

Community Engagement Outcomes Report

Moree Plains Community Strategic Plan

April 2022



**OUR MOREE
PLAINS**

Our vision to 2032



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Acknowledgement to Country

Moree Plains Shire Council acknowledges the traditional owners of the lands where we work as well as across the lands we travel.

Cover image

This photo was taken by Heidi Morris and was a finalist in the 2017 Moree Plains Shire Council My Moree Photography Competition.

Executive summary

Moree Plains Shire Council (Council) engaged Spectrum Comms (Spectrum) to undertake community engagement to inform the review of the Moree Plains Community Strategic Plan (CSP).

A CSP is a Council's most important document and guides all of Council's activities. It is aspirational in nature and identifies a clear vision and priorities for the community for the next 10 years.

It is a requirement of all councils in NSW under the Integrated Planning and Reporting framework and must be reviewed within six months of a local government election.

The objectives of the engagement strategy were to:

- Deliver an honest, innovative, flexible and transparent community engagement process
- Keep the community and other stakeholders informed about engagement activities through the provision of timely information and ongoing access to up-to-date information
- Ensure the commitments made to the community during the Project are tracked and met
- Close the loop with community and other stakeholders to ensure they understand how their input was used and any next steps.

This preliminary draft community engagement outcomes report covers the engagement activities commencing in December 2021 and concluding in March 2022. This includes the findings from a survey, online and face-to-face workshops, an art competition, kitchen table discussions, feedback forms, pop-up stalls and meetings with key stakeholders.

These findings will be used by Council to review and draft an updated CSP for public exhibition. The draft CSP will be presented to the community for further feedback in April 2022.

This report includes an overview of the stakeholders who participated, the engagement methodology and the findings. Copies of the survey questionnaire, the survey results, feedback forms, communication collateral and workshop presentations can be found in the appendices under separate cover.

Key findings

The following key findings have been compiled from all the collected data across all engagement methods. Data was coded and categorised by keywords and phrases into themes. The word clouds represent the frequency of mention for each theme where the larger the text, the more times that theme was identified in the data. For a breakdown of the findings by stakeholder group, see section 2. For a breakdown of the findings by method, see section 4.

What our community values



Where the community think we are now



Where the community want to be in 10 years' time



What are the challenges stopping the community from achieving goals



What are the challenges stopping Council from achieving goals



How could Council improve as an organisation



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1. Background

1.1 Project scope

The Community Strategic Plan (CSP) is the highest-level plan that Moree Plains Shire Council (Council) will prepare. The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by Council with and on behalf of the community.

The minimum timeframe for the CSP is 10 years and it must address four key questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to monitor performance and assist with reporting.

The Moree Plains CSP was last endorsed in 2017 after the 2016 Local Government Election. Council is required to review and endorse the CSP within six months of a Local Government Election. A review may be minor or significant.

A Local Government Election was held in December 2021 and returned an almost entirely new Council (seven of nine Councillors). As a result, Council chose to undertake a significant review of its CSP with the aim to endorse the reviewed CSP by 30 June 2022.

1.2 Project objectives

Creating a community vision for the CSP is one of the most important outcomes from the community engagement process. It is aspirational, sets the tone for the CSP, and supports a sense of shared ownership and purpose. The objectives of this engagement were to:

- Involve the community in drafting a community vision for the Moree Plains Shire for the next 10 years
- Involve the community in developing draft strategies to achieve the community vision
- Consult the community about the roles and responsibilities of Council, community and agencies in achieving the community vision.

1.3 Project negotiables

Community engagement is a process of involving people that are affected by or interested in a decision. It enables good governance, problem solving and decisions that are balanced and informed, resulting in better outcomes.

However, engagement recognises that although communities may exert influence, in this instance they did not have the authority to make the final decision. The power to endorse the CSP rests with the elected Council. This required Council to be clear about what elements of the Project were open to influence from the community.

The following aspects of the Project were negotiable and open to influence from the community:

- The community's 10-year vision for Moree Plains
- The objectives and strategies of the CSP
- The role of Council, community, partners and agencies in meeting the community's vision.

1.4 Project timeline

Community and stakeholder engagement informally commenced in December 2021 with the opening of an art competition for young people aged 16 and under. This was to take advantage of the school holiday period to allow children and young people adequate time to prepare an entry.

The formal community engagement period opened 4 February 2022 and ended on 7 March 2022.

Table 1 Project timeline for engagement and endorsement of the CSP

Task	Timing
Local Government Election	4 December 2021
Youth art competition opens	15 December 2021
Councillor workshop	3 February 2022
Survey, kitchen table kits and workshop registrations open	4 February 2022
Pop-up stalls	6 February – 1 March 2022
Face-to-face community workshops	7 February – 2 March 2022
Online community workshops	15-17 February 2022
Council staff workshops	22-23 February 2022
Interagency roundtable presentations	22-24 February 2022
Business breakfast workshop	24 February 2022
Engagement period ends	7 March 2022
Drafting of CSP	7-31 March 2022
Report to Council to place draft CSP on public exhibition	7 April 2022
Public exhibition of draft CSP	8 April 2022 – 8 May 2022
Revisions to CSP based on community feedback	May 2022
Report to Council to endorse final CSP	June 2022

2. Stakeholders

2.1 Stakeholder overview

We define community as individuals, groups and organisations that have a vested interest in the people of and the Moree Plains Local Government Area. Individuals and organisations can be members of more than one stakeholder group.

Council is a key stakeholder group, holding a custodial role to initiate, prepare and maintain the CSP on behalf of the community. Although Council is not wholly responsible for its implementation, it was critical that Councillors and Council staff were also involved in the development of the CSP.

The following profiles are based on stakeholders who participated in the CSP engagement, however, all images and names are fictitious.



JULIE

35-44 years

Julie is an Aboriginal woman and long-time resident and ratepayer in Moree.

She values the cultural areas of the Shire but thinks Council can do more to attract recreational and entertainment options. She thinks more can be done to improve local schools and wants to see Council implement incentives to beautify areas such as South Moree. She would also like to see a greater contribution to community from the agricultural sector.

Julie says she doesn't feel safe in the community or feel she has access to the health, social and community services she needs. She doesn't believe the Shire's natural environment is valued and strongly disagrees that the Council represents the community's aspirations.



JOHN

65-74 years

John has been a resident and ratepayer in Moree for more than 20 years and loves the climate. He has seen improvements volunteerism, inclusiveness and cultural recognition and celebration but thinks that access to health and education services has become a greater challenge. John is concerned about the Shire's preparedness for flood and would like to see Council be more responsive to ratepayers.

He wants to see council encourage more growth and investment and not live in the past. He says the amenities for locals are very lacking and many established local businesses think they are doing the community a favour by being here. He'd like to see a shake-up with new and more customer-focussed businesses in Moree.



LISA

45-54 years

Lisa has lived in Moree for less than five years and has a disability. She values the opportunity to access nature via the riverside walk and the nearby reserves.

She would like to see greater protections for the local environment, particularly having safe, protected wildlife corridors. She'd like to see residents encouraged to grow native gardens that support native insect and bird populations and policies implemented that help protect the environment such as banning junk mail.

She would also like to see better education programs for pet ownership to reduce the number of stray and dumped animals.

She is also concerned that access to health services has become a bigger challenge.



BARRY

55-64 years

Barry is an Aboriginal business owner who has lived in Moree for more than 20 years. He values the hot springs and says he has seen a lot of improvement in the Shire over the past five years. He believes flood preparedness has become a bigger challenge and wants a levee bank. He is hopeful that Inland Rail will allow businesses to bring in goods more cheaply and encourage more residents to shop locally. Barry's business employs more than 26 people and he has challenges finding people to fill casual positions. He thinks a greater police presence may help attract new people to the Shire as he personally doesn't feel safe in the community.



SARAH

18-24 years

Sarah has lived in Moree her whole life and loves and feels connected to her community. She works in hospitality and says it's difficult to fill positions and keep them filled. She would like to see more shops open up and more public transport options after 7pm. She believes crime prevention and access to recreation activities has become a greater challenge over the past five years. Sarah says she does not feel safe in the community but is proud to live in the Moree Plains.



PETE AND JIM
Council staff

Pete and Jim work with Council's outdoor crews. They've grown up in Moree and they're proud to live here but they have concerns about crime and drugs in the community. They feel the Shire is unsafe and going backwards and would like to see the community thrive over the next 10 years. They believe more activities and things to do for young people would help with some of the social issues prevalent in the community. Within the organisation, they are feeling the pressures of a lack of staff and they are worried Council will lose even more experience and knowledge as people move away from Moree. They'd like greater consultation and communication from management to improve operations.



AMY
25-34 years

Amy has lived in Moree her whole life and is now raising her young family here. She loves taking the kids to the pool and values the local work opportunities available for herself and her husband. However, being full-time working parents mean they need access to long day care and she's found this has become a bigger problem in the past five years. She believes that without Council working with others to improve the availability of childcare, young families will not be encouraged to move to the Shire. She has seen lots of improvement in the access to cultural activities and enjoyment of the arts but would like to see greater transparency in Council decision-making.



HAZEL

45-54 years

Hazel is an Aboriginal woman with disability who owns a house in Mungindi. She loves the country resilience and the strong Australian traditions of the community.

She loves the village but is finding it very difficult to get work completed on her home due to isolation and lack of appropriate accommodation options for workers.

She would like to see more maintenance and investment in the village and suggests incentives to encourage more service providers.

She'd like better communication from Council about road closures due to flooding.



SAM

25-34 years

Sam has lived in Moree for most of his life and now is a homeowner. He sees housing availability as an increasing challenge and is worried about the degeneration in some areas.

He loves the small community feel of the Shire but is concerned about outside perceptions and crime. He would like to see a greater police presence and an investigation and investment in community housing. He believes Council has made lots of improvement in services and affordability but that transparency in decision-making remains a challenge.

Sam says access to education at all levels of learning has become a greater challenge in the past five years but that the Shire has become more inclusive.

2.3 Stakeholder participation

During the consultation period, we engaged stakeholders from across a range of groups with more than 640 unique stakeholder interactions across the survey, workshops, feedback forms and kitchen table kits. As stakeholders can belong to more than one stakeholder group, the numbers in Table 2 do not equal the total number of unique stakeholders or interactions.

While many issues and concerns were shared across stakeholder groups, some themes were more prevalent among specific stakeholder groups than others. These findings are discussed in more detail in section 4.

Table 2 Issue and interests by stakeholder group

Stakeholder group	Approx. number of participants*	Issue/interest/concern
Aboriginal and/or Torres Strait Islander	56	<p>Access to health services has become a bigger challenge for Aboriginal people compared to non-Aboriginal.</p> <p>Aboriginal people have seen an improvement in access to child care and volunteering in the past five years, however, cultural recognition, awareness and celebration has become a bigger challenge.</p> <p>Aboriginal people saw significant improvement in attracting and retaining staff compared to non-Aboriginal people.</p> <p>Aboriginal people also saw lots of improvement in the responsiveness of Council compared to non-Aboriginal people.</p> <p>They also feel less connected to the community than non-Aboriginal people.</p>
People with disability	33	<p>Almost 60% of this group felt crime prevention had become a bigger challenge and access to health services was still a challenge or had become a bigger challenge for more than 80% of this group.</p> <p>More than 80% felt inclusiveness was still a challenge or had become a bigger challenge than it was five years ago.</p> <p>More than 80% had concerns about increasing energy costs and more than 70% were worried about flood preparedness.</p> <p>This group most values the community resilience and how they work together during times of crisis.</p>
People aged 24 and under	26	<p>More than 90% of this group said access to health services was still a challenge or bigger challenge than it was five years ago.</p> <p>Access to reliable internet was a challenge for more than 75% of this group.</p> <p>This group would most like to change or improve recreation and entertainment options for the community.</p>
People aged 65+	71	<p>More than 90% of this group said crime and access to health services were still a challenge or had become a bigger challenge in the past five years.</p> <p>65% had seen an improvement in cultural recognition, awareness and celebration and 55% had seen some or lots of improvement in keeping the heritage and character of the local area.</p> <p>More than 80% of this group felt Council's responsiveness and transparency was still a challenge or had become a bigger challenge.</p> <p>This group most value the agricultural productivity of the area.</p>
Males	123	<p>Males were more positive than females in their assessment of the Shire's challenges and issues, consistently indicating that challenges identified by the community five years ago had improved or were no longer a challenge.</p> <p>The two exceptions were flood preparedness and the sustainability of the roads network where males said these had become a bigger challenge.</p>

Stakeholder group	Approx. number of participants*	Issue/interest/concern
		Males were also less likely than females to feel like they belonged in the community or that the community respects their heritage and culture.
Females	262	<p>More than 80% of this group felt declining volunteerism was still or had become a bigger challenge than five years ago.</p> <p>Access to health services and crime were the biggest challenges while cultural recognition, awareness and celebration had seen the most improvement.</p> <p>They most value the community's resilience during natural disasters, the opportunities for work and the country lifestyle.</p>
Council staff	105	<p>This group has concerns about the shortage of Council staff and the ability to attract and retain qualified staff to fulfill obligations.</p> <p>There is evidence of low staff morale, dissatisfaction with leadership and a desire for more communication and consultation with staff to inform organisational decision-making.</p> <p>Staff do not feel listened to or appreciated and would like greater recognition for their work and contribution.</p>
Councillors	8	<p>This group value the big open spaces of Moree, its rich agricultural lands and the opportunities it brings and the people.</p> <p>Councillors have concerns about crime and Moree's associated poor reputation, roads, access to health services and the lack of collaboration between the many agencies here.</p> <p>They recognise Council has perceived issues with accountability, positivity, and poor reputation.</p> <p>They believe Council should be taking the lead on controversial issues and conversations about youth, racism and crime.</p>
People who have lived here for 5 years or less	54	<p>More than 50% of this group disagree or strongly disagree that Moree Plains has a strong and sustainable economy.</p> <p>This is expected in the context of the past five years which has seen drought, floods and a pandemic.</p> <p>This group has also seen more improvement in crime prevention than longer term residents.</p>
People who have lived here for 20 years or more	244	<p>More than 60% of this group felt crime prevention and access to health services had become a bigger challenge in the past five years, while 50% said declining volunteerism was still a challenge.</p> <p>More than 90% felt attraction and retaining qualified staff was a challenge while 84% felt attracting more visitors was still or had become a greater challenge.</p> <p>They most value the sense of community and friendly people.</p>

**based on tools where demographic profiling data was collected*

3. Methodology

A range of online tools and methods were used to communicate with and engage the community and other stakeholders during the engagement period. Due to the outbreak of the omicron variant of COVID-19 in late 2021 and early 2022, some face-to-face methods were shifted online for the health and safety of the community, Council staff and contractors.

Table 3 Outcomes of methods and tools used for community engagement

Method	Detail	Outcome
Advertising	Paid notices in print, broadcast or online mediums to promote engagement opportunities	1 print ad 80 radio ads
Art competition	An art competition for children and young people aged 16 and under was open between December 2021 and 7 March 2022. Entries needed to show their vision for the Moree Plains for the next 10 years. <i>See Appendix 12</i>	1 entry received
Flyers	A DL flyer with Project information and a QR code was sent by unaddressed mail to all households in the LGA. The flyer included a Reply Paid feedback form. <i>See Appendix 1 and 13</i>	6270 properties received flyers 47 feedback forms received 69 QR code scans
Kitchen table discussions	Small, informal gatherings where participants, led by a host, discussed topics related to challenges and opportunities for Moree Plains and recorded their discussion. A downloadable and hard copy kit were available for hosts. <i>See Appendix 8</i>	3 kitchen table discussions held
Media releases	Proactive media statements were provided to the media to promote the Project and the engagement opportunities. <i>See Appendix 2</i>	2 media release issued
Meetings	The Mayor and Council staff met with the State MP and representatives from Local Aboriginal Councils to discuss the Project and opportunities for their networks to get involved.	2 meetings held
Mentimeter	Mentimeter is an interactive presentation software that allows presenters to engage with their audience in real-time. Participants can enter responses to questions, participate in quizzes or ask questions anonymously using their phone or device.	9 Mentimeter presentations
Newsletters	Information about the CSP and engagement opportunities was emailed to businesses, CSP stakeholders and Council staff. This included two stories in the Business Burst newsletter, three emails to CSP stakeholders and two all staff emails.	350 businesses 380 CSP stakeholders 200 Council staff
Pop-up stalls	Councillors and Council staff facilitated pop-up stalls in Moree and Boomi to speak directly with the community about the Project and promote engagement opportunities	4 pop-up stalls held
Posters/corflutes	Posters were installed in various Council facilities and included a QR code linked to Council's project webpage. <i>See Appendix 6</i>	34 posters 2 corflutes
Presentations	Council staff presented to interagency roundtable meetings in Moree, Mungindi and Boggabilla to create awareness on the CSP, encourage organisations to have their say, and seek feedback on how they would like to be engaged during public exhibition of the draft CSP.	3 presentations
Survey	An online and hard copy survey was used to obtain input on the community's vision, values and challenges. The survey was open from 4 February to 7 March 2022. <i>See Appendices 10 and 11</i>	387 survey responses
Social media	Online social platforms were used to share Project information and interact with stakeholders. Posts were shared on Council's Facebook and Instagram and Councillors were encouraged to share posts with their respective networks. <i>See Appendices 4 and 5</i>	16 posts 31,726 post reach 2034 engagements
Videos	A video to promote the engagement opportunities was shared on Council's social media platforms. <i>See Appendix 7</i>	689 video views
Webpage	A Project webpage on Council's corporate site included a Project overview, links to the survey, a downloadable kitchen table kit, downloadable entry forms for the art competition, link to register for the workshops and a project timeline. <i>See Appendix 3</i>	1383 page views 454 unique visitors 142 document downloads
Workshops	Online workshops were held with the community to seek input on community values and service levels. Face-to-face workshops were also held with Councillors, Council staff, the business community and residents in Mungindi, Pallamallawa, Boggabilla and Toomelah.	4 online workshops 10 face-to-face workshops 208 total participants

4. Findings

4.1 Art competition

The art competition was open to all residents of the LGA aged 16 and under in the 2022 calendar year. Entries needed to represent the entrant's vision for the Moree Plains Shire over the next 10 years. All schools in the Shire were directly contacted twice regarding the competition.

Figure 1 Eight-year-old Aurora Kwan of Moree won the art competition for her vision for Moree Plains



4.2 Business workshop

A face-to-face breakfast workshop was held with the business community on 24 February in the Max Ballroom. The workshop was open to all members of the business community and registration was via Eventbrite. Of the 29 people who registered, **25 participated in the workshop**. The Mayor, two Councillors and five Council staff also attended.



Figure 2 About 25 members of the business community participated in a breakfast workshop

Spectrum facilitated the workshop which ran for about 45 minutes. After a brief presentation on the CSP and the role of the community, participants broke into groups across each of the current CSP themes. Under each theme were between five and eight community goals. Participants were asked to identify strategies or actions for how each goal could be achieved. The groups rotated around each theme and added to the suggestions of the previous groups.

Finally, participants were given three red dots to select their top three priorities, shown in Tables 4-7 by a red dot (•). A copy of the business breakfast presentation is available at Appendix 10.

Table 4 Business breakfast workshop strategies and actions to achieve An inclusive, caring community

Goal	Strategy/Action
Our community feels safe	Regular updates on programs to increase safety
Our community has access to the health services they need at all stages of life	Publicly available specialist schedule Make easy for doctor to get here (transport) mobility for patients Doctor sponsorship program. Rural docs to stay in region. Tie sensitive Liaison person between med and community to welcome and get involved
We are resilient Our community is resilient in the face of emergency or natural disaster	Promote Moree as a positive, resilient community e.g. fire, drought, water people move here • During drought diversify industry to sustain pop. secondary industry SAP •• More HOUH? raising scheme opportunities Large scale machinery service industry and service centre for inland rail
Our community recognises, respects and is inclusive of all of its members	

Goal	Strategy/Action
Our Aboriginal and European heritage is preserved and celebrated	Arts Council. Acknowledge and celebrate the broad history. Enhance local culture opportunities for people in and out of shire. Government social funding to com serv organisations - more transparency and accountability to community and business. Business can partner but, need op to do so! Want to partner but won't as don't know where money goes. ••
Our community has access to care, learning and education no matter their age •	Collaborative advocacy of council/com leaders to NSW Govt for TAFE/ Ed. especially target industries - retention of jobs. •• Promote VET to make attractive. Work together to set up a class. Promote ed opportunities in schools early. Promote work experience. Jobs at the expo HS business to list job/WE. Council to facilitate. •• Council to assist in grants for funded positions in organisations. •
Our shire has vibrant arts and cultural opportunities •	Tourism Moree more promotion in Shire. Arts Council grass roots but not same volunteers - avoid burn out. Orgs/Council to set up kick start groups/get grants. Business benefit. Sustainable model for volunteerism.
Our community has access to a variety of sporting, leisure and recreational activities	Diversify opportunities e.g. rowing at water park. Use our resources more effectively. Cross country bike riding. More competitions

Table 5 Business breakfast workshop strategies and actions to achieve Sustainable spaces and places

Goal	Strategy/Action
Our community respects and takes care of natural environment.	Picture theatre Standard of sporting fields
Our shire has spaces and places that are attractive and desirable places to be.	Pool - resource for sports international •• Aboriginal art - stronger themes in town • Finalise/finish PCYC Children's play area, sensory space Basic town presentation
Our shire has a range of diverse and affordable housing options.	Removal of burnt houses •
Our community sustainable manages our valued artesian water.	Drainage - Moree - Villages
Our environmental impact is minimised.	Management of artesian water (non- commercial) • Gwydir Wetlands world rec. but not accessible Mary Brand Park - recreation response, kayak, beautification Remediate vacant servo site Riverbank garden rehabilitation
Our services and utilities meets the needs of our community now and in the future.	Burnt out businesses - need remediation Livestock selling centre • Infrastructure and services to support SAP population growth • Skatepark - shading Cultural centre for aboriginal services/art/visits • Embracing reconciliation - identified site in town • Better utilisation of sporting assets Managed public access to water park Identify alternative uses here i.e. rowing at water park. Investigating sale of vacant lots Fenced park and playground Skatepark - amenities. - seating • Youth hub (after hours) Drug rehab centre
Our shire is known as a centre of agricultural excellence and innovation.	Community involvement on country, connection to country that also manage weeds and care of vulnerable plants, fauna and aid manage of weeds SAP to support viable ag and value add ••••

Table 6 Business breakfast workshop strategies and actions to achieve A vibrant regional economy

Goal	Strategy/Action
Our shire has a strong, sustainable and diverse economy.	<ul style="list-style-type: none"> Improve council DA approval timelines •••• Improve DA process ••• Losing potential investor and development because it's "too hard" ••• Diversify economy Plan for improvement and implementation e-charger network in shire. Forward thinking so not hodgepodge like digital network
Our community has access to reliable transport connections to move through the shire and beyond.	<ul style="list-style-type: none"> Key roads to improve connectivity e.g. <ul style="list-style-type: none"> - Tullagoobri Lane (complete last 8km of bitumen) - Link to border north Boomi again bitumen and border
Our local businesses are strong, resilient and supported.	<ul style="list-style-type: none"> Chamber of Commerce more involvement. SAP support, value add for ag, manufacturing Reinvigorate Business Chamber • Investing in ag tech
Our shire has a growing population and skilled workforce. •	<ul style="list-style-type: none"> Planning well ahead for investment projects Need career progression Agricultural education - TAFE Facility • Practical ag - take research and ground truth • Skills •
Our shire is a tourism and lifestyle destination.	<ul style="list-style-type: none"> Encourage motels to allow public access to hot pools/artesian water Accountability for past council and actions Clean up burnt houses • Housing •••
Our shire is connected to the world by affordable, high speed digital technology.	<ul style="list-style-type: none"> Reliable internet and connection Social co house (tech) ••
Our shire is a desirable place to live, work, play and invest •	<ul style="list-style-type: none"> A lifestyle "directory" of all activities/groups/clubs/things on Moree tourism to develop theirs more digital Self-belief Reconsider size of houseblocks in new development more space for trees and so blocks are less close together Ridiculous process to build a house Better consultation More space for new developments Council to incentivise/kick start housing/development
Opportunities from the SAP and inland rail are maximised to benefit the community.	

Table 7 Business breakfast workshop strategies and actions to achieve A leading organisation

Goal	Strategy/Action
Our council is financially sustainable and responsibility manages and maintains our assets.	<ul style="list-style-type: none"> Being proactive rather than reactive Moree effective and efficient use of resources Look at improved staff output Increase productivity amongst staff
Our community is informed, engaged and heard.	<ul style="list-style-type: none"> Improved regular communication with the community via radio and newspaper No single stop source of information - website Recognise many still read the paper as main source of information Single source of information - website Set the standard and live by it (productive, value for money) • Communication •• All sections of the community Educating the customer service staff to provide responses accurately and timely Follow up communication Community noticeboards in public area e.g. one @ pool
Moree Plains Shire Council is an employer of choice.	<ul style="list-style-type: none"> Review of staffing, look at culture Qualified staff in appropriate areas Shire wide view not Moree centric • Staff Culture!!
Community leaders are active, collaborative and work together to address community issues.	<ul style="list-style-type: none"> Reduce the impediments Being proactive in the attraction of industry and investment

4.3 Community workshops - online

Four online workshops were held between 15 and 17 February 2022. The workshops were promoted online and offline and were open to everyone to register to attend via Eventbrite. Of the 34 people who registered across the four workshops, **25 participated**. A copy of the workshop presentation is available at Appendix 9.

Spectrum facilitated each workshop via Microsoft Teams and each workshop lasted about one hour. It included a presentation about the CSP before using Mentimeter to engage participants in responding to questions about challenges and priorities, what they'd like to see changed at Council and their vision for the next 10 years.

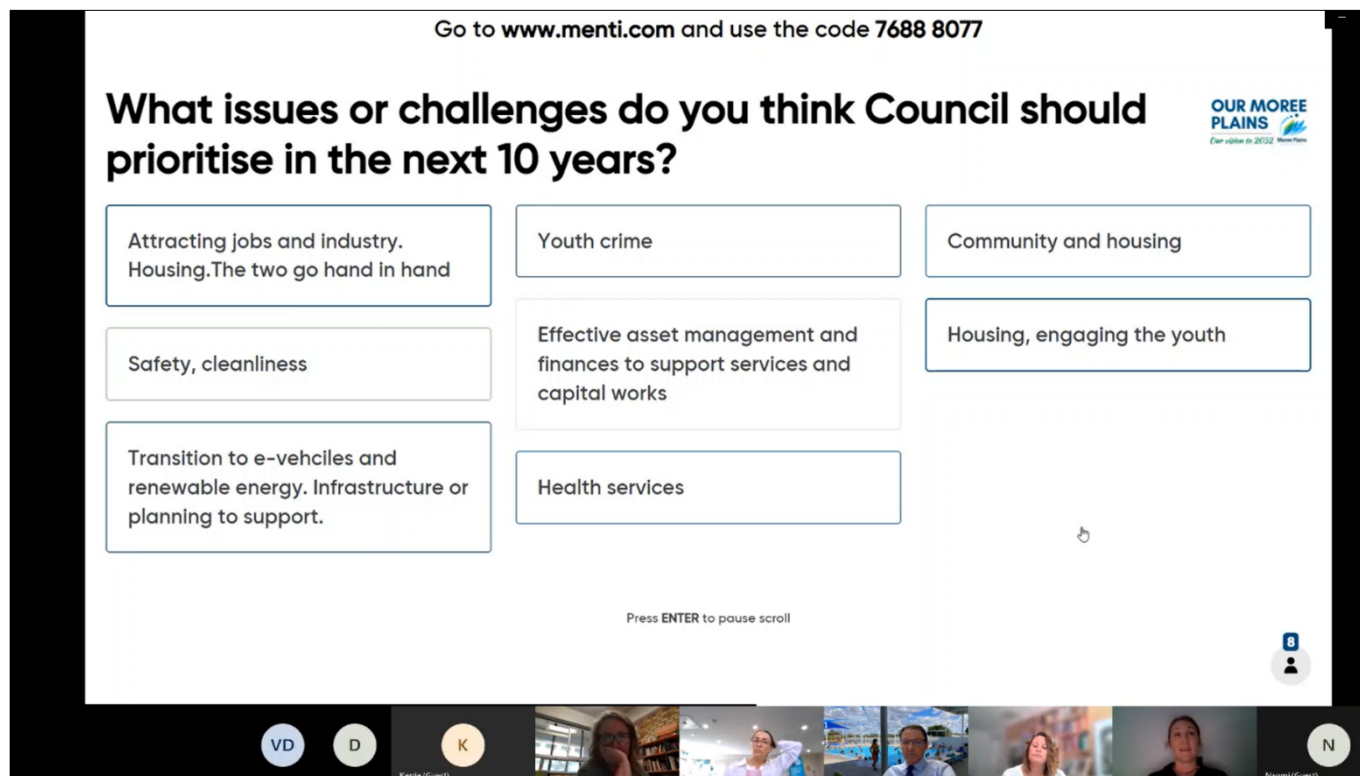


Figure 4 A screenshot of one of four online workshops using Mentimeter and Microsoft Teams

What challenges or issues they would like Council to prioritise (in order of prevalence)

- Economic growth, employment and development
- Attracting and retaining residents, workers and businesses
- Housing and removing burnt-out houses
- Youth crime
- Youth engagement/youth refuge/youth opportunities
- Health services and attracting doctors
- Education facilities
- Community and tourism facilities and attractions including in for villages
- Greater accountability and transparency in decision-making
- Greater responsiveness to community
- Encouraging development by removing roadblocks
- Stronger collaboration between Council and other organisations
- Council leadership/cultural change
- Safety, cleanliness, town entry amenity
- Infrastructure and planning to support a transition to e-vehicles and renewable energy
- Limits/regulation on number of pokies per capita
- Providing the infrastructure, parks and facilities required to improve liveability
- Domestic violence awareness campaigns
- Supporting volunteer organisations
- More and inclusive community events
- Incentivise shopping locally

What they would most like to improve or change about Council (in order of prevalence)

- Greater accountability for decisions and lack of action
- Greater transparency in day-to-day operations
- Change of leadership
- Receptive and responsive to community concerns
- Communication
- more action, less talking
- Clearer accountability on information from community consultation groups to council
- More accessible and open to progress
- Support progress
- Greater productivity
- Council staff showing commitment to community.
- Greater connection to the community
- Improved cultural diversity balance within Council
- Future focused
- Stronger collaboration
- Encourage development.
- Greater consultation and inclusion in decision-making.

4.4 Community workshops – face-to-face

Face-to-face workshops were held with the communities of Mungindi, Pallamallawa, Boggabilla and Toomelah. Council staff facilitated the workshops which ran for about one hour. Eighteen people participated at Mungindi, 30 people participated at Pallamallawa, seven at Boggabilla and three at Toomelah.

Participants at Mungindi and Pallamallawa wrote down their community goals and placed them under the current CSP themes. They then worked in groups to identify challenges and opportunities for achieving each goal before nominating their priorities using red dots. The groups rotated around each theme and added to the suggestions of the previous groups.

Participants at Boggabilla and Toomelah discussed challenges and opportunities regarding the topics of liveability, youth and education, jobs and workforce and engagement.



Figure 5 A face-to-face workshop was held with the Mungindi Progress Association



Figure 6 A workshop was held with the Pallamallawa community to understand their goals, challenges and opportunities

Mungindi workshop findings

Table 8 Mungindi workshop goals, challenges and opportunities for An inclusive, caring community

Goals	Challenges	Opportunities
Safety ●●● - Police presence - A safe community - A drop off zone at St Josephs school Safety for all		
Campaigning to have our internet/phone black spots and connectivity improved. Be a connected community ●●	Isolation	
Creating a better health service for rural regional residents - local doctor - more allied health services - encourage people to stay in rural remote areas - improved health for our community ●●	Staff and facilities Vet	Rural Flying Doctors Service Rural and remote doctor program ●●●● Improve attracting - residents - visitors
Day care services Long day care services 0-3 years Boost equitable regional employment. Long term day care ●●●●●	Staff Funding Facilities	Community capacity building
Help reform SES in Mungindi. ●●● Improve community safety and resilience		
Programs to engage children/youth outside of school Skills - life skills Provide meaningful activities for youth after school Giving purpose to youth ●		Youth centre Staff Funding State of the art community facilities ●

Table 9 Mungindi workshop goals, challenges and opportunities for Sustainable spaces and places

Goals	Challenges	Opportunities
Empowering community pride. To foster community pride in being a resident of Mungindi looking at gardens/public spaces ●●●	Community pride ●	Education and employment
Beautification - encourage houses to look after yards Beautification of places - Barwon River - Gillpill Creek - River/creek walks ●	Affordable housing	Beautified town for tourism - Hot pool and pool complex rejuvenation - Main street needs some love - Improving first impressions ●●
Park river pump working to enhance the main street park ●	Money	Grants ●●
Town Maintenance - Grey water? or total bore water? Same river system - Road improvements especially gravel roads in the shire - Maintain roads and streets, pavements to a safe standard. - Footpath upgrades to provide safety when walking - Better lighting in Mungindi, more light fixtures around town, improve current safety - Can't control seasons -	Workforce Landholder engagement x border issues ●●	Bipartisan Councils MPSC and BSC
Community Pool - hours -better access - upgrade ●●●●	How to prioritise challenges	Build community capacity

Goals	Challenges	Opportunities
To address the issue of river water sustainability to water/river health in all seasonal times	Volunteers	Monitor and maintain parks and lawns each week
Gutters draining of town. Gutters where there is none ••	Agencies - how to get them involved	
Recycle shop in Moree for purchase of used/old goods Better sustainability!!! •		BBQ areas in town, at town park and near town pool
Town Library •		
More sporting opportunities - Tennis courts - lighting - Netball - Footy - lighting, gate, fence around oval		

Table 10 Mungindi workshop goals, challenges and opportunities for A vibrant regional economy

Goal	Challenges	Opportunities
Supporting local talent with developing their business ideas/start up's Promoting and implementing a stronger circular and digital economy •	Time zone with border ••	Community store new shops/butchers Reduce red tape Work closely with businesses or business associates to problem solve issues faced by local businesses •
To promote the shire to encourage further tourism to smaller satellite communities •	Improve rural roads by sealing - promote self help program - Improved signage More informative signage - road closures - tourism attractions - Weemelah needs sign on highway to attract visitors - budget - skilled staff	
To allow equity of employment opportunities by providing long day care •		
Population growth •• - shire wide - villages		Boost economy • More shops Keep people here Incentives for people - cheaper house prices - good teaching systems - utilise existing natural assets to beautify the area - no rate increases
Diversify and grow economically - take advantage of natural advantages e.g. water security		

Table 11 Mungindi workshop goals, challenges and opportunities for A leading organisation

Goal	Challenges	Opportunities
A council that is financially "fit for the future" Sound asset management Innovative Council	The elected council More community engagement Collaboration with surrounding shires ••	Council meetings in villages & staff ••
Animal Control		
Leading in tourism/promotion •	Funding	Natural assets – promoting •
Advocacy for businesses including villages	Staffing	Employment •• Sustainable businesses •
Combined shire cohesion - Healthcare - Beautification - Tourism Both shires working together as we are a border town	Collaboration with surrounding shires ••	

Pallamallawa workshop findings

Table 12 Pallamallawa workshop goals, challenges and opportunities for An inclusive, caring community

Goal	Challenges	Opportunities
Improved activities in parks in villages. Village parks are very limited adding more activities will improve community. Improved park facilities so that all community members can enjoy. More inclusive community through facilities.	No development - lots tied up.	
Improved day care services so working families stay and stop leaving. A focused childcare strategy that meets the needs of our growing young community ●●●●●●●●	Lack of after school care.	Incentive for day care and health.
Health seminars in all local towns. Encourage more medical providers/practitioners. Healthier community. To improve our health and education facilities ●●●●●●●●	Attracting & maintaining professionals. Federal policy on doctors. Education - not leading to a good future	
A combined/ coordinated justice, crime prevention approach to community. St paths, access, lighting and safety. Safer Community ●●●		Provide more lighting.
	Lack of people, money & housing. People who are involved, leaving. Too long to get things done. Funding Time shortage Transport of services. Dogs! ●	Training locals - proper Grants. Strategic plan. Pallamallawa Bus

Table 13 Pallamallawa workshop goals, challenges and opportunities for Sustainable spaces and places

Goal	Challenges	Opportunities
Need to promote tourism Notice board coming into Pally.	Event Significant Signage on highway	Safe town ●●●● Fishing, camping, walks Visits to farms etc Camp Bush Expos
Footpaths Kerb and guttering shire wide A road hump across entrance of school crossing to stop speeding traffic ●●●●●●●●	Properly built roads which has more than 12-18 months before breaking up. Improved roads in our small towns. Improve footpaths town and around ●●●●●●●●●● Pally school Driveways Drainage and sewerage Drains in Pally Drainage for our streets Maintenance of levee Need a collection well	
Sharing highway trucks in residential streets		
I would like to see more of the grounds better maintained Mowing grass on each side of Gwydir Hwy Trimming of trees in laneways Tidy vacant abandoned blocks and yards ●●●●●●●●		
More services for young children in the shire i.e. more sporting clubs Recreational facilities /Improved recreational options/facilities - pool - sporting grounds/facilities - gathering spaces - fields & parks - entertainment Open hot pools fully ●●		Have number of children

Table 14 Pallamallawa workshop goals, challenges and opportunities for A vibrant regional economy

Goal	Challenges	Opportunities
Grow the population across the shire •		
Improve/increase tourism - opportunities - development - support More tourism advertising on TV i.e. Tamworth promotes big guitar. What does Moree promote? Get it out there Better promotion of tourism		Promotion/advertising esp. tourism MAAC - finished 50m Utilise natural assets e.g. boat ramps, accessibility to river •••
More improved childcare for working families improved childcare shire wide. More support and activities to encourage educators to remain in our shire ••••••••	Not enough childcare Attracting skilled staff Stops people moving here/more centres/more places	
Better opening hours for waste facilities •		
More support for agriculture		
Increased industry development - employment - economic growth Support business & industry growth that benefits the community for the long term More shops in Moree Improved investment in industry Encourage new industry To build a better tertiary industry - not so reliant on our main agricultural industry ••••••	Crime – break and enter in shops Need land to open up for development. More collaborative council - staff support development (DA's)	Businesses are here but need council support Support innovation Business attraction/incentive. Village life (commuter difference) ••
In flood free areas open up more building blocks with a proviso that a house be erected within 5 years (not just to be sat on) Sustainable and sufficient social housing to meet the demands of the future ••••	Amount of social housing Housing - quality, quantity - support developers	
Improved road network ••••	Water sewerage network - Pally (5 - 10 yr.) – health •••	

Table 15 Pallamallawa workshop goals, challenges and opportunities for A leading organisation

Goal	Challenges	Opportunities
Improve drainage on many parts of our road network. I contacted council about this last year and have not met with anyone yet Communication needs improving Why do council people not take calls? Communication ••••••••	Message gets directed to the right person Persons understanding the issue and being sympathetic to the causes Internal communication also being well organised Consistent communication back to residents Fairer representation for smaller communities Recognition that the means of communication should be similar to the anticipated audience	Improve response time Person taking calls are aware of the issues across the shire Some familiarization training Following through on promises or agreement to do what we say we will, not deferring responsibility, have a contact officer take that responsibility Streamlining processes - Beginning - Action - result - conclusion - feedback Having designated Councillors or staff that residents can contact Signage for Pallamallawa and Shire areas to promote here ••
Advocacy - Health - Education - Law and Order		
Improving D.A's ••		

Boggabilla workshop findings

Table 16 Boggabilla workshop issues and opportunities

Liveability	Engaging	Education	Workforce and jobs
<p>Boggabilla has no community centre/ hall to use to gather people together</p> <ul style="list-style-type: none"> - Want to use the Boggabilla Oval for community gatherings/meetings but have to pay as per fees and charges. Can the oval be used for free? - Can Council investigate a community centre at the oval? Would mean that can tie in community meetings/ events and programs with sport to help keep kids and parents engaged - Is there a building available that can be converted to community centre? It would need to be run by a local committee and be community driven - The old school is owned by the LALC and not in use. Can it be repurposed for a community centre? 	<p>Request for Councillors (in particular Cr Cochrane, Cr Hartin and Mayor Johnson) to visit Boggabilla during exhibition of CSP and/or for a community event. Boggabilla want to know who their Councillor representatives are.</p>	<p>Drug Arm run a breakfast program twice a week before school – an incentive to get kids to school, and on time</p>	<p>There are jobs, but mostly available in Goondiwindi</p>
<p>No Boggabilla swimming pool – other areas have one but not Boggabilla. Residents have to go to Goondiwindi, where some feel excluded from that place due to race</p>	<p>Consultation with Aboriginal community isn't about "ticking the box" to say it's done. Would like to see Council close the loop and provide a decision on their requests.</p>	<p>Bus issue – there is a no bus to take QLD kids that go to school in Boggabilla/ Toomelah back to QLD in the afternoon – needs to be sorted. (See Toomelah)</p>	<p>Would like local employment opportunities for locals – perception too many people from out of Boggabilla taking up the very limited Boggabilla jobs. For example, review village maintenance contract to be for Boggabilla locals</p>
<p>Burnt out houses issue</p> <ul style="list-style-type: none"> - Look at partnerships (e.g. men's shed) and grants to help get action - Council to assist with EPA liaison 	<p>Actions speak louder than words – community wants to see change and works occurring in Boggabilla</p>	<p>Look at Flat Track model for Boggabilla – needed very much for some students. Any similar program/ independent learning centre needs to be off-campus away from the "School" stigma</p>	<p>Type of job training that people do is dependent on what is offered at TAFE</p>
<p>Town appearance and maintenance to be improved – overgrown grass issue</p>		<p>Limited motivation for school leavers to undertake further education</p> <ul style="list-style-type: none"> - Need to promote TAFE/ VET pathways to students while they are in school - Dedicated pathways program in school to get further training and job placements - Improved partnership between TAFE and the High School - Need to "sell" the benefits of education to kids and parents 	<p>The Army infrastructure build and training program worked well while here, but as soon as the program finished, people weren't motivated to try get a job with the skills they had learned. There were also no local opportunities. Majority went back to being on Centrelink</p>

Liveability	Engaging	Education	Workforce and jobs
Cemetery maintenance, especially after rain requires more attention		Parents need to be more motivated to support and encourage their children to undertake study/ get a job <ul style="list-style-type: none"> - Community meetings to help motivate parents - Fixing the problem starts at home 	Amount of jobs available (i.e. services) is linked to Boggabilla's liveability issue
Need to improve kerb and guttering		Look at Emerge café example in Toowoomba – struggling youth are provided/ supported in a job in a café to try turn their life around - https://emergetoowoomba.squarespace.com/	Need to motivate residents to work <ul style="list-style-type: none"> - Done through community events/ meetings - Demonstrate what is possible through work (more money/ better lifestyle/ better opportunities for the kids)
Roads to Boggabilla Tip entrance requires more attention – not accessible when wet			Need a main street attraction to help make it more vibrant – must be community led and driven to be a success <ul style="list-style-type: none"> - Look at a co-op model or Outback store - Pop up store/ cafe - Pop up event
Crime issue with Police no longer have 24 hours presence. As soon as police shift ends, trouble starts. Bring police back to the town			

Toomelah workshop findings

Table 17 Toomelah workshop issues and opportunities

Liveability	Engaging	Education	Workforce and jobs
Dog ownership issue and dog attacks in community <ul style="list-style-type: none"> - Request a responsible dog ownership program/ event in Toomelah where ranger comes and microchips dogs, desexing etc 	Toomelah would like a stronger relationship with Council and more involvement <ul style="list-style-type: none"> - Would like a meeting with GM to discuss what the relationship could look like - What additional services can be negotiated? 	Bus issue – there is a bus that NSW Government pays for to bring QLD kids to school in Boggabilla/ Toomelah but not the other way around	Would like to see more training and job opportunities with the Council for Toomelah residents. 98% unemployment rate in Toomelah. Job Link Plus can train the community, just need the job opportunities - e.g. Traffic control with Council or local maintenance jobs
Limited recreational opportunities for community – people need to go to Goondiwindi, which not everyone has access to	Would like a “workers in community” program to role model to Toomelah youth and motivate them what working means <p>Would love students to hear from Council staff/ Councillors about their careers to learn there is a bigger world they can aspire to outside of Toomelah</p>	Need more before and after school programs (sport/art etc) to help get youth to school, and after school to provide activities to youth so they don't get into trouble <p>Programs cant be school teachers – youth need to see a “different face” to their school teachers to help get respect/ make sure it doesn't feel like school</p> <p>Programs should be community led – is there someone in Toomelah that can be trained to run the after school programs?</p> <p>Look at ideas like Midnight Basketball in the Blue</p>	Want to see more local jobs for locals, not externals

Liveability	Engaging	Education	Workforce and jobs
		Mountains, which gave youth something to do at night School has funding for programs, but only during school hours. Can we get creative on how this funding is used for different hours?	
LALC limited in what they can do for parks/ facilities and town appearance in the Lands Council land due to funding. Acknowledge isn't Council responsibility	Toomelah school are setting up a Youth Council/ Leadership program. Are undertaking a course in Moree in May. Would like to set up a tour of the Council chambers and meet with the Mayor (in mayoral robes!)	Service providers need to be as local as possible. If coming from Tamworth, QLD, etc they only come once a month. Needs to be more regular. Even Moree service providers rarely come.	Need to motivate the community to work, by providing opportunities and demonstrating the benefit – e.g. lifestyle on \$1000/ week vs Centrelink at \$400/week
Would like to see more programs like the community clean up Council helped them with	Need significant action on coordination and streamlining service organisations – priority. Too many people coming in for a short period of time	Parents need to do more to improve the livelihood of their children. Collaborate with Service providers for Parenting Programs.	
No internet or phone service in Toomelah. Satellite for internet is available, however extremely expensive and not enough data. Puts people at even more disadvantage. Toomelah School tried to put infrastructure in kids' homes for remote learning during covid, however internet isn't good enough. NBN hasn't been delivered to Toomelah. - Council to help advocate for better internet connectivity for Toomelah and Boggabilla	Poor accountability of agencies and service providers in the Boggabilla/ Toomelah Roundtable to deliver on the actions agreed to – who has the role to hold people accountable?		
	Council can come into the Toomelah Lands Council – the community doesn't want to be cut off. Would like a meeting with GM to discuss future relationship between Council and LALC on potential services.		
	Grant writing workshop for Toomelah and Boggabilla to help the community help themselves		

4.5 Councillor and executive workshop

A face-to-face workshop was held with Councillors and Council executive staff on 3 February 2022. Eight Councillors and four members of Council's executive team participated, and one Councillor was an apology.

Spectrum facilitated the workshop which lasted almost three hours. The workshop included a presentation about the CSP before using the interactive platform Mentimeter to engage participants in responding to questions to identify Councillor and executive values, community challenges and suggestions for improvement and change.



Figure 7 Councillors and Council's executive team participated in a workshop to discuss community goals and strategies

What they value or love most about Moree Plains (in order of prevalence)

- The people
- Sense of community
- I feel at home for the first time in my life
- The opportunities in business and agriculture
- The landscape and wide-open spaces
- Feeling of connection and relationships
- The rich agricultural heritage

What they like least about Moree Plains (in order of prevalence)

- Lack of health services
- Poor reputation and perception of Moree
- Crime
- Lack of jobs and opportunities
- Roads
- Lack of access to education
- Isolation
- Burnt-out houses

Community challenges (in order of prevalence)

- Population decline
- Attracting and retaining skilled people and businesses
- Funding for infrastructure and maintenance
- Reconciliation and harmony
- Increased climate variability and dependency on agriculture
- Access to health and education
- Roads
- Adapting for the opportunities of the Moree Special Activation Precinct.

Most like to improve or change in community (in order of prevalence)

- Reconciliation, equity, inclusion and better outcomes for First Nations people
- Greater opportunities and safety for every child
- Opportunities and sustainable employment
- That all feel responsible, connected and accountable to and for our shire
- Better secondary education facilities
- Perceptions of Moree

Organisational challenges (in order of prevalence)

- Accountability and transparency in decision-making
- Getting a positive vibe in our community about council
- Provision of infrastructure and maintenance within budget
- Financial sustainability and capacity
- Leading discussion on controversial issues
- Population decline and attracting and retaining families
- Adapting for the opportunities of the SAP.

Most like to improve or change in organisation (in order of prevalence)

- Better communication
- Accountability
- Community perception of Council
- Efficiency improvement
- Council to be recognised as an industry leader and people being proud to work at Council
- Resources
- Faster processing of development applications
- Roads

Councillors wrote down their top five goals for what they would like to achieve for the community during their term. Goals were placed under the current CSP themes. They then worked in small groups to identify actions and measures for each. The groups rotated around each theme and added to the suggestions of the previous groups.

Table 18 Councillors identified actions and measures to support their goals for An inclusive, caring community

Strategic Goals	Actions	Measures
Greater opportunities and activities for all children	Give our kids activities to do	
Ensure a safe community and better deal with crime	Interagency meetings with Council facilitation	Percentage of attendees from all agencies Crime stats
	Investing in people with experience to generate solutions	
	Setting KPIs	
Open and frank discussion by the broader community about our history and our future	Increase collaboration between agencies and state and local government	
Stem population decline/people see Moree Plains as a desirable place to live	Research and devise a plan to attract people to Moree	Population trends and growth
Start having a positive impact on liveability of Moree		Community survey
Improvement to our village facilities and make them feel like they belong to Council		
Cultural aspects are seen and heard throughout the shire/inclusive community/lead the way in reconciliation	Review and adopt Reconciliation Action Plan	
	Urban regeneration South Moree	Number of vacant lots decreases Number of burnout facilities decreases
	Implement Acknowledgment of Country in all comms including emails, meetings, speeches	Interpretative signage Traditional names
	Greater participation in reconciliation events	
	Re-establish Aboriginal liaison group	
	Cultural awareness training for Councillors and staff	

Table 19 Councillors identified actions and measures to support their goals for Sustainable spaces and places

Strategic Goals	Actions	Measures
Establish/ensure sustainable water resources	Advocate, establish, fund	Quantity of sustainable water resources
Re-establish South Moree as a healthy and safe place	Regeneration and growth through planning initiatives	
	Interagency roundtable and crime prevention committee engagement	Crime statistics Agency KPIs
Some sort of Environmental Action Plan or Carbon Reduction Strategic Plan	Continue to support Council offset initiative and endorse alternative energy production e.g. solar	Reduction in our carbon footprint Amount of renewable energy produced in Shire
Minimise waste	Maximise recycling	
Improve our sporting facilities	Consistently apply for funding	Utilisation
	Be shovel ready	
Explore options for a circular economy		
Initiate tourism precinct celebrating agricultural and aboriginal history	Promote agri-tourism and aboriginal tourism	Visitation

Table 20 Councillors identified actions and measures to support their goals for A vibrant regional economy

Strategic Goals	Actions	Measures
Diversify our economy and grow new industries	Start Aboriginal tourism trail	Number of bookings
	Investigate internet connectivity alternatives and choices	Every resident has access to a high-speed cost-effective option
	Support start-ups	
	Support existing businesses to grow	
Encouragement and growth of major businesses and retailers to our shire	Food value-add businesses – vertical integration	
Grow visitation and visitor destination product		

Table 21 Councillors identified actions and measures to support their goals for A leading organisation

Strategic Goals	Actions	Measures
Re-establish community faith in Council	Expedite and deliver on backlog of projects	Operational goals
	Engage with communities on what/why poor perception	
	Plan how to address perception issues and implement actions	
	Report back on progress	
	Improve communication/more transparency/celebrate success	Number of community events Community satisfaction Promotion of successes
Establish MPSC as an employer of choice	Conduct staff satisfaction and engagement surveys	Staff retention rates
	Conduct exit interviews	Number of job applications received
	Be competitive in the marketplace	Staff satisfaction results
Accountability – following through on past and future plans made from and to the community	Implement KPIs for senior staff and management	KPIs achieved
	Reward staff achievement	
Improve accountability and transparency and be seen as an example of best practice in local government	Undertake benchmarking	Benchmarks
	Conduct an audit of outstanding resolutions and commitments, review for currency and then plan and deliver on commitments	Commitments delivered on time and on budget

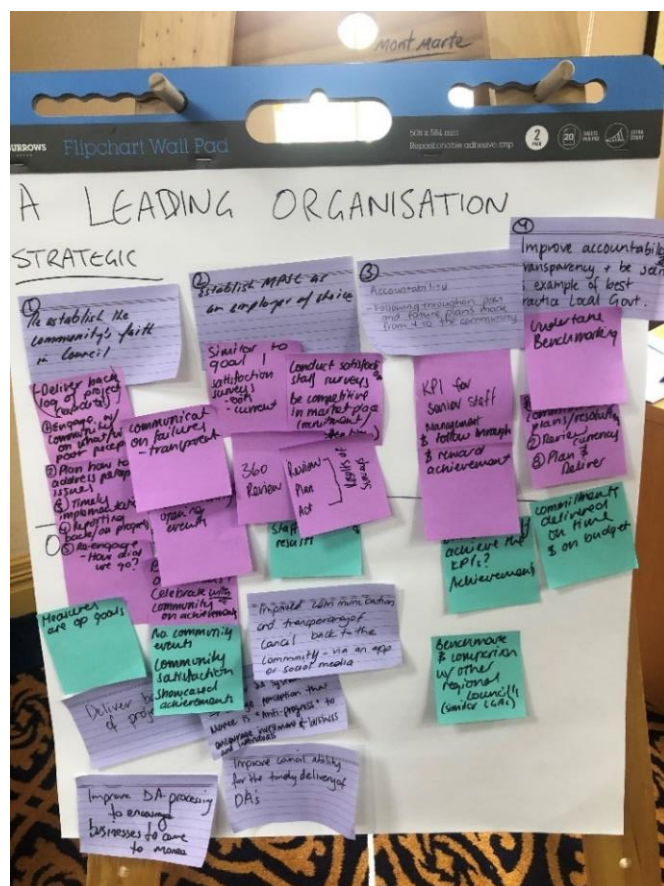


Figure 8 Councillors identified actions and measures for each of their goals

Sentiment on previous CSP community and organisational goals

Participants were asked to indicate how they felt about various aspects of the community and the organisation where 1 was strongly disagree and 5 was strongly agree. The statements were based on the goals from the 2017 Moree Plains CSP. The average of all responses was weighted to produce an average score for each statement, shown in Table 4.

Table 22 Councillors and executive staff statement scores about the community and the organisation

Statement	Score
I feel like I belong in my community	4.50
I have opportunities to participate in Council decision-making	4.33
The Moree Special Activation Precinct will make life better for our community	4.25
I am proud of the Moree Plains and welcome friends, family and visitors to enjoy the unique attractions of our area	4.00
I understand why and how Council makes decisions	3.92
Our Shire has places and spaces that are desirable and attractive places to be	3.82
I think more can be done to safeguard our Shire from the impacts of flooding	3.73
I have opportunities to participate in arts, culture, sports, recreation and life-long learning	3.67
I feel my community respects my heritage and culture	3.58
I feel safe in my community	3.33
I have access to services that allow me to make day-to-day choices that support the environment and live in a clean, healthy environment	3.09
Our Shire has a strong and sustainable economy	3.08
I see Council actively representing the community's aspirations and speaking out for the good of our community	2.92
I have access to the health, social and community services my family and I need	2.75
I have access to reliable transport connections to move through our Shire and beyond	2.75
Council is an organisation that demonstrates best practice governance and embraces workplace excellence	2.75
Our community respects and takes care of our Shire's natural environment	2.73
Communication with Council is open, responsive and informed	2.67

4.6 Council staff workshops

Four face-to-face workshops were held with Council staff on 22 and 23 February 2022. The workshops were open to all staff including those who usually work outdoors. A total of **101 staff** attended the four workshops of whom **88 actively participated**.

Spectrum facilitated the workshops and each lasted for about one hour. The workshops included a presentation about the CSP before using the interactive platform Mentimeter to engage staff in responding to questions about challenges facing the community and Council, what they would like to change or improve as well as gauging their response to a series of statements based on the goals of the current CSP and organisational culture.

Community challenges (in order of prevalence)

- Crime
- Drugs
- Housing – availability, affordability and burnt-out houses
- Economy – ability to attract and retain workers and businesses
- Population decline/growth
- Child care
- Youth/at-risk youth
- Access to health services
- Loss of jobs
- Drought/climate change
- Infrastructure
- Community perceptions/poor reputation
- Education
- Infrastructure not keeping up with growth
- Providing entertainment and activities
- Land rights
- Respect

Most like to improve or change in community (in order of prevalence)

- Address crime, drugs and anti-social behaviour
- More jobs
- Stronger leadership from Council
- Improve access to health services
- Improve access to education
- Youth engagement, activities and facilities
- More attractions and things to do
- Affordable and housing
- Diversify the economy so not so reliant on agriculture
- Police not being scared to enforce laws
- Make Moree desirable and a place to stay long term
- Provide options for improved living
- IT infrastructure
- Change negative community perceptions
- More diversity in cultural food eateries
- Encourage residential building on non flood prone land.
- Provide more resources to keep children entertained and educated
- Sell assets e.g. pool
- Better sporting facilities
- Lower rates

Organisational challenges (in order of prevalence)

- Attracting and retaining qualified staff
- Lack of staff
- Management and leadership
- Knowledge loss through experienced staff leaving
- Fulfilling community expectations
- Flood and drought
- Lack of staff development, education and training opportunities
- COVID-19
- Funding
- Favouritism within teams
- Union
- Wage growth
- Accountability
- Planning and development
- Councillors
- Allowing for change
- Listening to issues

Most like to improve or change in organisation (in order of prevalence)

- Show appreciation for staff
- Wage increases and competitive salaries
- Communication and consultation with staff
- Strong leadership with a shared vision
- Realistic expectations and goals
- Stop using contractors
- Better quality of plant and equipment
- Provide improved position diversity and options
- Increase flexibility and working conditions
- Create a vibrant working environment
- Strong change management systems

- More professional development and learning opportunities
- Transparent decision-making
- Funding
- Promote our town
- Advances in tech systems

Sentiment on previous CSP community and organisational goals

Staff were asked to indicate how they felt about various aspects of the community and the organisation where 1 was strongly disagree and 5 was strongly agree. Responses were then weighted to produce an average score for each statement, shown in Table 5.

Table 23 Council staff statement scores about the community and the organisation

Statement	Score
I am proud to live and/or work in the Moree Plains Shire	3.72
I think more can be done to safeguard our Shire from the impacts of flooding	3.40
I feel like I belong in our community	3.31
The Moree Special Activation Precinct will make life better for our community	3.15
Our community has opportunities to participate in arts, culture, sports, recreation and life-long learning	3.11
I feel our community respects my heritage and culture	3.02
I have access to reliable transport connections to move through our Shire and beyond	2.98
Our Shire has a strong and sustainable economy	2.93
Our Shire has places and spaces that are desirable and attractive places to be	2.92
Our organisation tells the community about the good things we do	2.92
Our community respects and takes care of our Shire's natural environment	2.72
I feel safe in our community	2.64
I understand why and how the organisation makes decisions	2.52
I have opportunities to participate in organisational decision-making	2.41
Our community has access to the health, social and community services they need	2.38
Our organisation demonstrates best practice governance and embraces workplace excellence	2.34
Our organisation always does what's in the best interests of the community	2.27
Our organisation keeps its promises to the community	2.22
I feel senior leadership listens and considers the input of staff in decision making	2.08
I feel informed about what's happening within the organisation	2.05

4.7 Feedback forms

A DL flyer was delivered to all households in the Moree Plains Shire LGA via Australia Post. The flyer included information about the CSP, details on engagement opportunities and a Reply Paid feedback form. The feedback form asked what respondents most valued about Moree Plains, what they would most like to change or improve about the Shire, and what challenges they saw for the Shire in the next 10 years. A copy of the DL flyer and feedback form is available at Appendix 1.

Forty-seven feedback forms had been received by Council, more than 50% of which were from older people aged 65 and older. A copy of all the feedback forms is available at Appendix 14.

What they value or love (in order of prevalence)

- The friendly people
- Sense of community/feels like home
- The climate and weather
- Opportunities for employment
- Pools, river and artesian waters
- Wide open spaces and parks
- Agriculture
- Lifestyle and cost of living
- Facilities including library, art gallery
- Great small villages
- Moree CBD with friendly retailers and cafes
- The friendliness of retail owners here
- Qantas Link services
- Optimism, pride and Aboriginal culture

Community challenges (in order of prevalence)

- Population decline and attracting new families and skilled workers
- Crime
- Youth engagement and education opportunities
- The pool
- Recreation, entertainment and things to do
- Road maintenance
- Attracting new businesses and shops
- Lack of health professionals and services
- Reputation of the Shire
- Town amenity and appearance

Suggestions for improvement or change (in order of prevalence)

- Attract more shops and retailers
- Road maintenance
- Address crime
- Visual amenity – beautify town entrances, footpaths and demolish burnt out houses
- Remove red tape for new development
- More attractions, activities and things to do
- Improve social inclusion and relationships between Aboriginal and non-Aboriginal people
- Better medical and health services
- Fix the pool

4.8 Kitchen table discussions

Kitchen table kits were available to download from Council's website or in hard copy. The purpose of the kit was to help community members facilitate informal discussions around specific topics with their family, friends or workplace. The discussions were recorded and returned to Council.

Notes from **three** kitchen table discussions were received. See Appendix 13.

An inclusive, caring community

PART 1 – SAFETY, HEALTH AND WELLBEING

Q1 What does a safe and health community look like to you?

- Young people and community are happy and thriving and have something to do/everyone is thriving
- Good relationships between Council and Police with the community
- Same care and consideration towards the whole shire, e.g. South Moree misses out
- Roads are maintained/improved e.g. Terry Hie Hie Road to Killarney Gap Road
- Council listens to and acts on communities views to what people say
- Skate park is not safe = no shade cloth
- Pool is accessible to all people in Moree e.g. have local prices or free
- Services and centres accessible for the community to get help (detox etc.)
- Services are encouraged to work when the need is there
- Active youth engagement with all young people from Moree
- Services are culturally safe as well as physically safe
- A holistic approach
- Visuals - green grass everywhere
- Street lights everywhere
- Cooee Park needs to be upgraded and maintained.
- Stop expecting the community to water the parks - and Council to take this responsibility
- More exercise parks, more footpaths, more local hikes and trail paths
- Make the Water Park free

Q2 What community safety, health, culture, arts and wellbeing activities would you like to see throughout our Shire?

- Cultural camps for young people - \$ supported by Council
- Cultural awareness and historical awareness - presented to new employees/residents into the shire
- The population should be deciding what is done and who does it - not Council
- In relation to any activities involving Aboriginal people in Moree, to be effective, the Aboriginal community must be leading these
- HOW any activities are done is as important as what is done - do not do tick box
- Council needs to start a genuine dialogue and consultation with the community – that includes respecting the intellectual property rights of the community

Q3 How can we make our community more inclusive?

- Listen and act on what stakeholders are saying - don't ask questions that you aren't intending on delivering on
- Cultural awareness presented to new employees/residents into the shire
- As above, a genuine and effective consultation process needs to be adopted
- The community is tired of initiatives being short term and patchy and decision-making is not transparent or accountable
- To get the trust of the community, the Council needs consistency and transparency
- We want to know what's happening with the MPSC's Reconciliation Action Plan (the RAP) We also want to know how we can have input into any RAP Committee, the Crime Prevention Committee - and other communities. Council excludes people with its lack of action, inclusion and processes.

PART 2 – THE IMPORTANCE OF EDUCATION

Q1 What is working well?

- Established Aboriginal Education Consultative Group (AECG)
- Some people think Barwon is working well with their students - an opportunity to expand and grow this.

Q2 What is not working well?

- Connected Communities is not working well and the community are not involved
- School disengagement is high and there are too many suspensions
- Data shows Aboriginal people aren't reaching high school – what's going wrong?
- Racist staff should not be at the school - in any capacity
- The kindies are full but there are only a handful of students making it to Year 12. What's going on??
- We want more culturally appropriate ways of doing education and employment.
- Tendering in relation to consultations and tendering for services by Council in these areas needs to be transparent
- Council needs to adapt Indigenous Procurement protocols and guidelines.

Q3 What new initiatives or programs would you like to see investigated or implemented to achieve better educational outcomes for children of all ages as well as adults in the Shire?

- Different learning environments (outside, hands on, on country)
- Sista + Bro Speak (old initiative but not continued)
- Girls Academy - girls miss out!
- Like to see a cultural education school
- More Aboriginal culture in the schools - and doing it differently - including performing arts, film etc.
- We feel our Aboriginal kids aren't being recognised for their particular experience and cultural intelligence - we don't want kids to be pulled into gammin things
- Include "on country" and school-based training
- Need peer training/education especially for young people
- To make these happen - consultation needs to be genuine - no more tick-box, "off the shelf" programs or approaches. We want the opportunity to build our own policies and procedures.
- Remove the barriers to people doing work with the schools - like the Working With Children Checks (WWCC) for historical offences. WWCC mean the schools and education can't benefit from expertise of families,
- WWCC issues with employment - people should be given a fair opportunity to explain

Sustainable spaces and places

PART 1 – HOUSING AND LIVEABILITY

Q1 What initiatives in our spaces and places in our towns and villages would you like to see implemented to make our Shire more liveable?

- Invest in and repair what exists already before moving on to new initiatives!
- Fast track development applications
- Invest in local amenity and parks so areas are more liveable
- Fix and maintain the parks consistency across town
- The town feels so white and doesn't represent the Aboriginal community - incorporate more Aboriginal culture and creative ideas into design and appearance of the town
- Decrease rate prices
- Bring more amenities into South Moree - most of the big shops are in North Moree
- More active support of local agencies who are supporting local communities, culture and well-being - invest in these places - like SHAE/Pool
- Deal with the burned out houses quickly - it makes everyone sad to see them left as they are
- Support local native gardens - and training along with that

Q2 How would our essential services need to change to cater for current and future demand?

- Start by consulting local stakeholders in the areas where change needs to take place - don't make decisions only in Council Chambers
- Create some opportunities and land/real estate for local people and organisations for local entrepreneurs

PART 2 - OUR NATURAL RESOURCES

Q1 What do you value about our natural resources?

- Strong Aboriginal culture
- Natural bore water
- Pecan Farm

Q2 What concerns, if any, do you have about the future management of our natural resources?

- Being run by big agribusiness rather than giving opportunities for local enterprises
- SAP! It does not feel as if there is genuine engagement with the community - nor is there feedback from those who have raised questions

A vibrant regional economy

PART 1 – MOREE SPECIAL ACTIVATION PRECINCT

Q1 What benefits and opportunities (e.g. social, employment, infrastructure) would you like to see flow through to the community from the Moree SAP?

- Aboriginal entrepreneurship
- Infrastructure
 - 24/7 Youth drop in centre/ refugee/ Bail house
 - Half-way house (transition from custody back to community) and temporary accommodation.
 - Aboriginal cultural centre
 - Movie theatre
 - Bowling Centre
- Open access to recreational facilities (tennis court, ovals etc)

Q2 What actions should we take to achieve these benefits?

- It feels like there are lots of consultants and reports - but we're not seeing outcomes - people are tired of saying things again and again.
- People also feel that consultations take place without them - Council/SAP needs to consult in the places impacted - e.g. Stanley Village

Q3 How could community, industry and government work together on these actions?

- Genuine partnerships - for our work it's about being community-led and supporting local expertise and experience
- Support local emerging Aboriginal leadership - and work at community pace

PART 2 - OUR WORKFORCE

Q1 What are some strategies that would help attract or draw people to the Moree Plains?

- Foster and grow what is here first.
- There is so much opportunity for training and employment of young people - this needs to be priority before outsiders are brought in
- Better phone reception/digital connectivity

Q2 How can the Moree Plains better retain our local workforce?

- Create better support for positions in schools, health services & other essential services
- Deal with the crime issues - people leave because the issues that draw people into the criminal justice system aren't dealt with - need to be going to the underlying issues and listen to community expertise on the solutions. Need to support families, young people, address mental health issues and behind all of this, the intergenerational issues around child removals, discrimination and colonisation. This is long-game process and needs to be supported.
- More schooling options - boarding school
- More childcare facilities/spaces
- Address housing issues
- Update and commit to Councils Reconciliation Action Plan
- Establish a support network for people of culturally diverse backgrounds throughout the Shire

Q3 What are some initiatives for upskilling and developing workers in the Moree Plains?

- Trauma informed learning
- Local upskilling - currently travelling
- School-based training
- Better teacher/student ratios
- Incentivise quality teachers and educational leadership in Moree - and involve the community in this (as is meant to be happening under the Connected Communities strategy)
- Make Moree more appealing for people to come here and stay - but also make sure people already here have the opportunity to skill up.
- Also have stuff for kids and families to do at night - bowling, an equitable pool

A leading organisation

PART 1 – INFRASTRUCTURE AND SERVICES

Q1 What Council assets are important to you?

- Moree Aquatic Centre
- Moree bores - make these operational and accessible
- Gwydir daycare centre
- Parks - but they need to be more liveable, maintained and given the same maintenance attention across Moree (ie North v South Moree – big differences)
- Fix the skate park - but appropriate shade cloth!
- More free water activities for kid in summer - sprinklers, water park activities
- Give more Council-owned spaces are given to the community - e.g. SHAE

Q2 What Council services are important to you?

- Rubbish collection
- Lawn service
- Cleaning public spaces

Q3 Would you rather Council reduce the number of assets it has and maintain service levels or maintain the number of assets but reduce service levels and why?

- This is an unfair question - Council should not be asking its constituents to trade off assets and service levels
- If Council wants to trade off or get rid of assets, they should listen to communities wishes about facilities that will benefit locals. e.g. SHAE could easily be put in community hands without, and giving vacant lots to local businesses to house their businesses and build local entrepreneurs and businesses.

PART 2 – ENGAGEMENT

Q1 How can we communicate more effectively with our community?

- Consult properly
- Do not have time limits on when and how people can talk to Council and committees

Q2 What topics or issues would you like to hear about more regularly from Council?

- MAAC
- SAP - hard to know what's happening

Q3 How would you like to see Council undertake consultation and engagement on future projects?

- Face to face meetings
- On-site meetings- e.g. at Stanley Village and not in Council chambers
- Grow cultural competency in Council staff undertaking consultations

4.9 Meetings

Elected representatives and Council staff met with key stakeholders to discuss the development of the CSP and opportunities for the community to participate in providing input. These stakeholders included Member for Northern Tablelands Adam Marshall, Moree Local Aboriginal Lands Council, the Toomelah Local Aboriginal Lands Council, and DrugARM representatives and elders from the Boggabilla community.



Figure 9 Targeted meetings were held with Local Aboriginal Land Councils

Moree Local Aboriginal Land Council meeting findings

Table 24 Moree LALC issues and opportunities

Engaging	Liveability	Education and youth
Council to take lead and indigenous representative on local government. Needs group up and start in a place like Moree - trial.	Bridge to bridge clean up (services to Edward) - council led with community to increase town pride	Roundtables are too broad - need specific youth one
RAP is a starting point that needs to be prioritised. - Uluru Statement, service organisations to create awareness - adapt for Moree	Burnt out houses - Homes North to take responsibility for AHO house and yards, real estate, insurance, private owners	Promote what we have to everyone (kids and parents) - school facilities/sports programs/arts - get parents to see the value of school
Things are "piloted" a lot - need to look long term.	Council/LALC advocacy	Make parents accountable to send kids to school - make schools report absences e.g. courts/ officers to check
Update on RAP and plan to develop	Wales/Coote Park maintenance - sprinklers, fencing, lock it, lighting	Parenting program = living skills, link to social security requirements, advocacy re a program
Leverage NAIDOC etc	Inclusive designs to involve residents and promote ownership and prevent damage	Youth Officer - how to engage
Acknowledge and celebrate and alert everyone	South Moree - lighting everywhere	Role models - sports stars/musicians - celebrate opportunity/what young people can achieve - motivational speakers e.g. Rock Eisteddfod
Mission beat - utilise better	Street sweeper - regularly/increased service	Attract country champs e.g. NRL
Clipboard - two way with LALC -	Drainage/kerb and guttering in South Moree and footpaths e.g. path to oval	Review of services - transparency, value for money, gaps
Council regular segment on 2UM/NOW	Use out ovals e.g. Taylor, Webb - if no use, beautify it e.g. trees, seats	Roundtable accountability
Print material - red, black, yellow, indigenous colours	BMX track	

Engaging	Liveability	Education and youth
Councillors tours on issues - get action via workshop at community locations e.g. services club	Restart oval user group, ensure indigenous representative - very important for community	
Aboriginal liaison/SHAE/School CD officer - review PD - need one		
Employment rate in council for indoor staff (engagement positions)		
More coordination/collaboration with service organisations.		

4.10 Pop-up stalls

Four pop-up stalls were held across the LGA commencing on 6 February with a stall at the Moree Markets in Jellicoe Park. Other pop-ups were held at Boomi Pool and in the Balo Street in Moree. The pop-up stalls were an opportunity for the community to speak directly with Council staff and Councillors and share their values and priorities for Moree Plains.



Figure 10 Pop-up consultations were held in Moree and Boomi to seek input into community goals

Residents were invited to complete the online survey on iPads, or to take away a hard copy of the survey, kitchen table kit, art competition entry forms and the DL flyer with feedback form.

Boomi community goals

- Better roads - road level of service review, more achievable, self help program - Kooragamma back to Boomi
- SR507 - sealing and maintenance
- Causeways (46/28/74) with proper gravel
- Council accountability with ratepayers money
- Listen to locals - local knowledge
- Drainage and gutters - proper leveling (Boomi)
- Carpark outside of pool needs to be sealed
- Improve the entire road network
- Build roads properly- don't waste money on quick fixes
- Improve appearance of villages - level of service review for village park maintenance
- Town and village cemetery maintenance community doing themselves
- Accountability of 355 committees to do actions
- Town pride - clean up
- Village hazard reduction - mowing on village border
- Why replacing Boomi fire shed
- Village mowing sub-contractor options

4.11 Roundtable presentations

Council staff presented to the interagency roundtables for Moree, Boggabilla and Mungindi during the engagement period. The roundtables are comprised of staff from various state agencies and organisations who provide services to local communities.

The purpose of the presentations was to outline the CSP engagement program, opportunities to provide input and the role of agency, community organisations and service providers within the broader CSP. Feedback was sought on the best way to engage with these stakeholders during public exhibition of the draft CSP.

Suggestions included:

- Presenting the draft CSP directly to the roundtables
- Presenting the draft CSP to local progress associations and school community representative council
- Emailing the draft CSP direct to the roundtables to invite submissions

Each interagency made a commitment to make a submission on the draft CSP during public exhibition. The agencies also acknowledged the difficulties around engagement with the Aboriginal community and Council will explore options to do so for the exhibition period.

4.12 Survey

A 10-minute survey was made available online and in hard copy and was open to all residents, visitors and ratepayers. During the consultation period, 387 survey responses had been received of which 267 were fully complete. Everyone who completed the survey had the option of entering a random prize draw to receive one of five \$50 Love Local Gift Cards.

Of all responses, 123 were male, 261 were female, 19 were aged 24 and under, 49 were Aboriginal and/or Torres Strait Islander and 25 identified as having a disability. Respondents also had the option of not disclosing their gender, Aboriginal or disability status.

For full survey data, see Appendix 12.

Table 25 Survey respondents by age group, gender, Aboriginal and disability status

Age group	Total respondents	Male	Female	Gender - prefer not to say	Aboriginal	Aboriginal – prefer not to say	Disability	Disability – prefer not to say
17 and under	3	1	2	0	2	1	0	0
18-24	16	5	10	1	3	0	3	0
25-34	77	29	48	0	13	1	6	2
35-44	88	23	64	1	13	2	3	1
45-54	85	25	60	0	10	3	8	0
55-64	73	21	51	1	7	2	3	3
65-74	34	14	20	0	1	0	0	1
75-84	9	4	5	0	0	0	1	1
85+	2	1	1	0	0	0	1	0
TOTAL	287	123	261	3	49	9	25	8

Table 26 Survey respondents by suburb, village or locality

Suburb/Village/Locality	Number of respondents	Suburb/Village/Locality	Number of respondents
Ashley	8	Moree	285
Biniguy	4	Mungindi	17
Boggabilla	4	Pallamallawa	12
Boomi	4	Terry Hie Hie	4
Bullarah	4	Toomelah	1
Garah	5	Tulloona	3
Gurley	5	Weemelah	5
Mallawa	8	Outside of LGA	18

Residents and ratepayers were asked a slightly different set of questions to visitors and new residents of five years or less. This was to help understand how perceptions had changed since the previous CSP review of 2017. However, new residents and visitors still had an opportunity to provide input on challenges or issues they had observed during their time in Moree Plains.

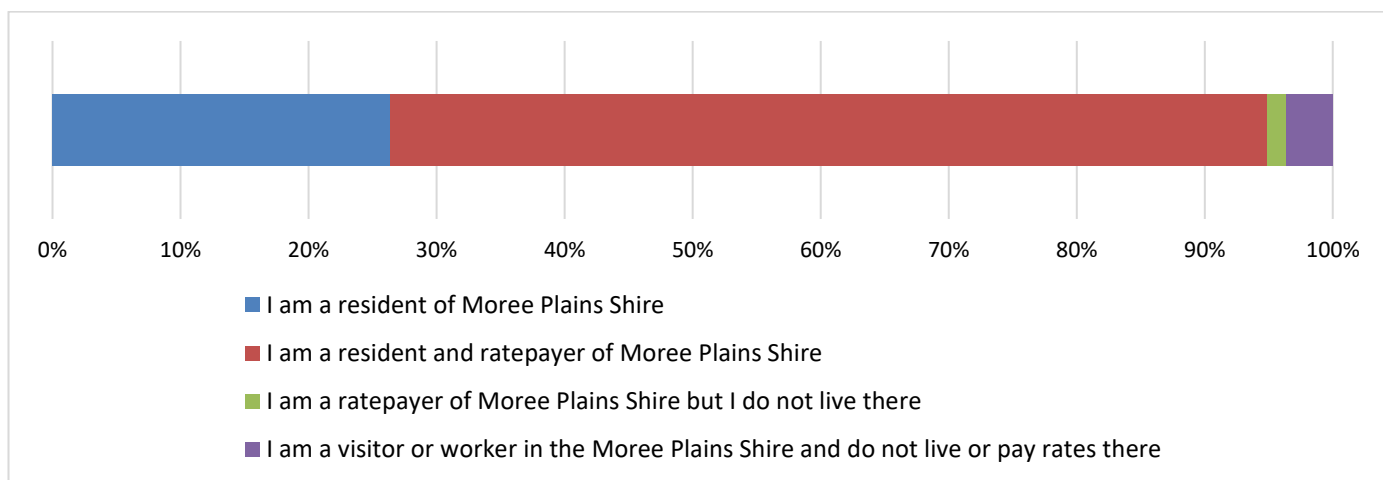


Figure 11 Residential status of survey respondents

More than 60% of residents had lived in the LGA for more than 20 years, which is of no surprise given more than 185 survey respondents were aged 45 and older.

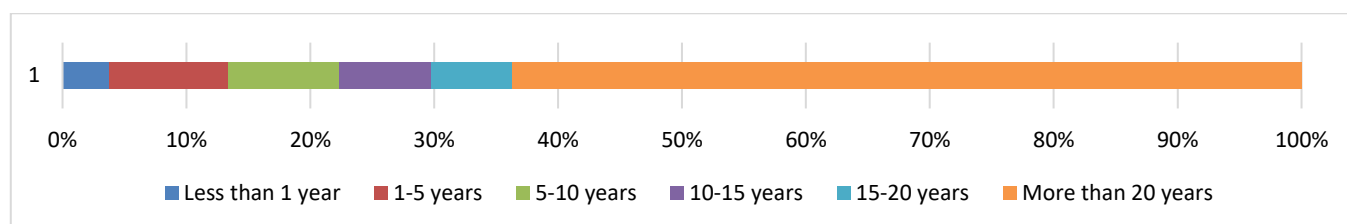


Figure 12 Length of residency in Moree Plains of survey respondents

One of the objectives of the survey was to understand how, or if, community perceptions of challenges identified during the 2017 CSP review had changed in the past five years. Residents who had lived in the LGA for five years or more were asked to indicate if the challenges had become bigger, remained the same, improved or was no longer considered a challenge.

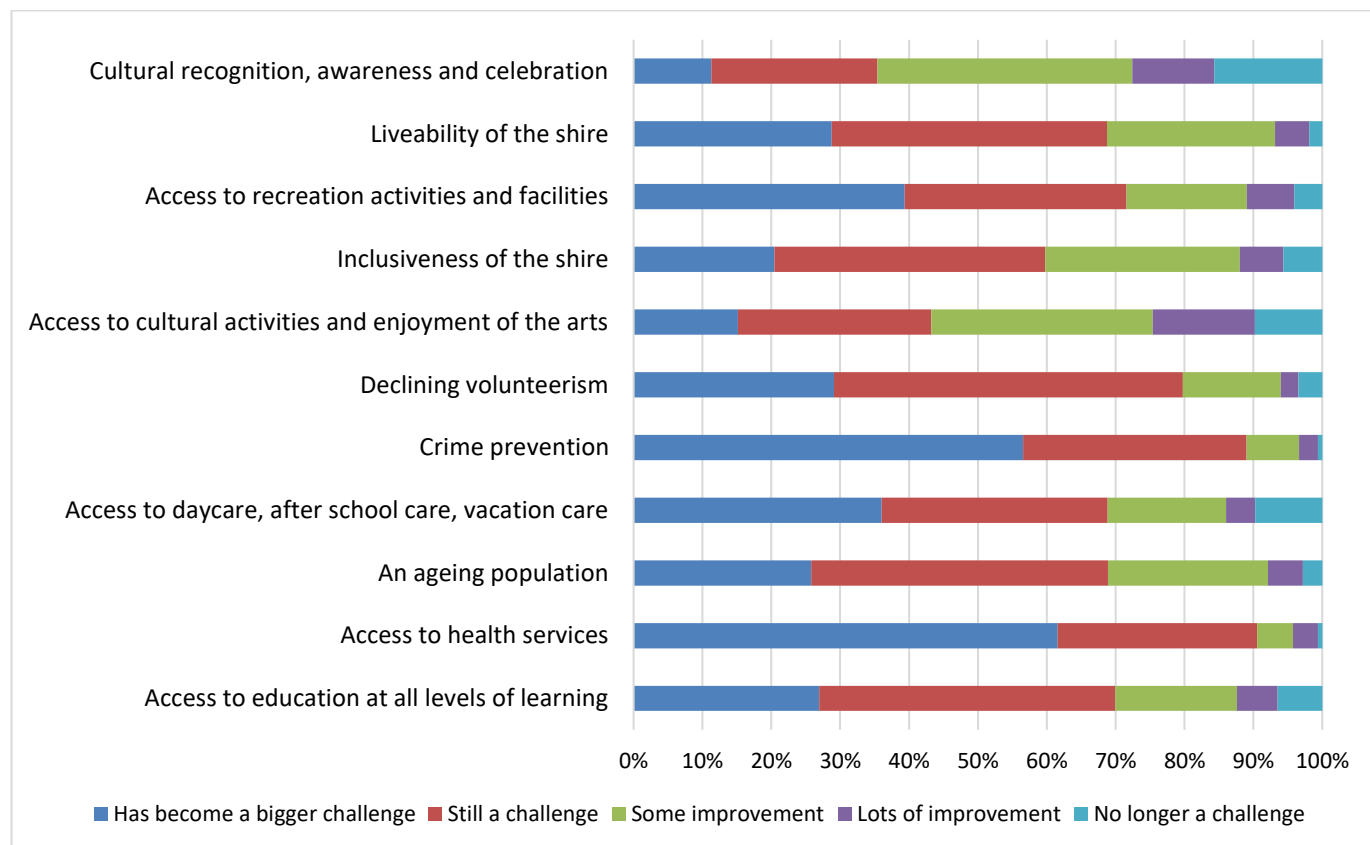


Figure 13 Community perceptions of challenges for An inclusive, caring community

Figure 13 shows that almost 60% of residents believe crime prevention and access to health services had become a bigger challenge while cultural recognition, awareness and celebration had shown improvement according to more than 60% of people.

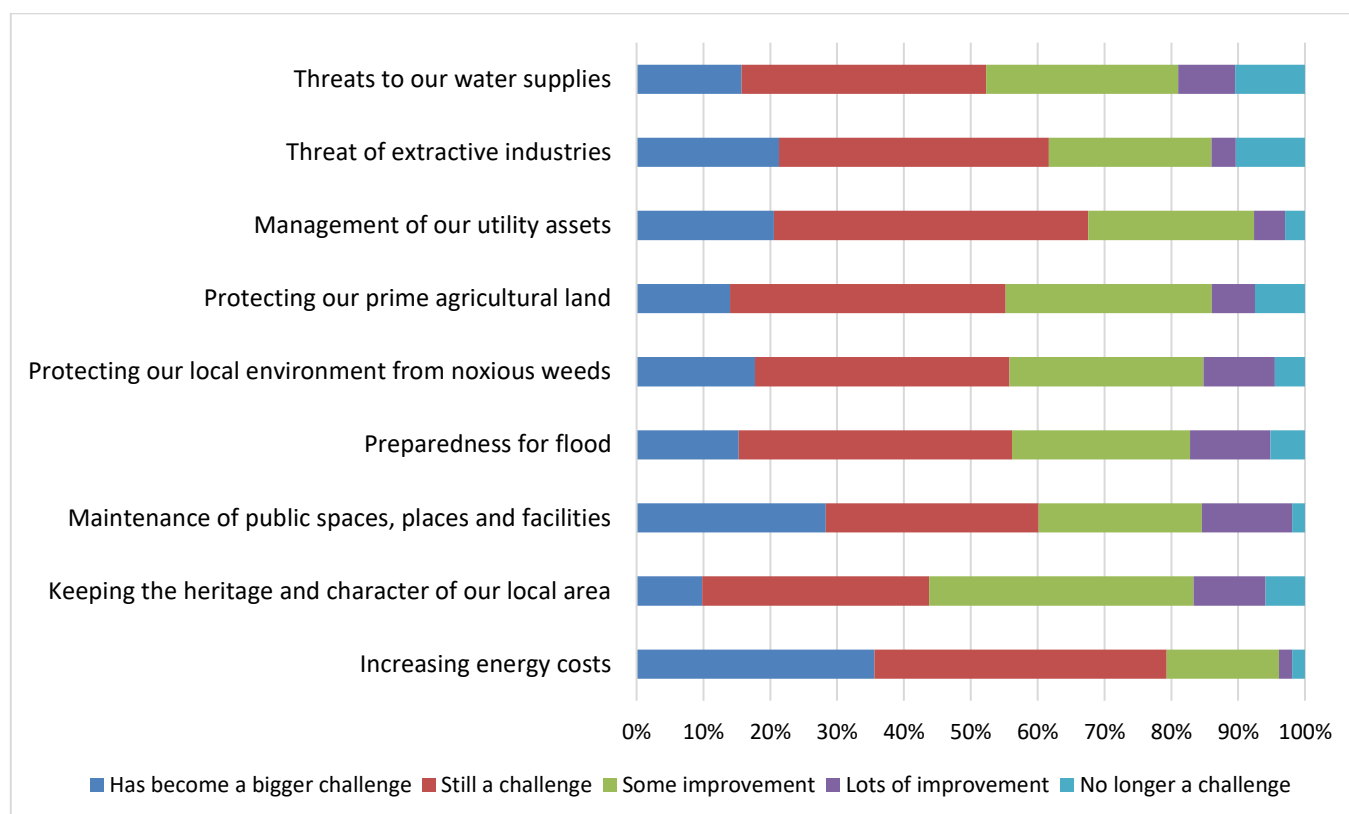


Figure 14 Community perceptions of challenges for Sustainable spaces and places

Almost 80% of respondents thought increasing energy costs had become a bigger challenge or was still a challenge while the management of utility assets was a concern for almost 70% of respondents, shown in Figure 14.

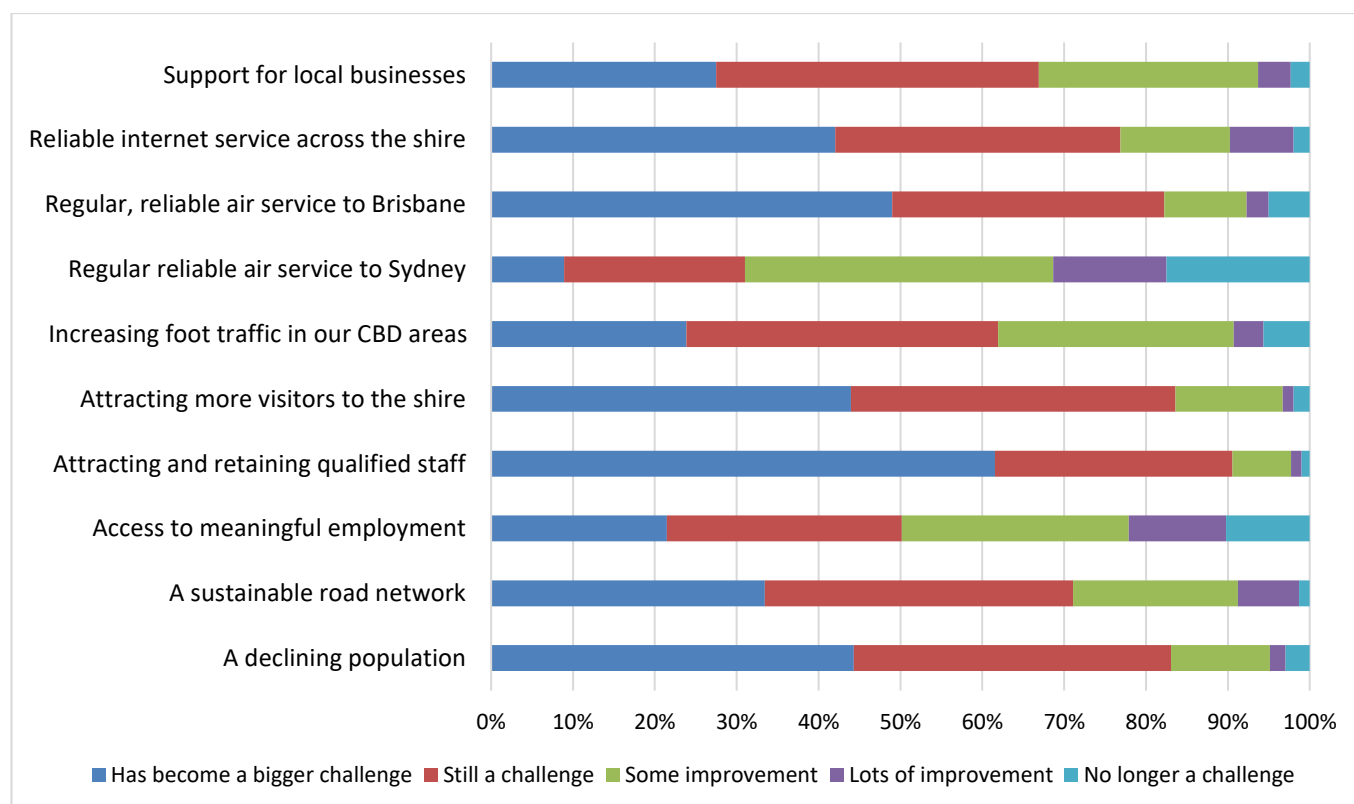


Figure 15 Community perceptions of challenges for A vibrant regional economy

The provision of a regular, reliable air service to Sydney is believed to have shown the greatest improvement in the past five years, while access to meaningful employment had also improved according to 50% of respondents, shown in Figure 15.

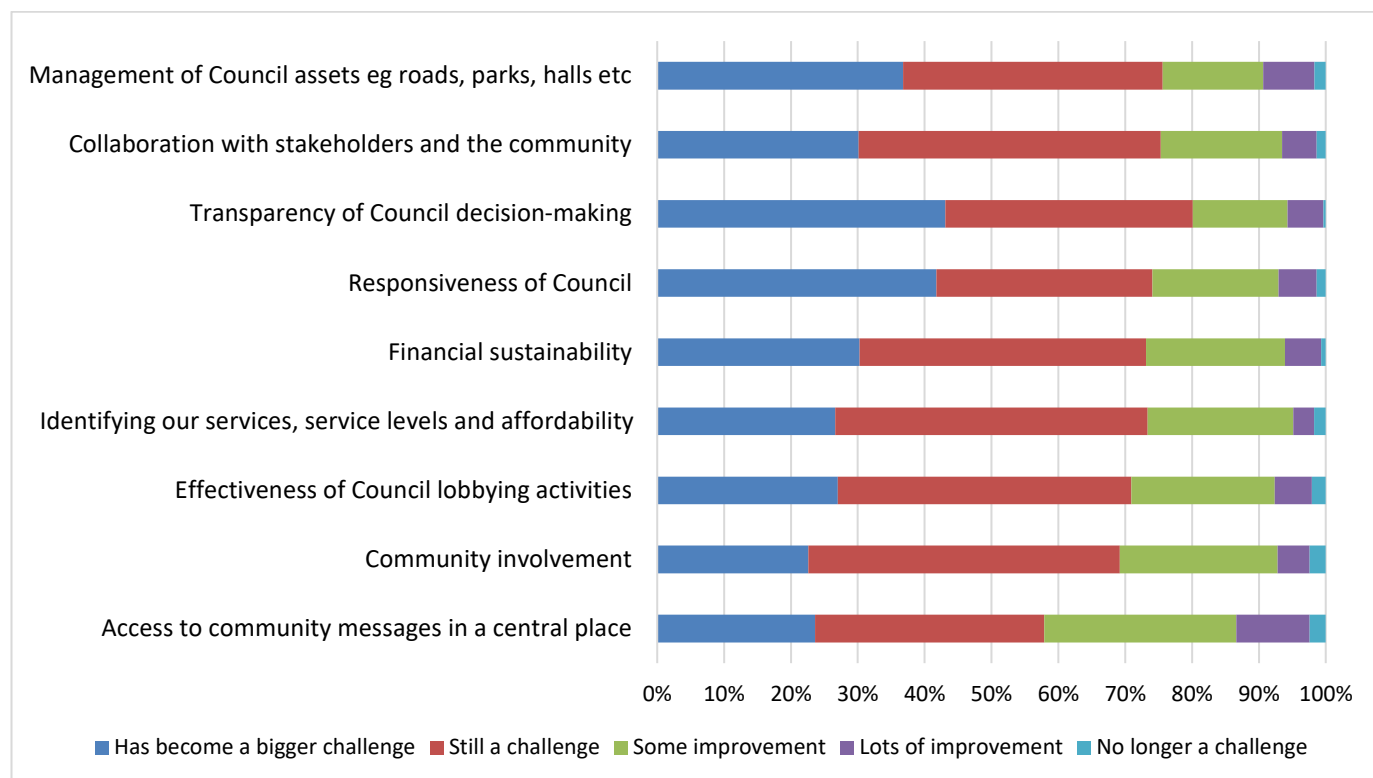


Figure 16 Community perceptions of challenges for A leading organization

Access to community messages in a central place had shown the most improvement according to more than 40% of people, however, 80% felt the transparency of Council decision-making was still a challenge or bigger challenge than it was five years ago, shown in Figure 16.

Residents who had lived in the LGA for more than five years were also asked to identify if there were any new challenges or threats missing from the lists above. Figure 17 shows the new challenges identified by survey respondents by themed.



Figure 17 Residents of five years or more identified many new challenges

New residents and visitors also had an opportunity to identify any challenges or issues they had observed during their time in the LGA. Figure 18 shows the challenges and issues they identified during their time in the LGA.



Figure 18 New residents and visitors identified challenges and issues

In the 2017 Moree Plains CSP, community goals were set for each CSP theme. Without tools for monitoring and measuring success, it can be difficult to understand whether or not progress is being made to achieve these goals. In the survey, we asked respondents to what extent they agreed the community was on its way to achieving the goals under each theme.

Figure 19 shows almost 40% of respondents do not feel safe or feel they have access to the health, social and community services they need. Almost 50% of respondents feel like they belong and the community respects their heritage and culture.

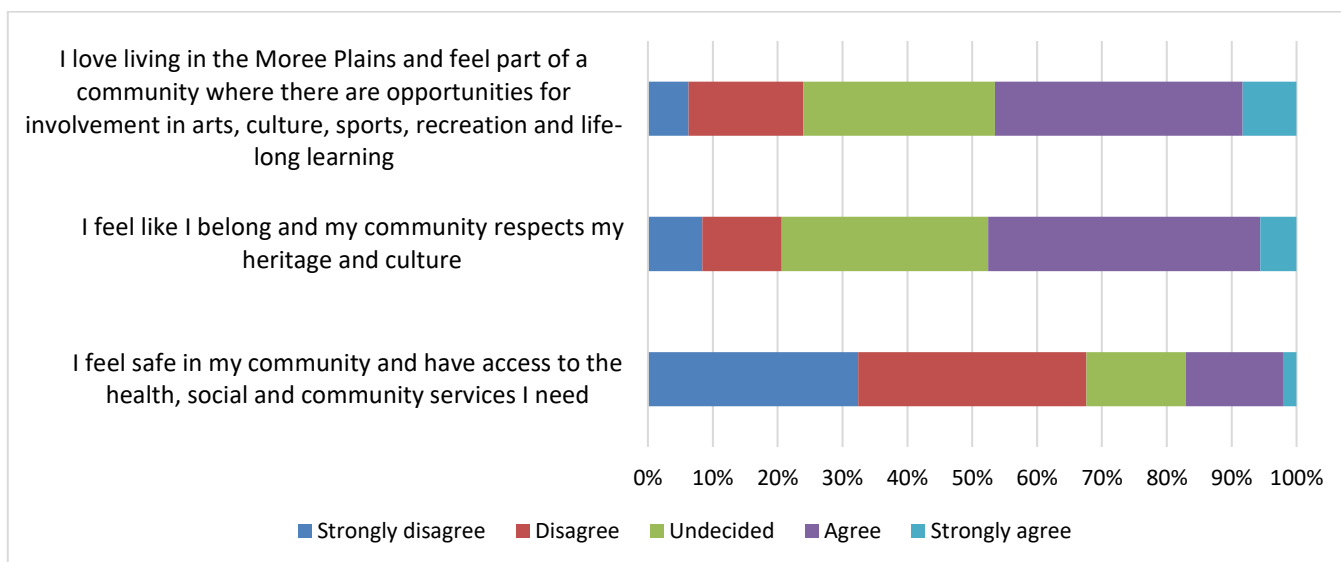


Figure 19 Community perceptions on progress to achieving the goals for An inclusive, caring community

More than 80% of respondents agree or strongly agree they value the Shire's natural environment, however, 50% disagreed or were undecided about whether the Shire has places and spaces that are desirable to be, shown in Figure 20.

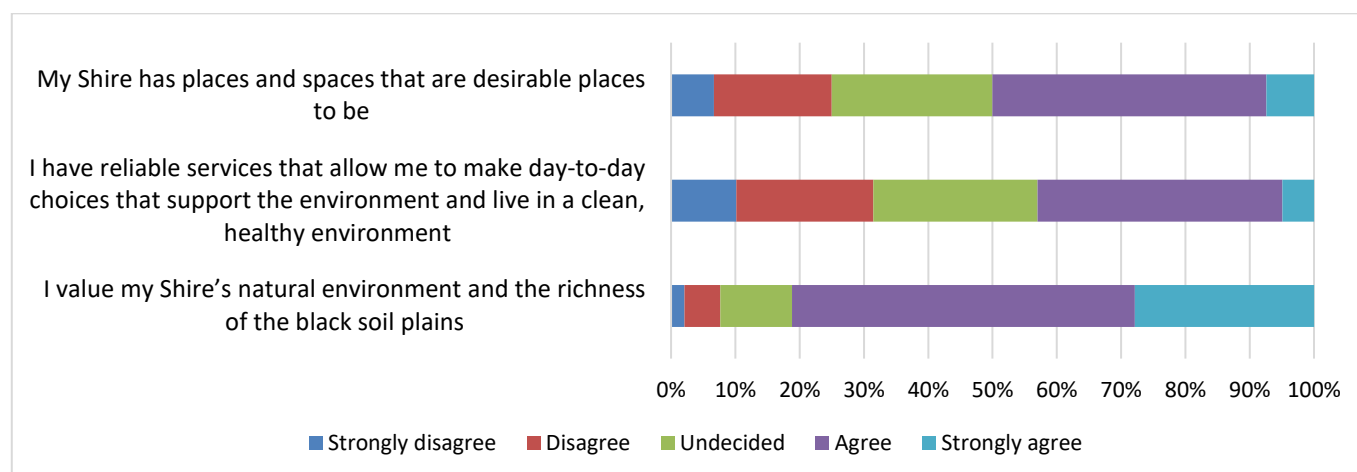


Figure 20 Community perceptions on progress to achieving the goals for Sustainable spaces and places

More than 55% of respondents said they feel connected to the community and beyond and more than 40% agreed they lived in a place with a strong and sustainable economy.

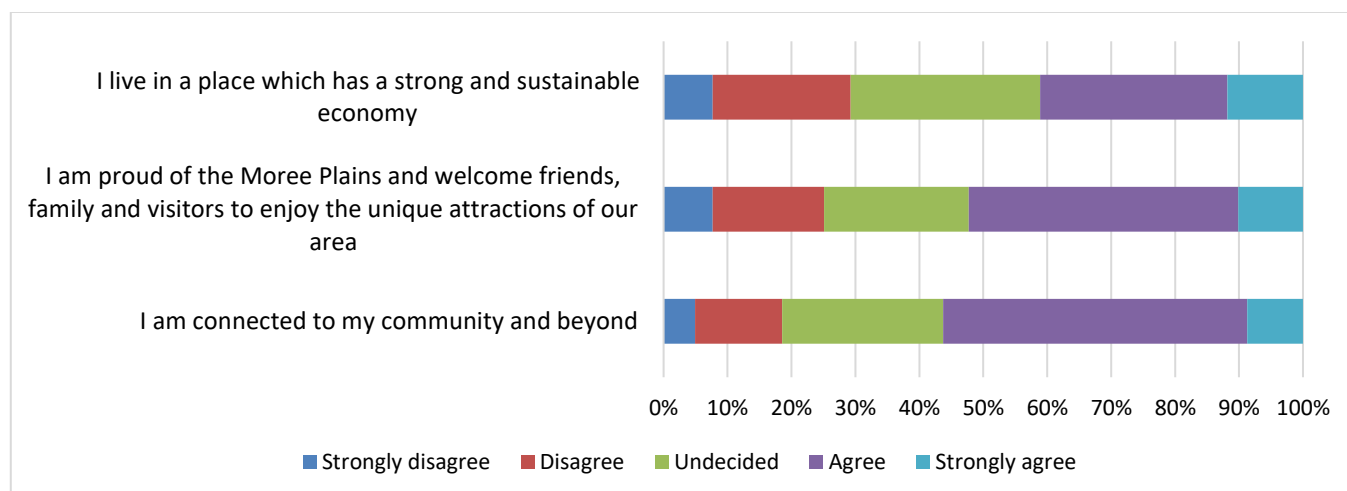


Figure 21 Community perceptions on progress to achieving the goals for A vibrant regional economy

Less than 40% of respondents believe they have opportunities to participate in decision making or that communication with Council is open, responsive and informed. More than 45% said they did not have confidence that Council demonstrates best practice governance, shown in Figure 22.

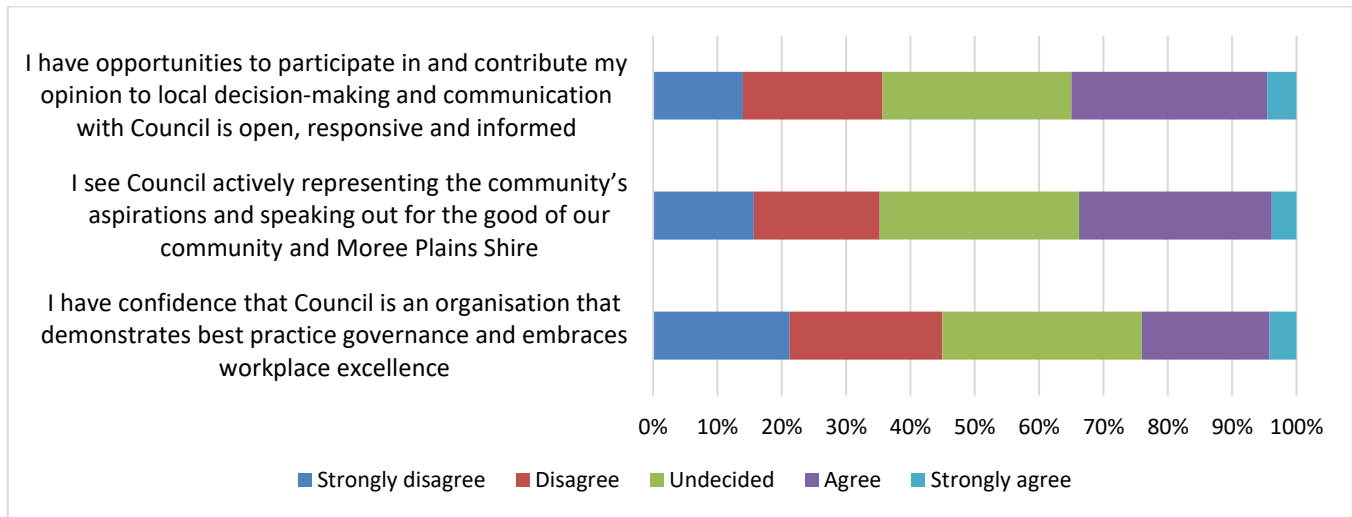


Figure 22 Community perceptions on progress to achieving the goals for A leading organisation

The survey also asked respondents what they valued (excluding family and friends) about living in Moree Plains Shire, what they would most like to improve ore change and how they would make these changes happen.

The responses to these questions have been aggregated across all the methods to produce the community values, where we are now, where we want to be in 10 years' time, community challenges, organisational challenges and suggested priorities for change.



Figure 23 What our community values



Figure 24 Where the community think we are now



Figure 25 Where the community want to be in 10 years' time



Figure 26 Challenges stopping the community from achieving goals



Figure 27 Challenges stopping Council from achieving goals



Figure 28 How Council can improve as an organisation

5. Conclusion

This report details the findings from multiple online and offline methods of engagement to inform the review of the Moree Plains CSP. It does not make recommendations for implementation or how Council and the community should meet or address the challenges and issues detailed within.

It does, however, present high-level insights into community perceptions and values towards the Moree Plains community, its places, economy and Council. Many of these insights includes suggestions and requests for change from the community and other stakeholders.

It is important that as part of closing the loop on this engagement, Council manages the expectations of the community as to whether implementing these suggestions is achievable, realistic or funded. While such actions arising from this plan should and will live in Council's Delivery Program and Operational Plan, the community should not be expected to seek out answers to the many questions raised during this engagement.

Council is strongly encouraged to undertake a comprehensive and proactive communication campaign to close the loop on some of the issues and complaints raised within this document and establish new communication expectations with the community going forward.

Contact us

Moree office

Level 2, The Max Centre
30 Heber Street
Moree NSW 2400
Telephone: (02) 6757 3222
Fax: (02) 6752 3934
Office hours: Monday to Friday, 9am–5pm

Mungindi office

153 St George Street
Mungindi NSW 2406
Telephone: (02) 6753 2389
Fax: (02) 6753 2703

Postal address

PO Box 420
Moree NSW 2400

Email: council@mpsc.nsw.gov.au

Web: www.mpsc.nsw.gov.au

Facebook: www.facebook.com/MoreePlainsShireCouncil

