<p>Outcome Ec3. Our Shire supports existing businesses and attracts new investment</p>	<p>Ec3.1 Provide the framework for business growth Ec3.2 Promote Moree Plains Shire as a business location Ec3.3 Reflect industry best practice and community expectations in the development and review of our Local Environment and Development Control plans</p>
	<p>Outcome Ec4. We have the skills and knowledge required to undertake the work available</p>	<p>Ec4.1 Increase and broaden access to a range of education pathways Ec4.2 Increase skills and knowledge in areas of skills shortage Ec4.3 Increase Higher School Certificate completion rates</p>
<p>2. Invest in regional and local infrastructure</p>	<p>Outcome Ec2. Our Shire has the infrastructure we need to support our economy</p>	<p>Ec2.1 Provide a local road network that meets the Shire's transport needs Ec2.4 Seek financial assistance to redress current infrastructure backlog and provide funding for key regional projects</p>
	<p>Outcome L1. Our leaders speak out for the good of our community</p>	<p>L1.1 Advocate on behalf of the community to ensure the long-term sustainability of our region</p>
	<p>Outcome L4. We collaborate to achieve outcomes</p>	<p>L4.1 Identify opportunities to work together L4.2 Develop and maintain relationships and partnerships for the greater benefit of the community</p>
<p>3. Improve education pathways for young people</p>	<p>Outcome Ec4. We have the skills and knowledge required to undertake the work available</p>	<p>Ec4.1 Increase and broaden access to a range of education pathways Ec4.2 Increase skills and knowledge in areas of skills shortage Ec4.3 Increase Higher School Certificate completion rates</p>
	<p>Outcome S4. Our health and wellbeing provide for a satisfying and productive life</p>	<p>S4.2 Provide our communities with a range of sustainable services, facilities and amenities</p>
	<p>Outcome S2. Our community is inclusive, connected and collaborative</p>	<p>S2.1 Build and support connections and relationships in the community</p>
<p>4. Deliver quality integrated health services</p>	<p>Outcome S4. Our health and wellbeing provide for a satisfying and productive life</p>	<p>S4.3 Support health, community and emergency services that meet community needs</p>
	<p>Outcome L1. Our leaders speak out for the good of our community</p>	<p>L1.1 Advocate on behalf of the community to ensure the long-term sustainability of our region</p>
	<p>Outcome L4. We collaborate to achieve outcomes</p>	<p>L4.1 Identify opportunities to work together L4.2 Develop and maintain relationships and partnerships for the greater benefit of the community</p>
<p>5. Deliver integrated and coordinated human services</p>	<p>Outcome S4. Our health and wellbeing provide for a satisfying and productive life</p>	<p>S4.2 Provide our communities with a range of sustainable services, facilities and amenities S4.3 Support health, community and emergency services that meet community needs</p>

Links to New England North West Regional Plan

State Plan Goals	Community Strategic Plan Outcomes	Community Strategic Plan Strategies
<p>6. Support strong safe communities</p>	<p>Outcome S1. Our community is a safe place</p>	<p>S1.1 Take advantage of opportunities to increase safety in public places and on public roads S1.2 Implement and support programs that reduce the incidence of crime</p>
	<p>Outcome S2. Our community is inclusive, connected and collaborative</p>	<p>S2.1 Build and support connections and relationships in the community S2.2 Adhere to social justice principles – equity, rights, access and participation – in everything we do</p>
	<p>Outcome S3. Our local history, culture and diversity is valued and celebrated</p>	<p>S3.1 Honour and celebrate Aboriginal, pioneering and multicultural heritage S3.2 Foster a strong, positive sense of identity, place and connection to Country</p>
	<p>Outcome S4. Our health and wellbeing provide for a satisfying and productive life</p>	<p>S4.1 Provide access to diverse recreational and cultural opportunities S4.2 Provide our community with a range of sustainable services, facilities and amenities S4.3 Support health, community and emergency services that meet community needs</p>
	<p>Outcome L4. We collaborate to achieve outcomes</p>	<p>L4.1 Identify opportunities to work together L4.2 Develop and maintain relationships and partnerships for the greater benefit of the community</p>
	<p>Outcome L3. We are engaged and well informed</p>	<p>L3.1 Target engagement activities to encourage stakeholder participation L3.2 Use a broad range of communication strategies and tools to inform community members and other stakeholders L3.3 Increase knowledge and awareness of activities and issues</p>
	<p>Outcome L6. We demonstrate leadership in the face of natural disaster</p>	<p>L6.1 Plan effectively for ‘worst case’ scenarios L6.2 Provide effective emergency prevention, emergency management and emergency recovery services</p>

Partners in Delivery

Outcomes and Strategies

Lead agencies and delivery partners

An inclusive, caring community

S1. Our community is a safe place

- S1.1 Take advantage of opportunities to increase safety in public places and on public roads
- S1.2 Implement and support programs that reduce the incidence of crime

Department of Attorney General and Justice/Ministry for Police and Emergency Services/NSW Police Force, Department of Family and Community Services, Department of Education and Communities, Transport for NSW, Roads and Maritime Services, Moree Plains Shire Council, Crime Prevention Committees, Miyay Birray Youth Service Inc, Thiyama-li Family Violence Service Inc, Legal Aid

S2. Our community is inclusive, connected and collaborative

- S2.1 Build and support connections and relationships in the community
- S2.2 Adhere to social justice principles – equity, rights, access and participation – in everything we do

Moree Plains Shire Council, Department of Premier and Cabinet, Multicultural Development Advisory Committee, all agencies delivering services in Moree Plains Shire, local businesses and community members, church/religious groups

S3. Our local history, culture and diversity is valued and celebrated

- S3.1 Honour and celebrate our Aboriginal, pioneering and multicultural heritage
- S3.2 Foster a strong, positive sense of identity, place and connection to Country

Department of Environment and Heritage; Moree Plains Shire Council, community groups and residents, Community Relations Commission, Multicultural Development Advisory Committee, Dhiyaan Indigenous Centre, Miyay Birray Youth Service Inc, Local Aboriginal Lands Councils

S4. Our health and wellbeing provide for a satisfying and productive life

- S4.1 Provide access to diverse recreational and cultural opportunities
- S4.2 Provide our communities with a range of sustainable services, facilities and amenities
- S4.3 Support health, community and emergency services that meet community needs

Moree Plains Shire Council, Transport for NSW/Roads and Maritime Services; Department of Trade and Investment, Regional Infrastructure and Services; Department of Family and Community Services – Moree Community Services Centre, Miyay Birray Youth Service Inc, Housing NSW; Department of Health and Aging; NSW Ministry of Health, Hunter New England Health – Moree District Hospital, Moree Community Health Services; Pius X Aboriginal Corporation; Local Aboriginal Land Councils, Department of Education and Communities, schools and other education providers; Arts North West; North West Slopes and Plains Cooperative Library Service; PCYC, Moree Artesian Aquatic Centre Board and Management; Moree Plains Gallery; NSW State Emergency Service; community organisations and groups; other local/regional service providers and government agencies

A vibrant regional economy

Ec1. Our Shire is a place that attracts and retains new businesses and residents

- Ec1.1 Promote Moree Plains Shire as a business location
- Ec1.2 Broaden the range of business and industry sectors
- Ec1.3 Pursue new ideas and approaches for business and infrastructure investment
- Ec1.4 Expand the number and variety of local jobs, including entry-level jobs

Moree Plains Shire Council, Moree and District Chamber of Commerce and Industry, NSW Trade and Investment, Regional Development Australia Northern Inland, Department of Finance and Services

Ec2. Our Shire has the infrastructure we need to support our economy

- Ec2.1 Provide a local road network that meets the Shire's transport needs
- Ec2.2 Seek financial assistance to redress the current infrastructure backlog and provide funding for key regional projects

Department of Planning and Infrastructure/ Infrastructure NSW; Transport for NSW/Roads and Maritime Services; Moree Plains Shire Council; Division of Local Government, Department of Premier and Cabinet

Ec3. Our Shire supports existing businesses

- Ec3.1 Provide the framework for business growth
- Ec3.2 Reflect industry best practice and community expectations in the development and review of our Local Environment and Development Control Plans
- Ec3.3 Promote tourism to the region
- Ec3.4 Facilitate greater expenditure by tourists

NSW Trade and Investment, Moree Plains Shire Council, Moree and District Chamber of Commerce and Industry, Regional Development Australia Northern Inland, Tourism Moree, Destination NSW, Inland Tourism, local businesses, Moree Artesian Aquatic Centre Board and Management

Ec4. We have the skills and knowledge required to undertake the work available

- Ec4.1 Increase access to a range of education pathways
- Ec4.2 Increase skills and knowledge in sectors of local skills shortage
- Ec4.3 Increase Higher School Certificate completion rates

Department of Education and Communities, Office of Communities – Aboriginal Affairs, New England Institute of TAFE, regional universities, local schools, local and regional employers, State Training Services, Moree Plains Shire Council, Registered Training Organisations, Local Aboriginal Land Councils

Partners in Delivery continued

Outcomes and Strategies	Lead agencies and delivery partners
An environmental role model	
<p>E1. The diversity of the natural environment is protected and supported</p> <p>E1.1 Identify and manage threats to our native flora and fauna E1.2 Support the healthy function of our ecosystems E1.3 Protect our key resources – our agricultural land, our artesian water and our waterways – from the adverse impacts of mining and State/Federal policies</p>	<p>Office of Environment and Heritage – NSW Environment Protection Authority, Department of Primary Industries – NSW Office of Water, North West Local Land Services, Border Rivers/Gwydir Catchment Management Authority, Department of Sustainability, Environment, Water, Population and Communities – Murray Darling Basin Authority, Local Aboriginal Land Councils, Moree Plains Shire Council</p>
<p>E2. We live sustainably and use our resources responsibly</p> <p>E2.1 Reduce resource consumption, recycle and minimise waste E2.2 Encourage sustainable production and technologies E2.3 Secure sustainable water supplies E2.4 Minimise our contribution and exposure to the changing climate</p>	<p>Office of Environment and Heritage – NSW Environment Protection Authority, Department of Primary Industries – NSW Office of Water, North West Local Land Services, Border Rivers-Gwydir Catchment Management Authority; Department of Sustainability, Environment, Water, Population and Communities – Murray Darling Basin Authority, Moree Plains Shire Council, local businesses and residents</p>
<p>E3. Our built environment – our town and villages – are desirable places to be</p> <p>E3.1 Enhance the character of our local area through good design and protection of Aboriginal and other heritage sites E3.2 Improve the appearance of our town and villages E3.3 Provide opportunities for the enjoyment of community spaces and places</p>	<p>Moree Plains Shire Council, Office of Environment and Heritage, Department of Planning and Infrastructure, community groups and residents, Housing NSW, NSW Aboriginal Land Council/Local Aboriginal Land Councils, Border Rivers-Gwydir Catchment Management Authority, Office of Communities – Aboriginal Affairs, National Parks and Wildlife</p>
Coordinated, committed leadership	
<p>L1. Our leaders speak out for the good of our community</p> <p>L1.1 Advocate on behalf of the community to ensure the long-term sustainability of our region</p>	<p>Moree Plains Shire Council, Local Members of Parliament, community leaders, Kamilaroi Elders, Youth Council, Australian Rural Roads Group, Border Region Organisation of Councils, New England Medicare Local</p>
<p>L2. We demonstrate accountability, transparency and ethical conduct</p> <p>L2.1 Base our decisions on research, evidence and our responsibility to anticipate harm before it occurs L2.2 Provide easy access to our information L2.3 Behave ethically in all our dealings</p>	<p>Moree Plains Shire Council, State and Federal Governments and their agencies, Youth Council, Advisory Committees, Hall Committees</p>
<p>L3. We are engaged and well informed</p> <p>L3.1 Target engagement activities to encourage stakeholder participation L3.2 Use a broad range of communication strategies and tools to inform community members and other stakeholders</p>	<p>Moree Plains Shire Council, Youth Council, State and Federal Governments and their agencies</p>
<p>L4. We collaborate to achieve outcomes</p> <p>L4.1 Identify and take advantage of opportunities to work together L4.2 Develop and maintain relationships and partnerships for the greater benefit of the community</p>	<p>Moree Plains Shire Council, other local government areas, regional local government organisations, State and Federal Governments and their agencies, community groups and individual community members, New England Medicare Local</p>
<p>L5. We manage our finances, assets and services effectively</p> <p>L5.1 Manage our organisational resources, systems and processes responsibly L5.2 Foster a culture of continuous improvement across our organisation L5.3 Implement good practice in planning for future infrastructure needs L5.4 Maintain assets for their current purpose and for future generations</p>	<p>Moree Plains Shire Council, other local government areas, State and Federal Governments and their agencies</p>
<p>L6. We demonstrate leadership in the face of natural disaster</p> <p>L6.1 Plan effectively for ‘worst case’ scenarios L6.2 Provide effective disaster prevention/mitigation, emergency management and disaster recovery services</p>	<p>Ministry for Police and Emergency Services – NSW Police Force, NSW Emergency Service, NSW Rural Fire Service (emergency management); Moree Plains Shire Council (planning and disaster recovery); State and Federal Governments and their agencies, community members, local businesses and community groups, churches/religious groups, aid agencies.</p>



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