

DEPARTMENT OF PLANNING,  
INDUSTRY & ENVIRONMENT



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# Moree Special Activation Precinct Package A

SOCIAL INFRASTRUCTURE  
AND COMMUNITY REPORT



**Design  
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FEBRUARY 2021

*Image: Jeddy Lara Fernando  
Winner of People's choice Award 2017  
My Moree Photo Competition*

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## Moree Special Activation Precinct Community and Social Infrastructure Report

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# 1 INTRODUCTION

## 1.1 STUDY BACKGROUND

The Moree Special Activation Precinct (SAP) investigation area is located to the south of the Moree township dissected by the Newell Highway and the Brisbane to Melbourne Inland Rail route. The investigation area is approximately 5,880 hectares in size, a similar scale to the Parkes and Wagga Wagga SAP projects.

Halls Creek crosses the SAP investigation area midway in an east-west direction, south of the Moree Regional Airport and the Mehi River runs east-west, south of the Gwydir Highway, north and outside of the SAP investigation area. Being located over the Great Artesian Basin and Lower Gwydir Aquifers, the Moree township and the SAP benefits from a reliable water supply. This results in access to considerable artesian and sub-artesian underground water resources. In addition, there are several existing infrastructure assets which exist within the SAP investigation area including, Moree Regional Airport, Waste Management and Recycling Facility, Moree Water Park and a 56 MW Moree Solar Farm, as well as the proposed intermodal precinct.

The SAP investigation area is on Gamilaroi land and is an area of cultural significance with Stanley Village, a historic mission site and residential area, located to the north-east on the Gwydir Highway. Aboriginal artefacts have also been found within the SAP investigation area, and the both Halls Creek and Clarkes Creek (to the south of the site) are natural systems of significance to the Gamilaroi people.

The Moree SAP is envisioned to become a world class business precinct, capitalising on the Inland Rail. Leveraging its national and global connections, the Moree SAP will support the diversification of Moree's agricultural economy through building on its strong connection to Country and sustainable water and energy resources. The Moree Special Activation Precinct will also foster world class opportunities through embracing new technologies and developing innovative energy solutions.

Moree SAP Investigation Area

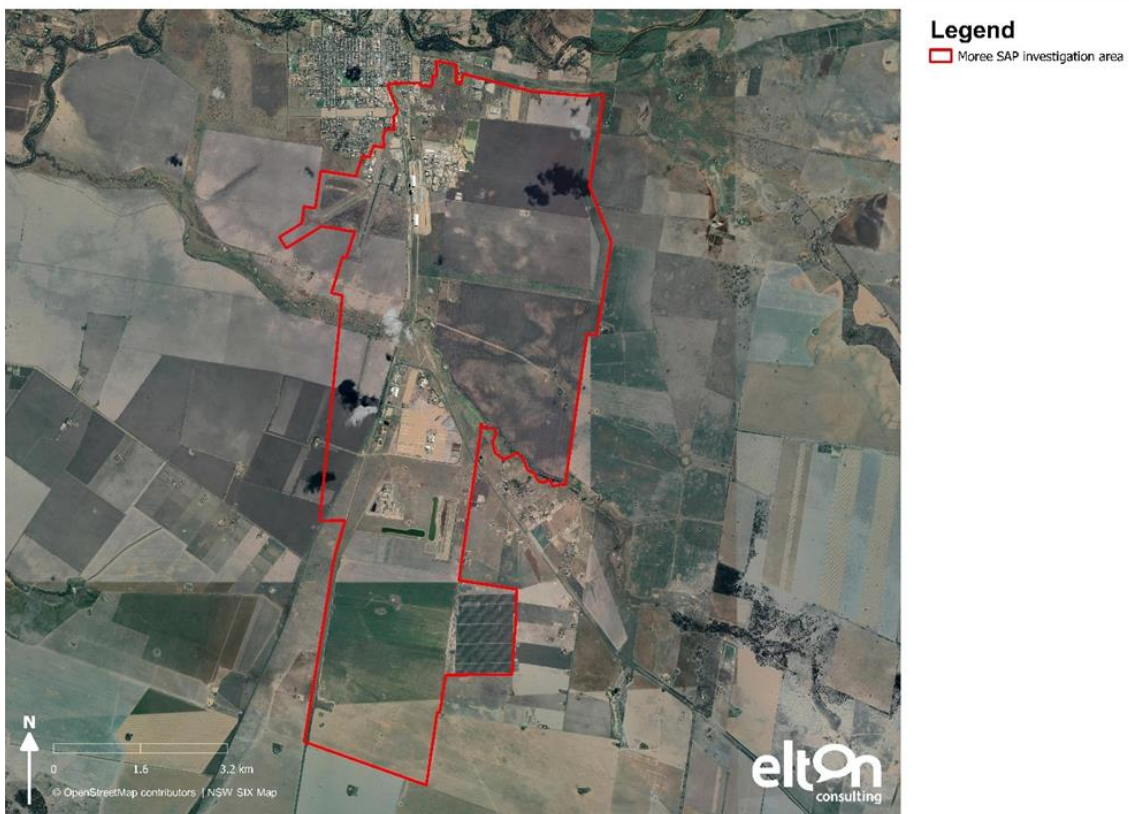


Figure 1.1 Moree SAP investigation area

Government investment through the Snowy Hydro Legacy Fund will be considered for enabling infrastructure to service the SAP, which may include roads, utilities and digital connectivity. The Department of Regional NSW will also work with state and local government agencies, the local community, businesses and other stakeholders to help deliver better outcomes for people living and working in the Moree area.

## 1.2 SCOPE AND PURPOSE OF THIS REPORT

This report is the final in a series of three studies undertaken as part of the structure planning process for the Moree Special Activation Precinct. This report brings together the initial Social and Community Infrastructure Analysis Report and the Social Infrastructure Scenarios Review Report, as well as outcomes and agreements achieved through the final Enquiry by Design workshop. This report also references the work of the Aboriginal Outcomes Report and the Economic Outcomes Report prepared for the Moree Special Activation Precinct.

This report is structured around three key themes, as per Figure 1.2. These include:

- The Special Activation Precinct, including what can and should be funded and provided within the precinct boundary, and included in the structure plan.
- The mechanisms that will support industry relocation to meet the SAP workforce requirements that can't be filled locally, and to support partners and families of SAP workers and the additional service workers that will likely be required to support a growing population.
- The additional mechanisms that will be required to support current residents across the Moree LGA and transform the social disadvantage as described in the previous reports.

This report considers social and community infrastructure, open space, recreation, general amenity, social programs and services. The outcomes of the work conducted to date have resulted in logical groupings from which recommendations will be made.

This report acknowledges the traditional owners of Moree, the Gamilaroi people. The analysis and findings included in this report respect Elders, past present and emerging, as well as all other peoples.

This report seeks to genuinely recognise the needs and aspirations of the Gamilaroi people and the local Aboriginal community. It also acknowledges that further work is required to ensure that the social infrastructure recommendations are aligned to the community's own vision for self-determination and empowerment.

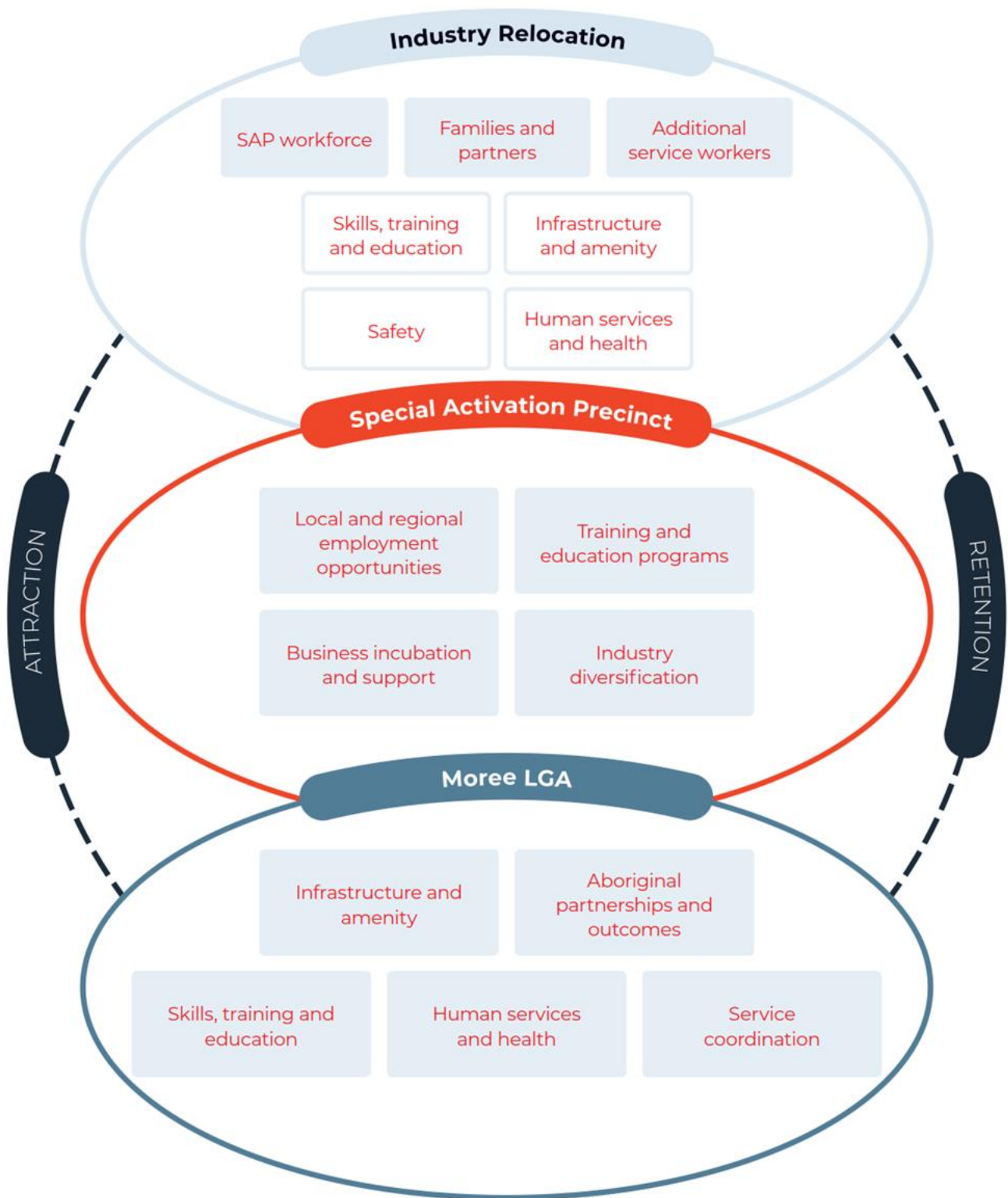


Figure 1.2 Social outcomes framework



## 1.3 STUDY METHODOLOGY

The preparation of this report has comprised of:

- Completion of the Social and Community Infrastructure Analysis Report and the Social Infrastructure Scenarios Review Report
- Participation in the initial and final Enquiry by Design (EbD) workshops
- Review of all Phase 1 and 2 technical reports and baseline studies submitted to the NSW Department of Planning, Industry and Environment (DPIE)
- Assessment of the final structure plan
- Ongoing discussion and collaboration with Murawin Consulting.

## 1.4 OVERVIEW OF CURRENT STATE

The Social and Community Infrastructure Analysis Report, the Aboriginal outcomes baseline report and the Economic Context Report outline several strengths and gaps that need to be understood and considered as context for the recommendations outlined in Chapters three and four. The strengths and gaps/challenges summarised in Table 1.1 are further detailed in the Social and Community Infrastructure Analysis Report, which is provided as an appendix.

Table 1.1 Overview of current state

Categories	Gaps/Challenges	Strengths
Infrastructure, amenity and open space	<ul style="list-style-type: none"> <li>— Facilities not fit-for-purpose or in need of significant embellishment</li> <li>— No dedicated youth facility</li> <li>— Accessibility dependent on location or other vulnerabilities</li> <li>— Costly (to maintain) passive open space</li> <li>— Varying quality passive open space (due to abundance and maintenance costs)</li> </ul>	<ul style="list-style-type: none"> <li>— Well serviced with community and cultural facilities (abundance of spaces)</li> <li>— Commitment (and dedicated funding) to the development of the Civic Precinct</li> <li>— Ongoing refurbishments to the PCYC (only indoor recreation space)</li> <li>— Well serviced with open/active recreation space</li> <li>— Abundance of passive open space</li> </ul>
Human services, health and housing	<ul style="list-style-type: none"> <li>— Access to specialist health and medical services</li> <li>— GP waiting times</li> <li>— Difficulties in attracting locally based GP and specialist services (including specialist nurses)</li> <li>— Lack of affordable housing options and limited diversity of options (e.g. no transitional housing)</li> </ul>	<ul style="list-style-type: none"> <li>— Relatively high-quality medical facilities</li> <li>— State government commitment to significant refurbishment of current hospital</li> <li>— Locally based community housing provider</li> </ul>

Categories	Gaps/Challenges	Strengths
Skills, training and education	<ul style="list-style-type: none"> <li>— Childcare capacity (due to both facilities and staffing issues)</li> <li>— Difficulties in recruiting and retaining teachers (particularly casuals)</li> <li>— Early disengagement from formal schooling (particularly for Indigenous youth)</li> <li>— Comparably low educational advantage in local public schools</li> <li>— Comparably low educational attainment/outcomes</li> <li>— Limited local vocational course offering</li> </ul>	<ul style="list-style-type: none"> <li>— Capacity in local public schools for increase in student numbers</li> <li>— Commitment by TAFE NSW to support training needs of the SAP</li> <li>— High quality vocational facilities (with the ability to upgrade and expand)</li> <li>— Local university outreach centre</li> </ul>
Service coordination	<ul style="list-style-type: none"> <li>— Poor service integration and coordination</li> <li>— Competitive environment (between service providers)</li> <li>— Possibly high levels of human service expenditure against measurable outcomes (inefficient system)</li> </ul>	<ul style="list-style-type: none"> <li>— Commitment by Regional NSW to resource a place-based coordinator</li> </ul>
Aboriginal partnerships and outcomes	<ul style="list-style-type: none"> <li>— Extensive, long-standing and entrenched disadvantage</li> <li>— Systemic racism, exclusion and unhealed intergenerational trauma</li> <li>— Comparably (with the non-Indigenous population) poorer outcomes across all social and wellbeing metrics (e.g. educational attainment, employment, household income, home ownership)</li> <li>— A mistrust in Government processes</li> </ul>	<ul style="list-style-type: none"> <li>— Strength of connection to Country and culture</li> <li>— A genuine appetite for change</li> </ul>

## 1.5 OVERVIEW OF EARLY FINDINGS AND RECOMMENDATIONS

Early findings outlined in the *Social and Community Infrastructure Analysis Report* and the *Social Infrastructure Scenarios Review Report* led to the recognition that achieving the economic potential of the SAP would be reliant on a transformation of the existing social disadvantage, the increase in social capital and a shift in how Moree is perceived. Figure 1.3 is an amended version of the proposed approach to social change as outlined in the *Social and Community Infrastructure Analysis Report* and includes agreements made at the final EbD (further outlined in section 1.6). However, it still maintains that social change – and the long-term investment in it – is a prerequisite to achieving the SAP vision and must occur concurrently to the development.

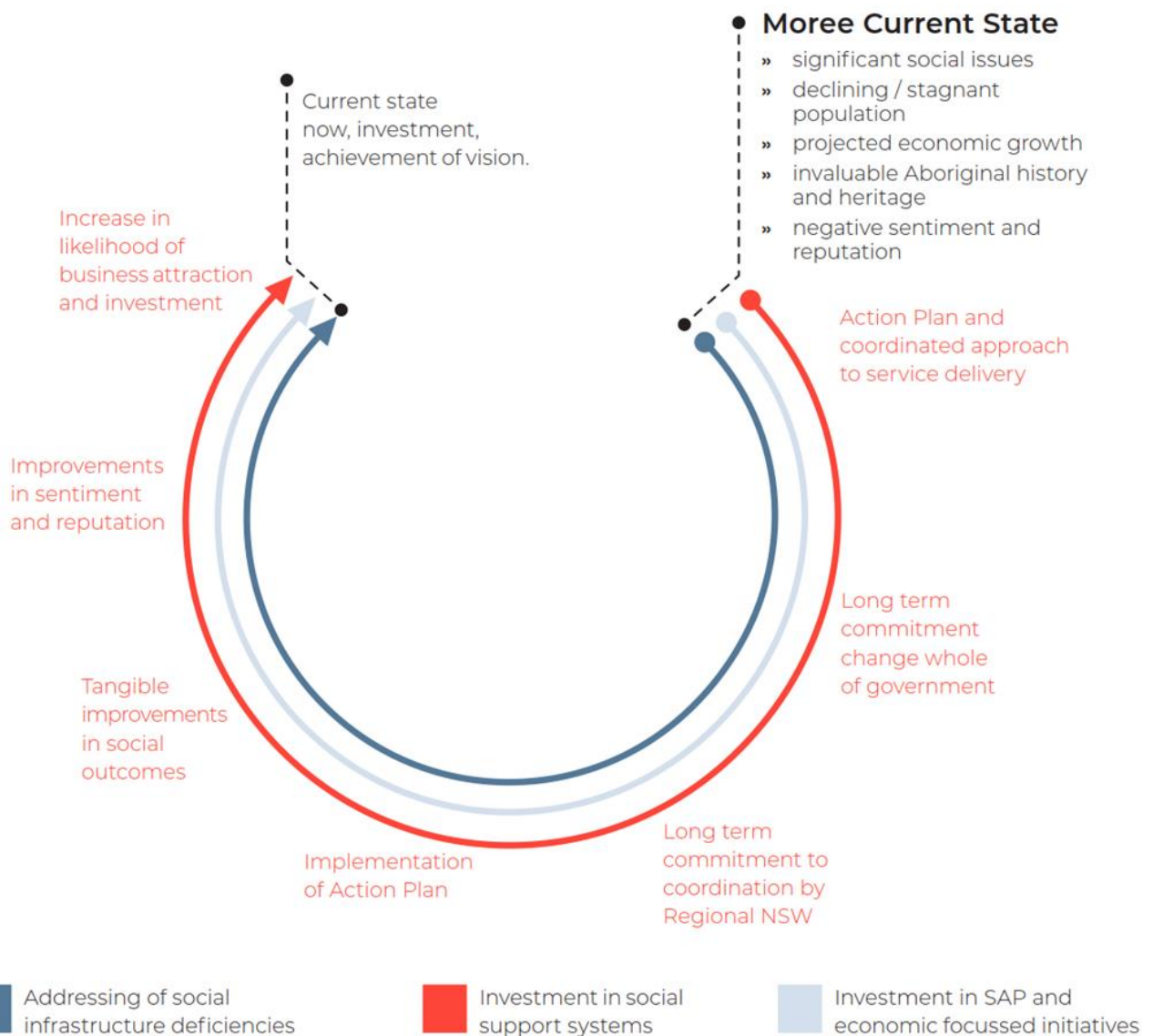


Figure 1.3 Proposed approach to achieving social change

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## 1.6 FINAL ENQUIRY BY DESIGN WORKSHOP OUTCOMES

The final Enquiry by Design (EbD) workshop was held in Moree on the 17–20 November 2020. The workshop was attended by:

- Moree Plains Shire Council (MPSC)
- NSW Government representatives from DPIE, Regional Growth Development Corporation (RGDC), Department of Regional NSW (Regional NSW) and Aboriginal Affairs NSW
- External consultants representing their relevant technical expertise
- Moree Local Land Council.

Consultation was also conducted with existing landholders within the SAP, existing businesses and representatives from the Aboriginal community.

The EbD comprised of extensive discussion around:

- What differentiates the Moree Special Action Precinct from other SAPs and industrial parks in regional NSW
- The land uses permissible within the Moree SAP
- What is required from a land use perspective to achieve the vision and the staging required over the projected 40-year development timeline
- From a social and community infrastructure perspective, the discussion centred around the themes outlined in section 1.2.

The EbD resulted in an understanding and agreement (by DPIE and RGDC) that there would be infrastructure, amenity and programs required in the SAP that could be articulated in the structure plan, these are outlined in section 2.

Furthermore, discussion occurred on the additional mechanisms that would be required to transform the existing social disadvantage and achieve sustainable social change, a key mechanism of which is service coordination. The EbD has facilitated a discussion with Regional NSW regarding a service integration project to be considered in conjunction with the development of the SAP.

An agreement was made between Regional NSW and DPIE to build on the previous studies (undertaken by both Elton Consulting<sup>1</sup> and Murawin) required for the structure planning process and provide an additional Action Plan (and associated consultation). Development of the action plan will be led by Regional NSW using a collaborative approach facilitating input from relevant agencies, consultancy firms and community organisations.

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<sup>1</sup> Elton Consulting is a WSP company. This report has been prepared by Elton Consulting under the branding of WSP

# 2 SPECIAL ACTIVATION PRECINCT

Chapter two provides a review of the final master plan, as developed at the Ebd workshop. It includes the scoping of social impacts, a review of workforce projections as per the estimated land take requirements.

## 2.1 FINAL MASTER PLAN REVIEW

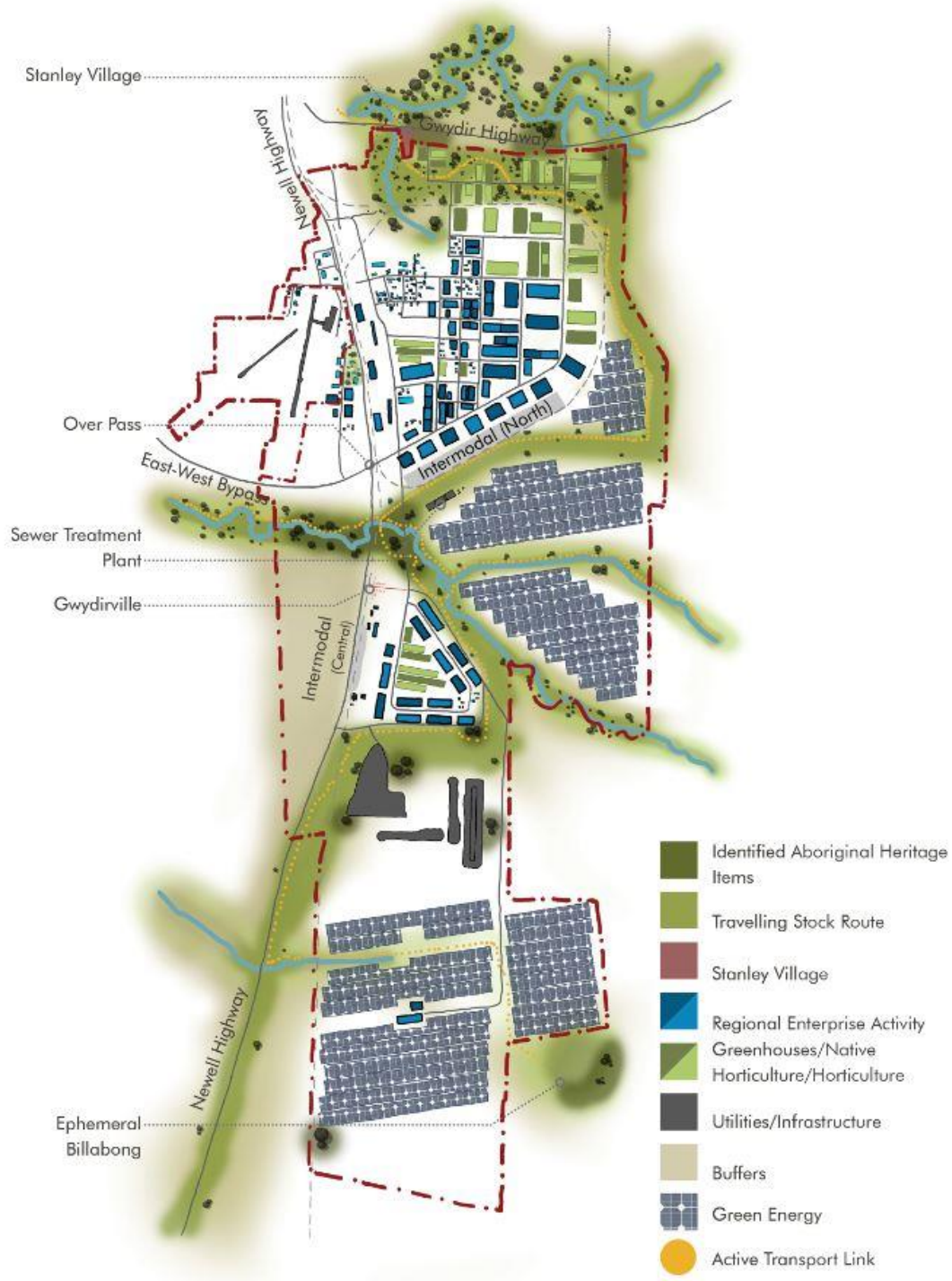


Figure 2.1 Moree SAP Structure Plan

## 2.2 SOCIAL IMPACT SCOPING

While the nature and magnitude of social impacts will change and develop as new stages of the SAP activate, initial positive and negative impacts which have been scoped include:

### Positive impacts (+)

- Diverse economic development, supporting local job creation and upskilling opportunities.
- Environmental rehabilitation.
- Preservation and restoration of Aboriginal heritage sites.
- Opportunity for future rail corridor to travel around to the east of Moree rather than through Moree.

### Negative impacts (-)

- Increased heavy vehicle traffic and potential 24-hour activity.
- Increased impacts on air quality (dust), odour, noise and light pollution caused by increased industrial activity, and increased water pollutant runoff.
- Mental and wellbeing impacts associated with resident relocation.
- Safety and security on site.
- Cumulative amenity and heavy vehicle traffic as new industrial land parcels are released.

## 2.3 WORKFORCE PROJECTIONS

The Moree SAP will generate approximately 2,634 fulltime jobs (FTEs) and an additional 1,090 part-time jobs. The CIE *Moree Special Activation Precinct Report* has based this estimate on land take requirements, potential industry types, and the number of workers required. A breakdown of workforce projection is provided below:

Table 2.1 Workforce projections

Land use	Land take (ha)	Employment (FTEs)
Aquaculture	5	300
Outdoor horticulture	150	81
<b><i>Undercover horticulture</i></b>		
Medicinal marijuana Stage 1	40	80
Medicinal marijuana Stage 2	-	60
Medicinal marijuana additional small	80	103
Medicinal marijuana additional large	40	450
Glasshouse aquaponics Stage 1	40	250
Glasshouse aquaponics Stage 2	0	250
Glasshouse production additional	80	500
Poly tunnels (berries and vegetables)	45	300
Grain storage, sorting and handling	25	50

Land use	Land take (ha)	Employment (FTEs)
<b>Early-stage processing</b>		
Flour/chickpea-milling/canning	10	20
Oil crushing plant	5	10
Plant proteins	10	48
Grain ethanol	30	24
Diesel replacement (methanol) – Gas to liquids	0	0
Chemicals manufacture – mixing of reactive ingredients	15	15
Fertiliser mixing – Urea Ammonium Nitrate	10	10
Intermodal terminal (public access)	30	10
Freight and logistics	20	10
Abattoir	0	0
Resource recovery (Tyre and plastics)	60	20
Waste to energy – Biogas	30	10
Solar electricity	700	4
Hydrogen production	10	4
Light industrial/Commercial	10	25
<b>Total</b>	<b>1,485</b>	<b>2,634</b>

Source: CIE, Moree Special Activation Precinct, 2021

As the SAP will be delivered in stages, the workforce requirement and opportunities for employment will change over time. A workforce timeline has not been developed for this report as there is currently limited information on staging and associated workforce projections.

## 2.4 SAP INFRASTRUCTURE REQUIREMENTS

### 2.4.1 COMMUNITY HUB

There is general agreement that the SAP will include a ‘community hub’ of some form. This report has determined the focus of this hub, and the most appropriate uses through analysis conducted for the previous two reports and the development of personas (for the EbD) that reflect future SAP workers and how they will interact with the SAP.

The following Figure 2.2 illustrates how SAP workers may interact with the community hub.

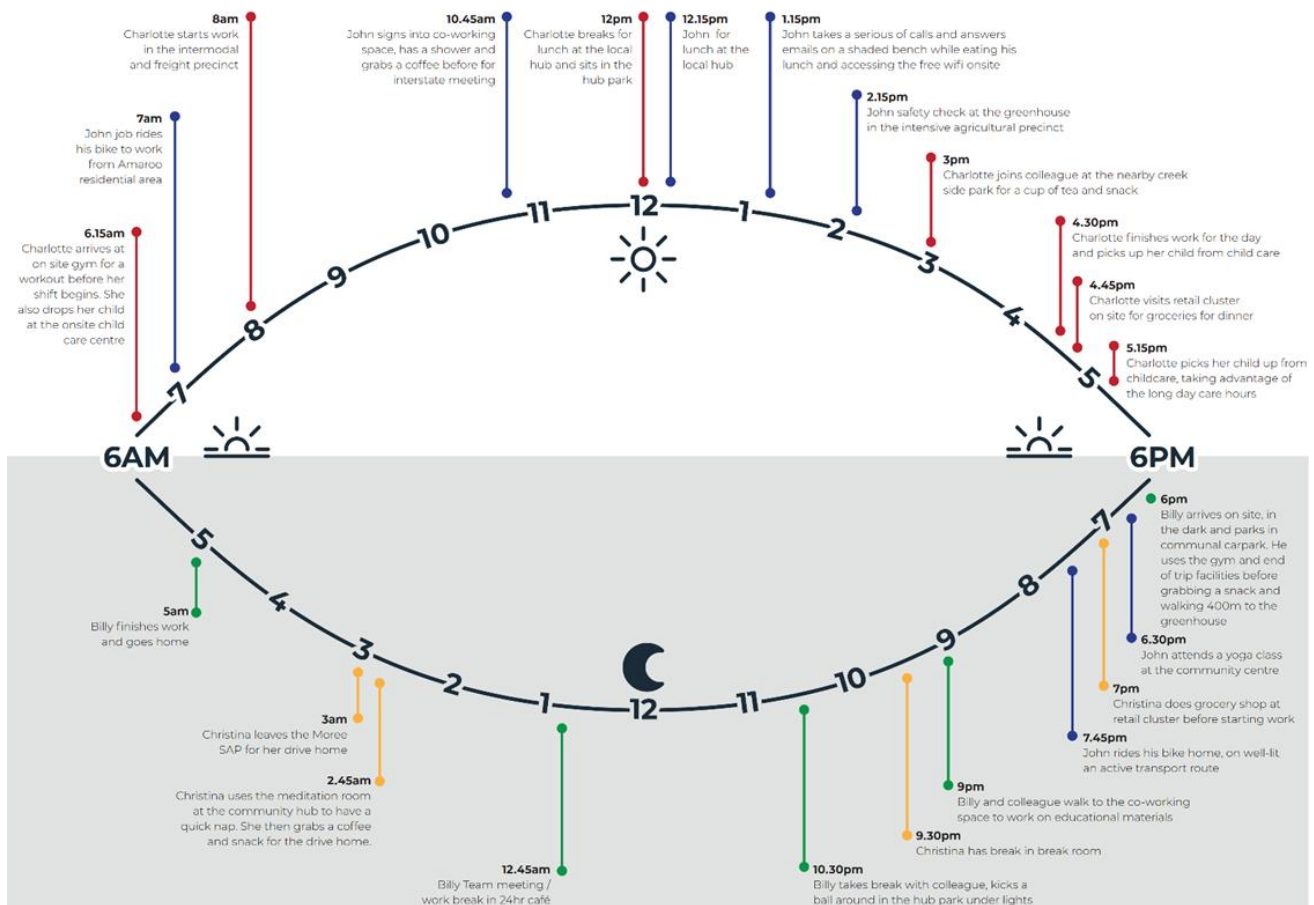


Figure 2.2 Worker interactions with the SAP

It is a more efficient and effective approach to enhance existing facilities rather than build new ones. This approach is also part of ensuring the benefits of the Moree SAP are extended to the broader community. While it is possible to include traditional community facilities (child care, community centres, libraries, etc.) in the SAP master plan and/or SEPP schedule, it is not likely that these uses are appropriate for an industrial-focused precinct. However, there is an opportunity for the inclusion of community hub type facility.

A key trend in hub planning and provision is a move towards multipurpose facilities designed and built to maximise flexibility in use, so they can accommodate a wide range of uses and a diverse range of user groups. In the SAP site, this could also be supported by the curation of leasing arrangements and the types of service delivery provided by tenants.

Key considerations in planning for community hubs are:

- The importance of community facilities as focal points.
- Recognition of trends towards co-location and clustering of facilities with other activity generating uses.



- The value of flexible and multipurpose space that can be programmed to cater for diverse activities to meet evolving community and workforce need.

For the Moree SAP, these considerations may facilitate:

- The co-location of food and beverage retail with a community hub supporting longer visitation by community members and workers, activating the hub and surrounds during work times.
- Flexible retail and spaces (including hiring arrangements) may support the provision of key services on a full time or part-time bases.

Regardless of how the community hub is used, the following principles need to be embedded in the design, function and operation of the hub to ensure equal access:



Accessible to all members of the community: this may include tiered pricing for different tenants, programs or activities based on the intended audience. Community members should not be excluded from communal spaces due to the cost of entry.



Provide a range of services and activities: communal spaces should aim to be relevant to all members of the community.



Culturally appropriate spaces: communal spaces should be designed to recognise and acknowledge Aboriginal history and heritage.

Source: *Images from flaticon.com*

A hub in the SAP is likely to include a range of uses to support workers, business and the local community including:

- Training and innovation space potentially with a presence by a University or other training organisation
- Meeting or collaboration space for local businesses to meet
- Formal meeting space for video conferences and/or client meetings
- Storage space for culturally significant items to be displayed on Country (if deemed appropriate by the LALC and other local Aboriginal groups)
- Some form of recreation space for workers such as a gym, sports court or similar
- A base for revegetation and restoration activities of the local creeks
- Key benefits and opportunities of each use are outlined below.

Table 2.2 Hub space requirements

Required spaces	Detail
Training and innovation space	<p>A multipurpose space within the community hub which has the capacity to be booked for group training would assist with businesses and industry engaging in day courses, annual qualification renewal and/or highly specialised training not offered locally. This could include:</p> <ul style="list-style-type: none"> <li>— First aid</li> <li>— Safety</li> <li>— Industry-specific licenses and qualifications.</li> </ul> <p>Key benefits of a hireable space include the ability for local business to upskill workers and to provide training in a space which has minimal-to-no noise impact, thermal comfort and is dust-free. These benefits contribute to a learning environment which is conducive for a half to multi-day sessions.</p>
Meeting or collaboration space for local businesses	<p>Providing both formal and informal meeting spaces within the community hub for local business to collaborate is an important component of fostering business synergies within the SAP.</p>
Formal meeting space	<p>Hireable meeting space can provide local businesses with a low-cost formal meeting space. Ensuring this space has simple yet high quality IT will be important in supporting diverse users. Local business owners and/or managers could hire this space for in-person or online meetings with stakeholders and investors at an inter-state or international scale. Central to the success of a formal meeting space will be thermal comfort and minimal background noise.</p>
Connection to Country	<p>There is an opportunity to display and curate culturally significant artefacts found in the SAP within the community hub. Providing a foyer with the ability to exhibit local Aboriginal history and a separate space for storage and care can:</p> <ul style="list-style-type: none"> <li>— Support, celebrate and preserve local cultural heritage</li> <li>— Provide a space for Aboriginal heritage items to be kept on Country</li> <li>— Assist with the development of character and identity in the SAP</li> <li>— Help develop the hub as the focal point of the SAP.</li> </ul> <p>Further consultation with the LALC, local Aboriginal groups and Elders needs to be undertaken prior to committing to this concept.</p>

## 2.5 RETAIL

Providing access to food and beverage retail is an important component of supporting workers, such as coffee shops, takeaway options and general stores. Key guiding principles should consider diversity – both in terms of offerings and price points. Encouraging diverse food and beverage options generates economic inclusivity while catering to cultural and dietary needs.

Food and beverage retail should be supported by communal and/or open space – such as green spaces and the community hub. Co-locating these spaces encourages workers to visit and stay, generating opportunities for relaxation and socialising. The ability to attract and captivate people (e.g. provide spaces where people want to stay) is central to successful activation.

Consideration will also need to be given to the needs of shift workers. If Moree SAP is to be a 24-hour precinct, the retail offering needs to support the needs of all workers. This includes food and beverage options which operate 24 hours a day and are safe to access at night.

### 2.5.1 FLEXIBLE/HIREABLE WORKSPACE

Co-working spaces have become important spaces for sole traders and smaller sized companies. The ability to hire “office” space when needed has reduced the overhead costs for operations which require casual workspace (e.g. less than five days a week) or minimal office space. They also provide essential spaces for business and formal meetings. The provision of co-working spaces and hireable meeting rooms also offers opportunities to support larger businesses as well.

In the case of the Moree SAP, hireable meeting rooms may be a preferred option for some tenants providing a formal office space outside an industrial and/or warehouse space. These spaces may be hired for business planning days, investor meetings or other business development activities which do not require access to the site of operations.

Further economic analysis should help to determine the form of co-working space that would best suit the Moree context.

### 2.5.2 OPEN SPACE

While a predominantly employment precinct, the SAP will still generate demands for social infrastructure. Open space has been historically found to be a key social infrastructure requirement in employment areas that can contribute significantly to worker health and wellbeing. Providing break spaces for workers outside will need to be considered in the final master plan. The delivery of these spaces should be guided by best practice principles in every scenario. The NSW Government Architects Office (GAO) has developed a series of guidelines for place and open space design and planning to support worker needs. Better Placed<sup>2</sup> incorporates a series of seven distinct design objectives for public spaces, which contribute to the functionality of spaces, and community connection and utilisation to these spaces. Key considerations for the site, based on the Better Placed objectives are, spaces:

- Support and enable productivity, being accessible, convenient and providing a balance between work and socialisation, recreation and/or relaxation
- Foster community building and resilience by facilitating interaction and connection for workers
- Accommodate the demand of all or most workers during peak working hours (Monday–Friday 9.00 am–5.00 pm), as well as outside these times (e.g. outside work hours on weekdays and weekends)
- Provide amenity and recreation options for workers, as well as visitors in peak and non-peak times
- Feel safe at all times (e.g. event and non-event, work hours and outside work hours)
- Are accessible and inclusive to all workers (e.g. those living with a disability, with young children, older persons, people from culturally diverse backgrounds).

Key considerations for usable and functional outdoor break spaces include:

- **Distance from the workplace:** break spaces need to be readily accessible and in close proximity to allow visitation during 15 and 30-minute breaks. These limitations support the notion of a network of smaller spaces rather than fewer larger spaces. The Open Space and Recreation Guidelines<sup>3</sup> recommend that all workers are within 400 m walking distance from open space. Where possible, open spaces should be co-located with community facilities, retail spaces and third spaces.
- **Thermal comfort:** considering the frequency of days over 40 degrees in Moree and the impacts of urban heat, break spaces need to be designed to provide cooler microclimates. Thermal comfort includes design features such as tree canopy, limited concrete and/or metal surfaces and a preference for high albedo surfaces. Passive cooling can also be achieved by co-locating break spaces with water bodies such as rehabilitated creeks near the site.

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<sup>2</sup> Government Architects Office NSW, *Better Placed*, 2017

<sup>3</sup> Government Architects Office NSW, *Open Space and Recreation Guidelines*, 2017

- **Noise, odour and dust:** for break spaces to be comfortable, there should be limited exposure to noise, odour and dust. This provides a more enjoyable experience for workers while providing respite from these sensory experiences in the workplace. Break spaces should capitalise on creek habitation and avoid close proximity to air vents, parking lots, high volume traffic areas and exhausts.
- **Walkability and safety:** pedestrian-friendly access between precincts and break spaces and within precincts will support worker safety and active transport while simultaneously reducing pedestrian-heavy vehicle incidents. Considering the potential 24-hour function of the site, lighting and night-time safety will need to be a key consideration.
- **Shift workers:** if there are shift workers on-site, open spaces need to be designed to be safe and well lit, ensuring they do not become spaces where assault occurs.
- **Public art:** integrating public art into open space can bring vibrancy and a sense of place when considering activation and placemaking. There is an evident opportunity to integrate public art and built design with Aboriginal design, connecting the Moree SAP site with local Aboriginal heritage. Any Aboriginal design process must be informed by and engage local Aboriginal groups, elders and community.

### 2.5.3 SECURITY AND SAFETY

Security and safety are critical concerns for industrial developments. A lack of activation and isolation are often associated with anti-social and criminal behaviour due to a lack of active and passive surveillance. Key features which will impact security and safety on-site at the Moree SAP include:

- **Hours of operation:** the operating hours of the SAP will influence when, where and how many people are on-site at any specific time. Site activity is a positive contribution to overall activation and increases passive surveillance.
- **Built form:** increasing passive surveillance through built form can help reduce safety and security risks on-site and improve the safety of shift workers. Approaches such as CPTED (Crime Prevention Through Environmental Design) should be included in the planning of the Moree SAP to reduce potential incidents of crime. Other design features which may increase security and safety within the SAP include ‘hardening’, such as no glass frontages.

### 2.5.4 LOCAL AND REGIONAL EMPLOYMENT OPPORTUNITIES

The Moree SAP will provide a range of local and regional employment opportunities. The limiting factor in local employment opportunities will be the availability of skilled labour rather than the number of new jobs generated. Potential future employment opportunities are summarised below, based on 2016 ABS employment trends across NSW and CIE workforce projections.

Table 2.3 Alignment of ABS industries of employment with proposed industries within the SAP

Industry	CIE categories	ABS INDP – 4 Digit Level
Agricultural production	Aquaculture/aquaponics	Onshore Aquaculture
	Outdoor horticulture	Vegetable Growing (Outdoors)
	Undercover horticulture: Medicinal marijuana	N/A
	Undercover horticulture: Mushroom facility/ Glasshouse production	Mushroom Growing
	Undercover horticulture: High tunnels (berries and vegetables)	Vegetable Growing (Under Cover)

<b>Industry</b>	<b>CIE categories</b>	<b>ABS INDP – 4 Digit Level</b>
Processing and value add agriculture	Grain storage, sorting and handling	Grain storage
	Early-stage processing: Flour/milling/canning	Cotton Ginning Grain Mill Product Manufacturing
	Oil crushing plant	N/A
	Grain ethanol production	Basic Organic Chemical Manufacturing
Energy	Resource recovery	Waste Remediation and Materials Recovery Services
	Waste to energy	Other Electricity Generation
	Solar electricity	Other Electricity Generation
	Hydrogen economy	Hydro-Electricity Generation
Fuel	Diesel replacement (methanol): Gas to liquids	Basic Organic Chemical Manufacturing
	Fertiliser production: Anhydrous ammonia	Fertiliser Manufacturing
Freight and logistics	Intermodal terminal	N/A
	Freight and logistics	Warehousing and Storage Services, not further defined (nfd)
		Other Warehousing and Storage Services
Light industrial and commercial	Light industrial and commercial	Agricultural Product Wholesaling, nfd
		Petroleum Product Wholesaling
		Industrial and Agricultural Chemical Product Wholesaling
		Machinery and Equipment Wholesaling, nfd
		Agricultural and Construction Machinery Wholesaling

## 2.5.5 AGRICULTURAL PRODUCTION

Based on 2016 ABS data, “agricultural production” industries will have a high demand for managers and labourers and low demand for other occupations. Specific sectors such as onshore aquaculture, mushroom growing, and vegetable growing (undercover) have a higher demand for managers and lower need for labourers compared to outdoor agriculture.

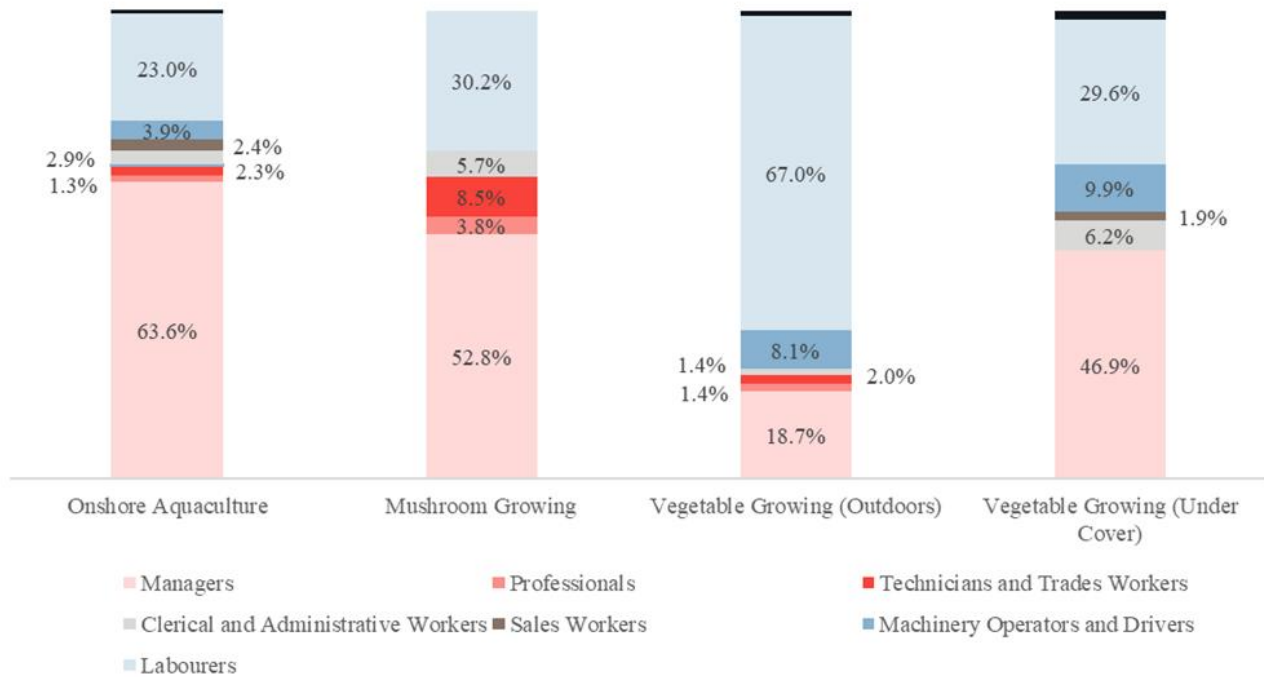


Figure 2.3 Employment diversity breakdown: agricultural production

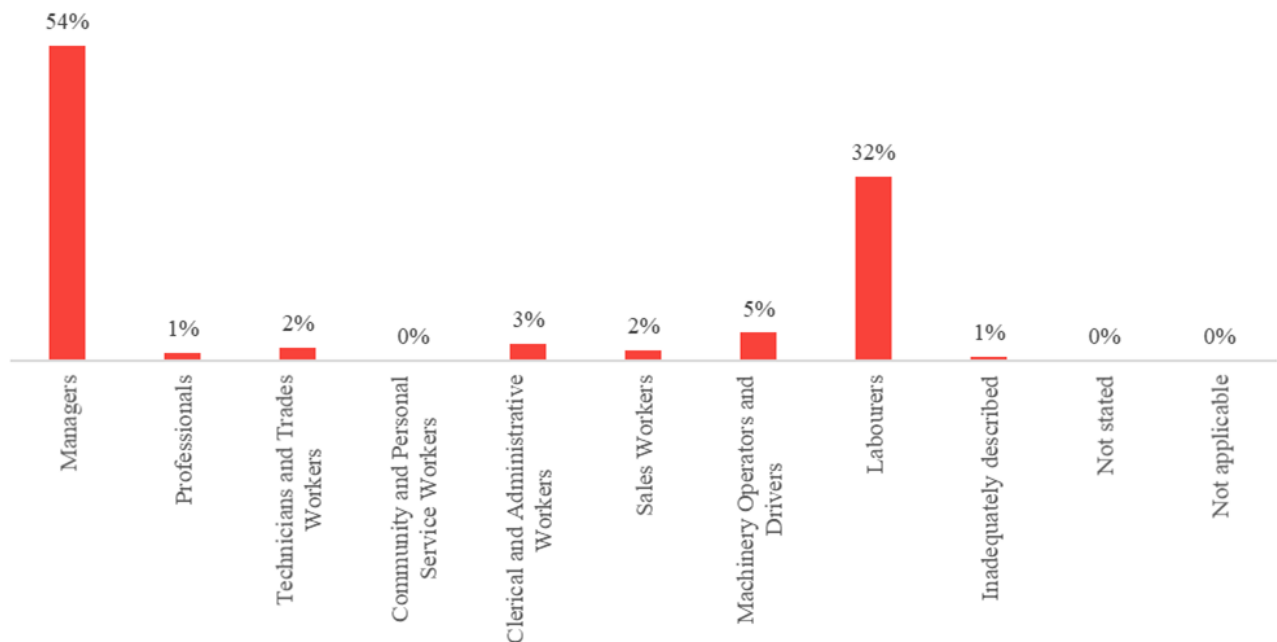


Figure 2.4 Employment diversity summary: agricultural production

## 2.5.6 PROCESSING AND VALUE ADD AGRICULTURE PRODUCTION

“Processing and value add agriculture” industries generally have a higher need for machinery operators and drivers, and labourers than other occupations. There is generally higher demand for managers in the grain storage services. Unlike the agricultural production industry, there is a greater range of occupations required.

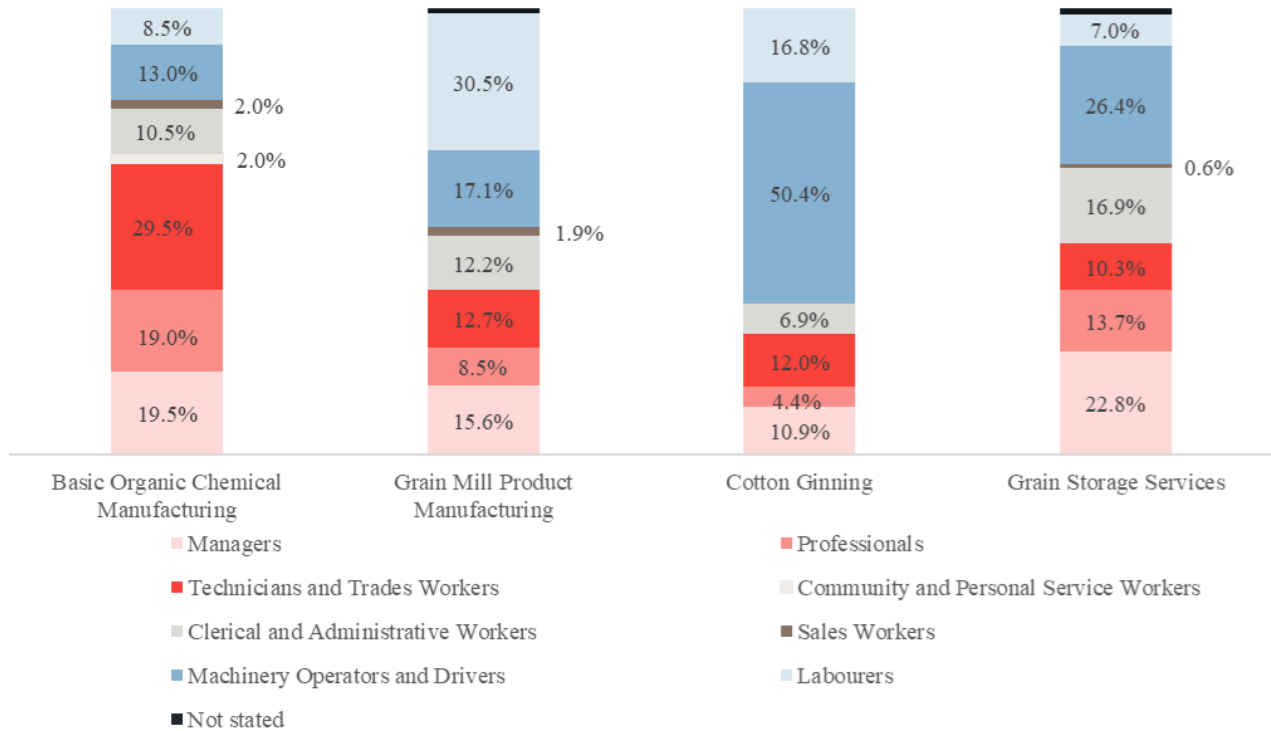


Figure 2.5 Employment diversity breakdown: processing and value add agriculture

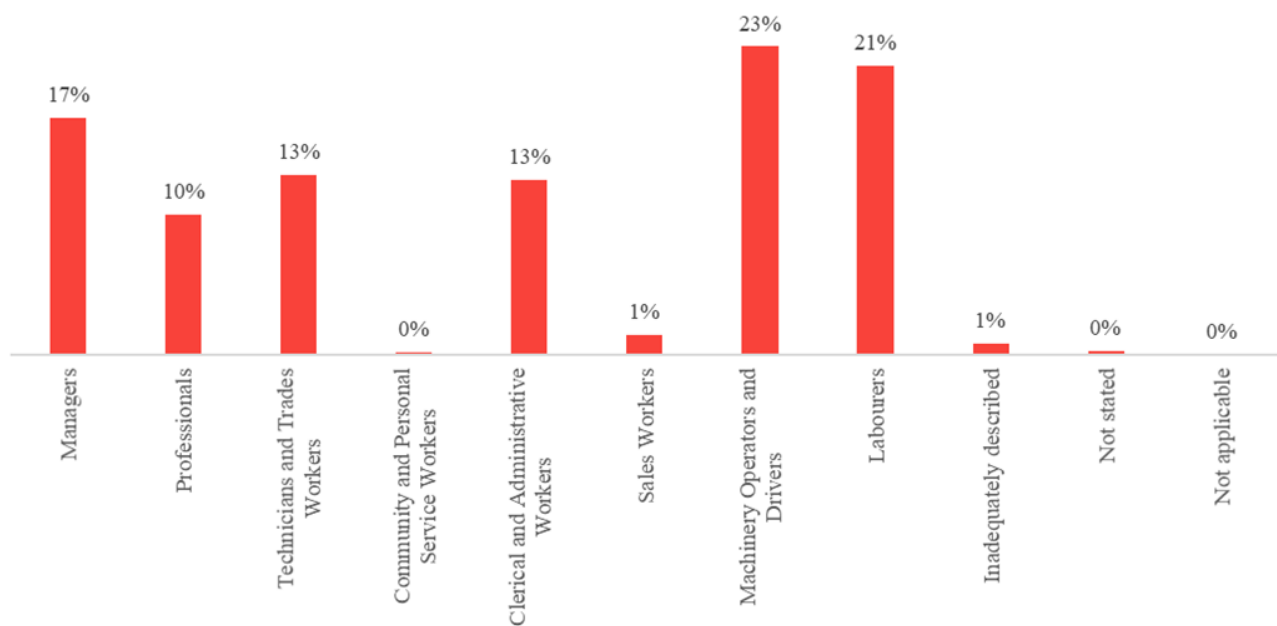


Figure 2.6 Employment diversity summary: processing and value add agriculture

## 2.5.7 ENERGY PRODUCTION

Energy production, compared to resource recovery, generally requires more managers and, technicians and trade workers than machinery operators and drivers.

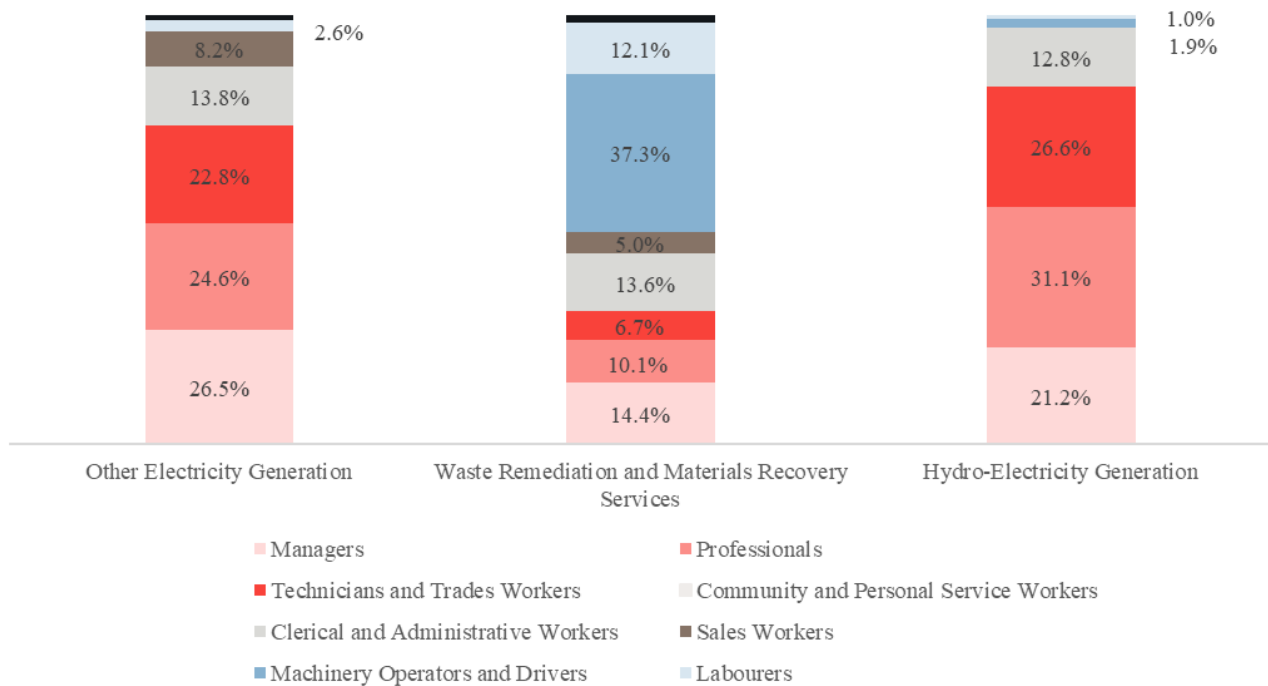


Figure 2.7 Employment diversity breakdown: energy

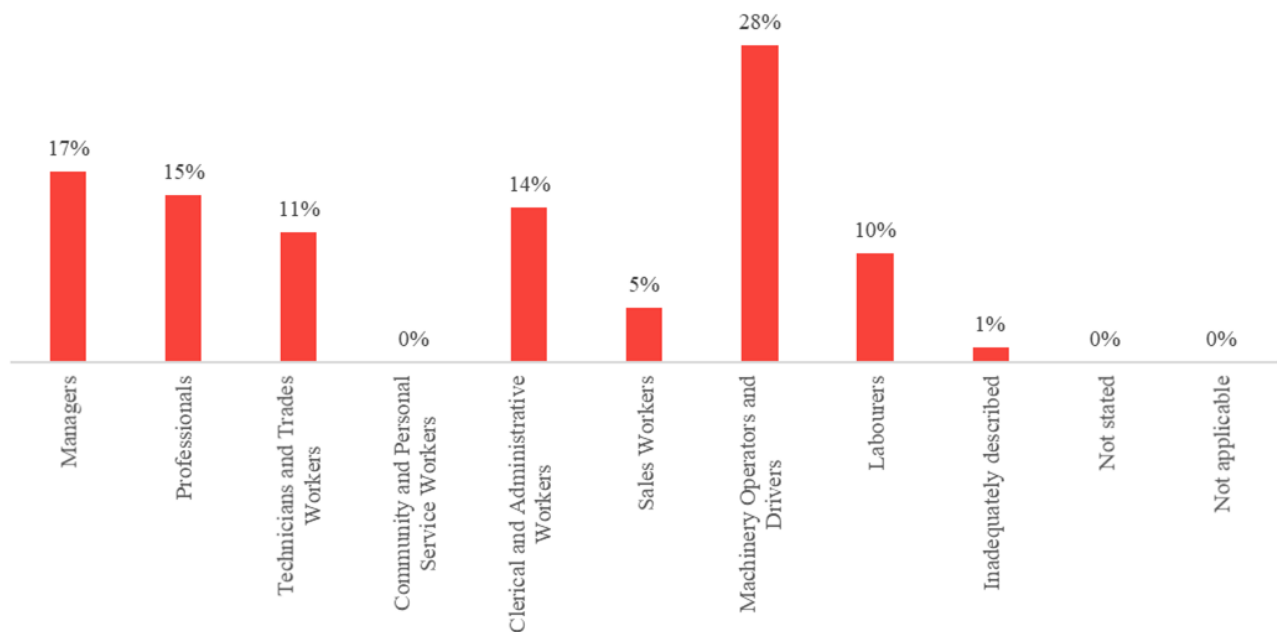


Figure 2.8 Employment diversity summary: energy



## 2.5.8 FUEL PRODUCTION

Fuel based industries require a large proportion of managers, professionals, technical trade workers, and machinery operators and drivers. There is generally low demand for labourers and a higher demand for skilled workers.

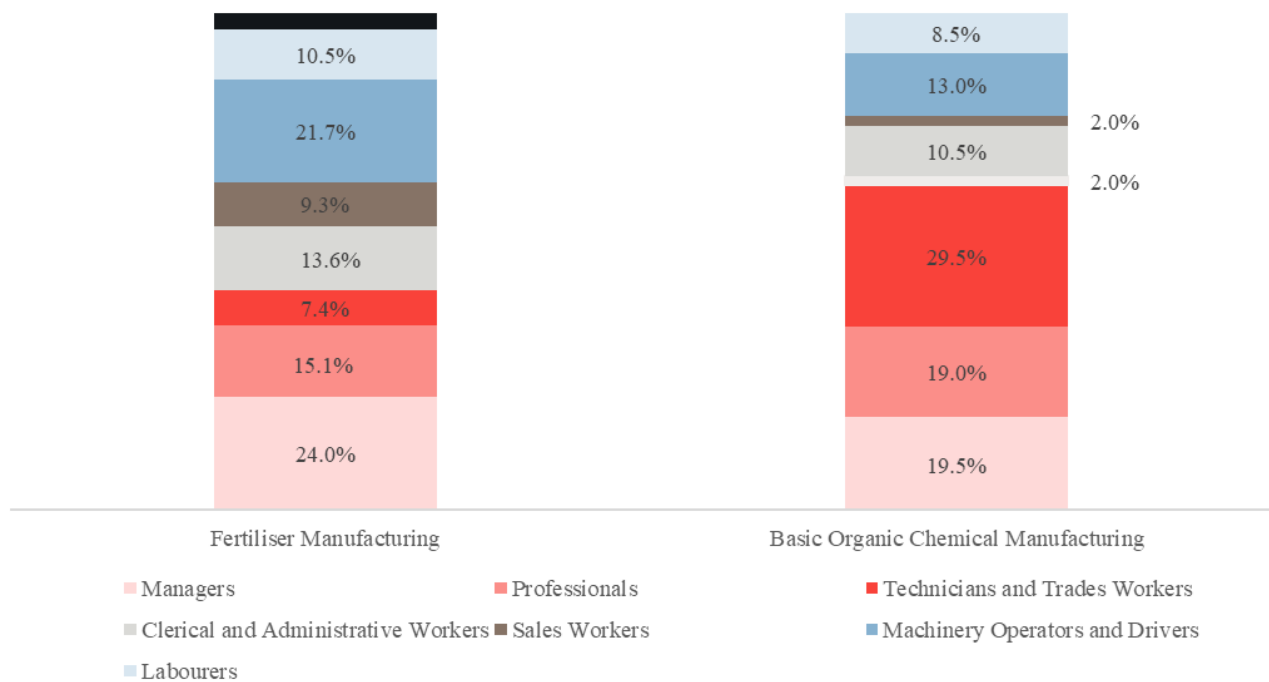


Figure 2.9 Employment diversity breakdown: fuel

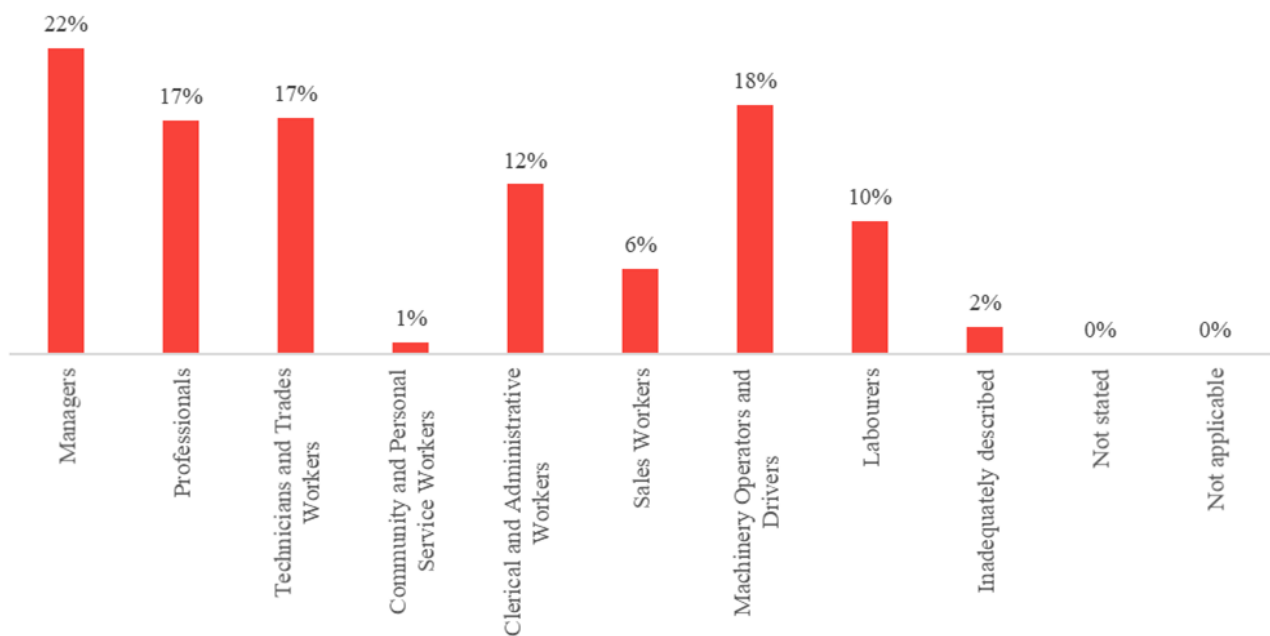


Figure 2.10 Employment diversity summary: fuel

## 2.5.9 FREIGHT AND LOGISTICS PRODUCTION

It can be expected that approximately half of freight and logistics workforce will be machinery operators and drivers. There are notably lower proportions of managers, and clerical and administrative workers required.

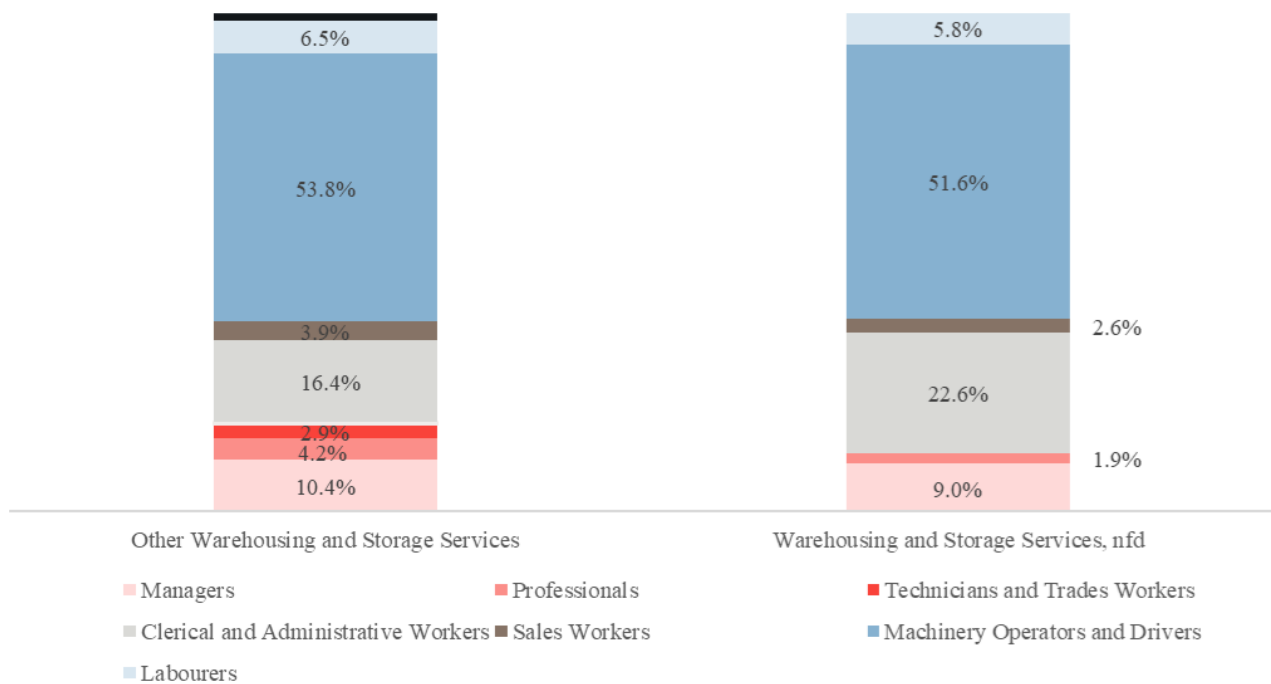


Figure 2.11 Employment diversity breakdown: freight and logistics

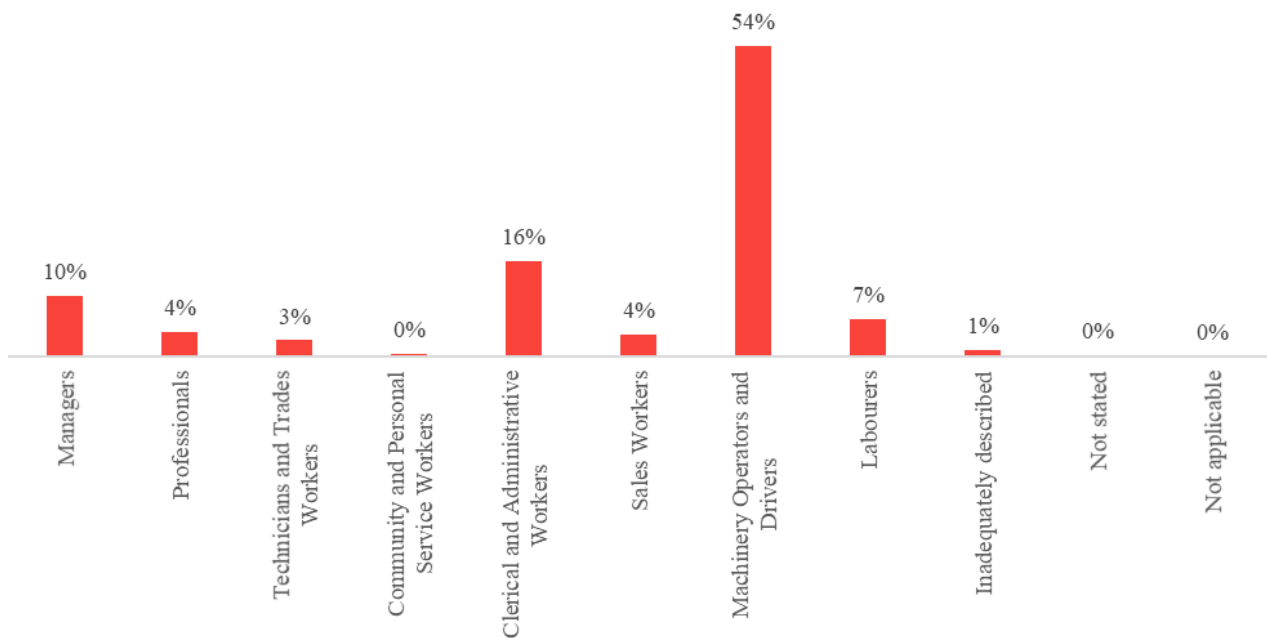


Figure 2.12 Employment diversity summary: freight and logistics

### 2.5.10 LIGHT INDUSTRIAL AND COMMERCIAL PRODUCTION

Light industrial and commercial industries generally require high proportions of managers, and clerical and administrative workers with low proportions of labourers.

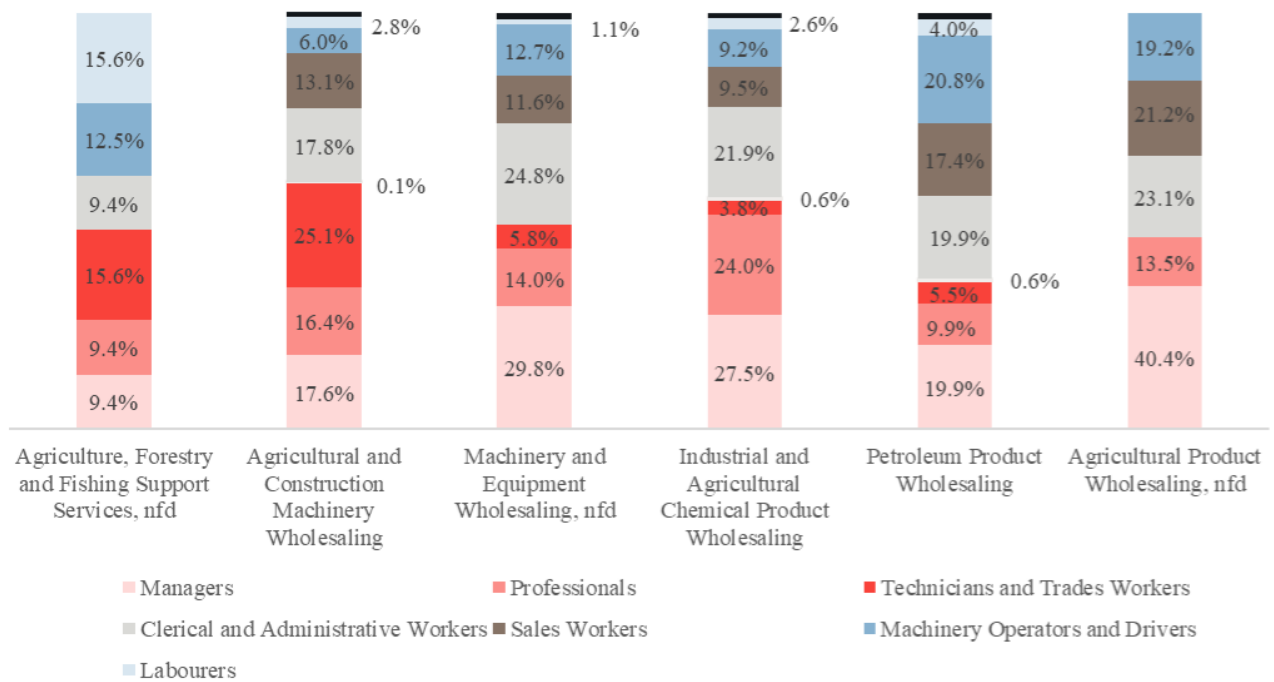


Figure 2.13 Employment diversity breakdown: light industrial and commercial

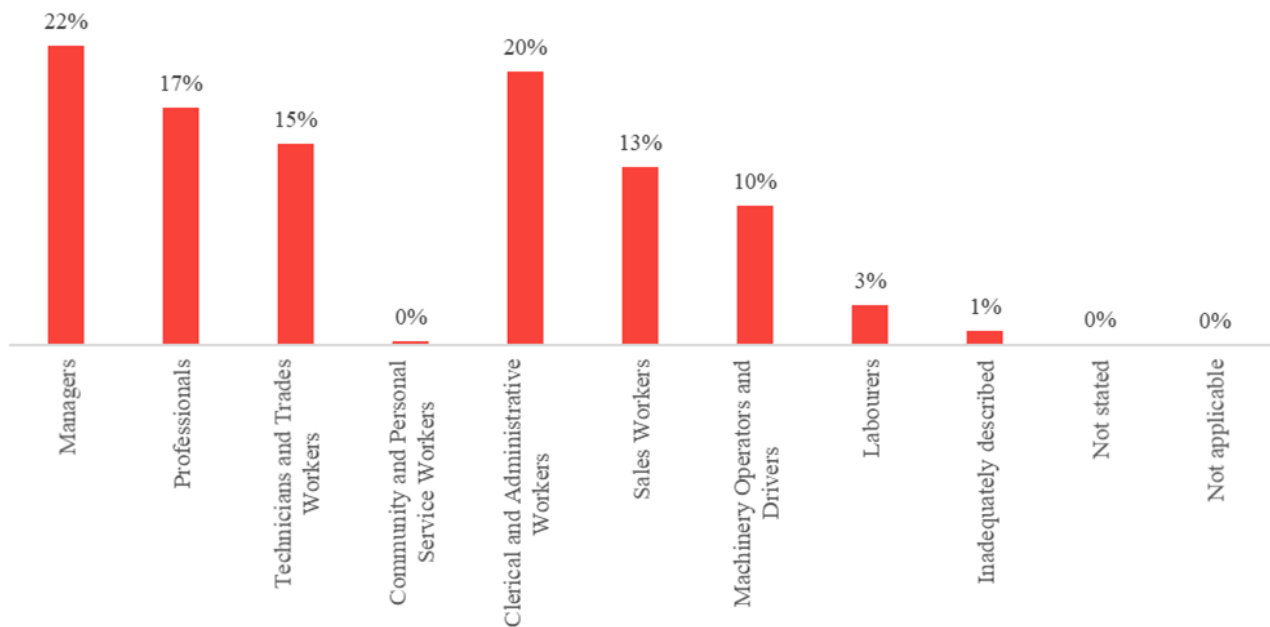


Figure 2.14 Employment diversity summary: light industrial and commercial

## 2.6 INDUSTRY DIVERSIFICATION

The Moree SAP provides an opportunity to diversify the region's economy, leading to a more sustainable economy and a greater variety of jobs for local residents. The proposed land uses within the Moree SAP will result in:

- **Growth in existing industries of employment**, reflecting existing land uses within the LGA
- **Provide new industries of employment**, support new industries and businesses to establish within the SAP which are currently not present within the LGA
- **Leverage existing industries for greater value capture**, processing of raw materials and manufacturing of products within the SAP to reduce transport and logistics costs for industry and increase value chain capture within the LGA.

By supporting existing and new industries of employment, the SAP will continue to support current employment opportunities while providing new opportunities for residents. Industry diversification will also enable (and require) the broadening of training and education opportunities. Table 2.4 outlines occupations that will result from the identified land uses and the vocational training required to develop an appropriately skilled workforce. Some of these courses are currently on offer in Moree. Other training will require developing or importing suitably qualified trainers and educators. Some courses will require the enhancement and or expansion of existing training facilities.

Table 2.4 SAP occupations and training requirements

Current industry/employment representation in Moree LGA/Current TAFE offering

☑ Yes

☒ No

Industry	CIE categories	Current industry/employment representation	Current TAFE offering	Commentary
<b>Agricultural production</b>	Aquaculture/aquaponics	☒ Currently no employment in LGA	SFI30111 Certificate II in Aquaculture	☑ Currently on scope in the North Region. Funding/financial support would be required to support delivery staff to travel to the region and provide locally based training.
	Outdoor horticulture	☑ Currently employment in LGA	AHC20416 Certificate II in Horticulture	☑ Course currently available Moree campus to Diploma level.

Industry	CIE categories	Current industry/ employment representation	Current TAFE offering	Commentary
	Undercover horticulture: Mushroom facility/Glasshouse production	⊗ Currently no employment in LGA	AHC20416 Certificate II in Horticulture	⊙ Additional infrastructure at existing facilities would ensure students are provided with industry relevant skills using specialised equipment and facilities.  TAFE NSW will need to look at the creation and/or modification of existing spaces to ensure a fit for purpose facility can be used to ensure long term sustainability and grow with increasing industry demands.
	Undercover horticulture: Medicinal marijuana	⊗ Currently no employment in LGA	AHC30716 Certificate III in Horticulture	⊙ Specialised teacher will need to be sourced to ensure quality and subject aligned to the technical requirements of the industry.
<b>Processing and value add agriculture</b>	Grain storage, sorting and handling	⊙ Currently employment in LGA		Awaiting response from the teaching section. TBC
	Early-stage processing: Flour/milling/canning	⊗ Currently no employment in LGA		As above. Specialised facilities maybe available within other TAFE NSW regions, where facilities and delivery would be fit for purpose and provide more industry relevant training.
	Oil crushing plant	⊗ Currently no employment in LGA		Financial support for students to travel attend this training should be a considered.
	Grain ethanol production	⊗ Currently no employment in LGA		
<b>Energy</b>	Resource recovery	⊗ Currently no employment in LGA		TBC
	Waste to energy	⊗ Currently no employment in LGA		
	Solar electricity	⊙ Currently employment in LGA		

Industry	CIE categories	Current industry/ employment representation		Current TAFE offering	Commentary
<b>Fuel</b>	Diesel replacement (methanol): Gas to liquids	⊗	Currently no employment in LGA		TBC
	Fertiliser production: Anhydrous ammonia	⊙	Currently employment in LGA		
<b>Freight and logistics</b>	Intermodal terminal	⊙	Currently employment in LGA	TLI21616 Certificate II Warehousing Operations TLI31616 Certificate III in Warehousing Operations	⊙ Course is currently being offered, a new course will start 2021. Limited teachers available.
	Freight and logistics	⊙	Currently employment in LGA		
<b>Light industrial and commercial</b>	Light industrial and commercial	⊙	Currently employment in LGA		TBC

### 3 MOREE LGA

Achieving the overarching vision of the SAP will require a concurrent approach to transforming social disadvantage and the additional mechanisms of change that need to occur alongside the development. These actions have been grouped according to the themes determined in the final EbD and listed in section 1.2. Actions were developed by assessing the advantages and disadvantages of the Master Plan concerning social infrastructure. The assessment considered the community hub location, the social impacts, education and employment opportunities, cultural heritage and environmental rehabilitation. The assessment concluded that while there are specific facilities and spaces that should be included in the SAP, these will not be the major determinant of social and economic success. Rather it will be the concurrent initiatives and broader approach to systemic social change that will support the SAP to achieve its full economic potential and transform existing social disadvantage.

The actions listed below are those that should be considered in the development of the SAP delivery plan. Many of these actions are aimed at creating the environment for industry relocation to Moree. Figure 1.2 (Social Outcomes Framework) showed that industry relocation is considered integral to the success of the SAP. The findings of this study confirm this and propose that there are a range of social initiatives that need to be undertaken to address systemic social issues that may inhibit industry relocation. Key areas below which address this include skills, training and education, service coordination and improved outcomes for the Aboriginal community.

The most effective and efficient approach to improving infrastructure capacity is through the enhancement of existing facilities. MPSC has confirmed that Moree is already well-serviced in terms of the space allocation of social infrastructure, open space and general amenity, also evident in Appendix C.

In terms of active open space and recreation, the LGA has several district and regional facilities, including the PCYC which is currently undergoing significant refurbishment and will continue to enhance its offering as funding permits. Broadly across the LGA there is an abundance of passive open space. However, much of it is of poor quality and is costly to maintain.

MPSC intends to update their Recreation Strategy in 2021 with a focus on organised and unorganised sport, casual use of open space, walking paths and exercise equipment, public swimming pools and indoor recreation. MPSC has identified the following likely challenges in providing suitable recreation and open space for existing and future residents:

- A lack of indoor recreational opportunities (PCYC being the only indoor facility)
- The need to rationalise Council owned open space
- Emerging social recreation patterns relevant to the LGA/region
- Changes in population and demographics as a result of the SAP.

In regard to the community hub outlined in section 2.4.1, it is likely to be the only shared meeting and training space within the SAP boundaries and a key factor in the identity and activation of the precinct. It will be important to ensure this is developed early and with the ability to expand and meet the changing need.

It is noted that some of the actions identified below will not be able to be achieved through the Delivery Plan alone but may require other processes to implement.

Table 3.1 Infrastructure and amenity roadmap

Action	SAP	Measure	Timeline	Champion
Locate the community hub centrally within the SAP, easily accessible to both SAP workers and the public	✓		<5 years	RGDC
Design the community hub so it can be expanded as a live site as future areas of the SAP become developed or as demand increases	✓	Initial hub built with the ability to expand	<5 years	RGDC
Co-locate flexible/hireable workspace with retail offerings and the community hub or explore opportunity for flexible/hireable workspace to be integrated into community hub	✓	Provision of workspaces within the hub	<10 years	RGDC
Co-locate retail near the community hub to assist with hub activation as well as support hub users (access to food and beverage)	✓	Any retail or food offerings built within the SAP located adjacent to the hub	>15 years	RGDC
Curate a diverse retail offering which caters to different price points, consumer options and a 24-hour precinct	✓	SAP workers are able to access basic services and amenity within the precinct	>25 years	RGDC
Provide landscaped open space near retail offerings for worker amenity	✓		>25 years	RGDC
Design open spaces to facilitate workers to stay in the SAP. This includes designing to increase thermal comfort (e.g. shade)				
Provide high quality, well lit, with appropriate security surveillance (as per CPTED principles) pedestrian and active transport links and pathways concurrent with the SAP development.	✓	Pedestrian and active transport connections are delivered with the precinct and contribute to the broader network for the whole of SAP connectivity	Ongoing	
Incorporate the ‘Designing with Country’ principles outlined in The Aboriginal Community Study	✓	Considered for Community Hub, creek revegetation projects, general landscaping, and gateway	<5 years	RGDC



## 3.1 SKILLS, TRAINING AND EDUCATION

Skills development, training and education is key to the long term success of the SAP. This area is critical in relation to industry attraction as well as retention of a workforce in Moree. Partnerships with TAFE and industry will be critical to achieving long term and sustainable skills development and education outcomes for the SAP and for Moree township and its community.

Table 3.2 Skills, training and education roadmap

Action	SAP	Measure	Timeline	Champion
Work with TAFE and other vocational training providers and universities to provide training courses aligned with the occupations required within each industry (e.g. Table 3.1)	✓	Moree (particularly Indigenous) residents – have the skills and appropriate training to access a range of occupations of varying paygrades.  % (to be agreed) of the SAP workforce (across varying pay grades) are filled by local workers, with 22% of these roles filled by Aboriginal peoples and Torres Strait Islanders (aligned to current population).	Ongoing	RGDC
Ensure tenants (e.g. businesses located in the SAP) have procurement and recruitment policies that prioritise residents across a range of occupations, particularly managers, professionals, and technicians and trade workers	✓	All tenants have a local procurement policy that prioritises Indigenous representation, approved by RGDC.	Ongoing	RGDC
Have a requirement that procurement policies consider the representation of Indigenous residents across range of occupations (e.g. managers, professionals, and technicians and trade workers)	✓		Ongoing	RGDC
Have a requirement that procurement policies are reviewed at regular intervals to assess Indigenous and local employment rates and distribution across occupations and industries	✓	% (to be agreed) of the SAP workforce (across varying pay grades) are filled by local workers, with 22% of these roles filled by Aboriginal peoples and Torres Strait Islanders (aligned to current population).	Ongoing	RGDC
Develop a Workforce Development Strategy that considers the “wrap around” supports and services required to support participation of Indigenous community	✓	% (to be agreed) of the SAP workforce (across varying pay grades) are filled by local workers, with 22% of these roles filled by Aboriginal peoples and Torres Strait Islanders (aligned to current population).	< 5 years	RGDC – support and services component in collaboration with MPSC and Regional NSW

## 3.2 SERVICE COORDINATION – HUMAN SERVICES, HEALTH AND HOUSING

The SAP is a catalyst for change within the Moree LGA; the structure and delivery plans have limited ability to directly affect social outcomes. As such, there will need to be additional work undertaken by local, state and federal government to ensure that social change occurs concurrent to the development and enables the economic and social vision of the SAP.

Section 4 outlines the steps following this final report to develop a whole of government approach to social change. This process will support the identification of actions, measures and government champions, outside of the SAP delivery framework. The outcome of which will be an Action Plan that builds on and complements all work conducted to date.

Table 3.3 Skills, training and education roadmap

Action	SAP	Measure	Timeline	Champion
Develop a Safety Management Plan for the Moree SAP which considers hours of operation, activation times and potential for anti-social behaviours	✓	Crime rates within the SAP are comparable to other regional industrial parks in NSW	Ongoing	NSW Police MPSC
Ensure there is a diversity of housing options to support the relocation of incoming SAP workers		New residents are able to attain appropriate and affordable housing	Ongoing	MPSC
Develop an Industry Relocation Strategy that includes a focus on the social infrastructure, amenity and services components required to attract workers and families	✓	New workers relocate to Moree to pursue employment opportunities in the SAP	< 5 years	MPSC, RGDC, and relevant agencies

## 3.3 ABORIGINAL PARTNERSHIPS AND OUTCOMES

Murawin has identified key themes that are central to achieving Aboriginal outcomes in Moree, which includes:

- Proactive and considered planning for Aboriginal outcomes beyond the SAP area
- Uses of LALC land
- Planning Implications within the SAP and Designing with Country
- Proactive and considered planning for Aboriginal outcomes beyond the SAP area'

The final *Aboriginal Outcomes* report outlines the importance of the ensuring that the needs and aspirations of the Aboriginal community are identified as opportunities for the future investment and focus of said investment can be used to transform the current state. The report argues that without a specific focus, it could be easy to imagine that the SAP planning and investment could take place with little benefit actually being captured by Aboriginal people, and limited tangible change.

### 3.3.1 USES OF LALC LAND

The Moree SAP investigation area contains a large parcel of land (~100 Ha) owned by the Moree Local Aboriginal Land Council (LALC). The land is not necessarily of significant traditional cultural importance but does provide an opportunity for the LALC to facilitate economic outcomes through its use to benefit the local Aboriginal community. Hence the Moree LALC is open to various land uses that would maximise and share the benefit across the community.

### 3.3.2 PLANNING IMPLICATIONS WITHIN THE SAP AND DESIGNING WITH COUNTRY

The greatest implications for land use in the SAP and potential impacts are the land uses permissible close to Aboriginal housing (e.g. Stanley Village).

Furthermore, Designing with Country puts an Indigenous design lens over the notion of design and requires us to ask how design might put Country (Gamilaroi Country) at the centre. As such, there are physical Designing with Country implications for the final master plan, and future land uses.

Table 3.4 Skills, training and education roadmap

Action	SAP	Measure	Timeline	Champion
Indigenous procurement policies should aim to be reflective of local demographics (e.g. the proportion of Indigenous residents in Moree should be the Indigenous procurement target)	✓	The SAP workforce is representative of the Aboriginal population of Moree	Ongoing	RGDC
Explore the opportunity to locate the community hub on LALC landholding (in consultation with the LALC, local Aboriginal groups and Elders) to support	✓	LALC satisfied with the outcome of the consultation (regardless of location)	<5 years	RGDC
Explore the opportunity for the hub operations to be directly or jointly operated by LALC		LALC satisfied with the outcome of the consultation (regardless of the management decision)	<5 years	RGDC
Provide storage space in the hub to retain and manage any Aboriginal heritage items found on Country	✓	All heritage items found within the SAP boundaries kept on Country	<5 years	RGDC
Ensure rezoning of LALC land to provide opportunity for community hub and other appropriate land uses	✓	Rezoning of land enables the LALC to engage industries in partnership and JV opportunities  Rezoning enables maximised social and economic benefit for the LALC	<5 years	DPIE
Establish and maintain genuine processes for community participation in decision-making		Aboriginal reference group is consulted with on all key decisions regarding the SAP  Aboriginal reference group is supported and maintained throughout the lifespan of the SAP development	Ongoing	RGDC DRNSW
Develop an Aboriginal Outcomes, Culture and Country plan		Aboriginal outcomes are the at the centre of future planning for the Moree LGA	<5 years	Aboriginal Affairs

Action	SAP	Measure	Timeline	Champion
Develop Gamilaroi (or Cultural) Arts Strategy		Local Aboriginal artists are featured/showcased throughout the SAP development  Designs within the SAP are representative of Gamilaroi Designing with Country principles		Create NSW
Seek opportunities to collaborate with local and Aboriginal artists to deliver public art which ties the precinct together and reflects the local landscape e.g. murals on grain silos (such as the GrainCorp silo art trail), public art in open spaces, design features on buildings	✓	Aboriginal art is a predominant feature of the SAP		RGDC (in collaboration with tenants)

## 4 CONCLUSION

The SAP offers a chance to revitalise the Moree LGA from both an economic and social perspective. The growth in existing industries, the attraction of new industries and business and the ability to leverage off the greater value capture of economic strengths (e.g. value add to the manufacturing of raw materials) offers a diversity of employment and training opportunities not previously seen in the region.

There will be an opportunity for existing residents - particularly young people, Aboriginal peoples and Torres Strait Islanders and those traditionally excluded from the workforce – to access opportunities that have historically meant temporarily leaving town (e.g. for training and education) or permanent relocation.

While there should be a concerted effort to fill the workforce requirements of the SAP with local people, it will still generate interest from people outside of the Moree region. As the SAP develops and the population increases, there will also be a demand for additional services workers. The negative social issues and general perception of Moree as a community has been well documented. The SAP presents a pivotal opportunity to commence a process of meaningful social change. In order to ensure local workers have the opportunity to compete effectively in the labour market that arises from the SAP the development of a long term Workforce Development Strategy is recommended. This will be critical for the appropriate up-skilling and retraining of the local workforce but also ensuring that the necessary actions are taken to ensure worker attraction and retention are put in place. For Moree, a Workforce Development Strategy will need to include a strong social component and consider the ‘wrap around’ services and supports that can assist locals to address the social barriers and obstacles that may have traditionally prevented the commencement and completion of work skills training.

To fulfil the potential of the SAP, the attraction of workers (for roles not able to be filled locally) and the needs of their partners and families will need ongoing consideration as the SAP develops and the town evolves. This will require Council to take an active lead to work with key partners such as Regional NSW, Education and Health to ensure that the infrastructure, services, amenity, programs and processes are strategically planned and implemented to facilitate worker (and family) attraction to Moree.

In reference to social infrastructure included within the SAP, there has been ongoing discussion regarding the “community hub”. This facility should not be confused with social and community infrastructure that services the whole of the Moree community but rather a hub for use by SAP workers and businesses. The hub will be a focal point for the precinct and will draw the SAP community together and support businesses to engage with a modern economy. It will also be a key enabler for education, activation, identity, safety and character and will support the SAP to become a world class regional precinct. The community hub will also be an important opportunity to showcase “Designing with Country” principles and presents an opportunity for cultural learning, exchanged and the development of Indigenous enterprise.

Regardless of the infrastructure, programs and initiatives provided within the SAP – by NSW Government or private industry – it is integral to ensure that all opportunities are accessible to existing Moree residents, with an emphasis on those most vulnerable or traditionally excluded from the workforce. The SAP can directly support an equalising of the system (equal social outcomes across all cohorts), particularly around educational attainment, participation in the workforce, household income etc. but this will take considered efforts and a proactive approach, sustained consistently across the development timeline.

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## 4.1 NEXT STEPS

A central point of the work to date is the additional mechanisms that are required to address existing social disadvantage and achieve sustainable and equitable social change. As previously outlined, this will occur through:

- Discussions with Regional NSW to explore opportunities for enhanced service integration in Moree
- For those discussions to explore the development of an Action Plan for change developed in partnership with DRNSW, MPSC, the Regional Leadership Executive<sup>4</sup> and appropriate community representatives
- A whole of government approach and long commitment to social change.

An Action Plan to address service integration and long term social disadvantage in Moree could include:

- An audit of current services and providers
- Review of Treasury and NSW Audit office costing data (where available)
- Review of all existing planning, work to date (e.g. South Moree Social Plan) and existing government metrics (e.g. CtG)
- Consultation with the community to bring people along for journey and ensure the Action Plan is committed to walking together
- Consultation with MPSC and the RLE to determine the priorities, actions and measures to be included in the plan and to establish the whole of government approach to social change.

The aim of the Action Plan would be for it to be a live document used by Regional NSW to guide their approach to coordination. The Action Plan would include discreet actions and measures, aligned with existing government targets where possible. The Action Plan would be a complement to the Social and Community Infrastructure and Aboriginal Outcomes reports but would be developed separately and post public exhibition of the plans prepared for the SAP.

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<sup>4</sup> The Regional Leadership Executive is the Regional NSW leadership team. They are collectively responsible for leading the organisation, and individually accountable for the strategic and operational activities of their specific areas.

# APPENDIX A

## POLICY AND PLANNING CONTEXT

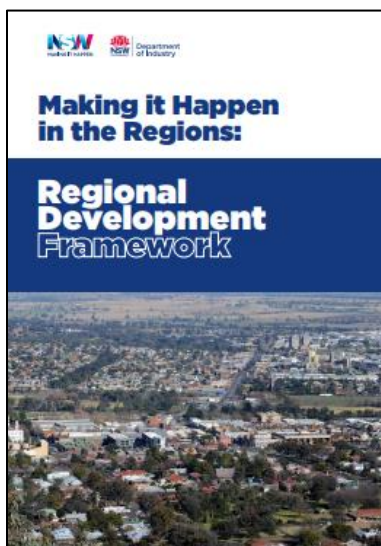


## APPENDIX A POLICY AND PLANNING CONTEXT

### A.1 NSW GOVERNMENT PLANS AND POLICIES

The NSW Government has a suite of strategies that aim to support outcomes in regional areas. The overarching document that underpins the development of the SAP is the NSW Regional Development Framework, which aligns to concurrent policy direction and planning documents within the Department of Planning, Industry and Environment, including the State Infrastructure Strategy. Several distinct departments and agencies also have planning in place for the Moree region. This policy review looks at where planning is focussed on enhancing the liveability and amenity of Regional NSW more broadly, as well as specific actions or projects within the Moree region or relevant to the Moree SAP.

### A.2 REGIONAL DEVELOPMENT, INFRASTRUCTURE AND PLANNING



#### MAKING IT HAPPEN IN THE REGIONS: REGIONAL DEVELOPMENT FRAMEWORK

The NSW Regional Development Framework provides an overall vision across Government for regional development in NSW. It acts as a point of reference for future works delivered with regional NSW and aims to ensure that every community across the State benefits from NSW's economic success.

The framework outlines three program areas to guide regional development:

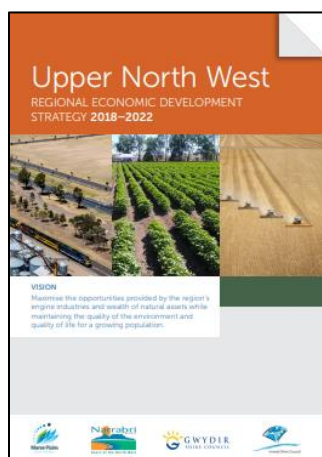
1. Providing quality services and infrastructure in regional NSW – ensuring all people in regional NSW have access to essential services and infrastructure including hospitals, schools, roads, water, police and emergency services.
2. Aligning effort to support growing regional centres - invest in regional centres to ensure that services are commensurate with growing needs.
3. Identifying and activating economic potential – supporting the creation of job opportunities in regional areas.

Implementation is supported by the Regional Growth Fund (RGF), which is made up of nine programs that invest in projects aligned with to the above objectives. Within these suites of programs exist three that specifically focus on increasing the liveability and amenity of regional communities, including the Stronger Country Communities Fund, Regional Sports Infrastructure Fund, Regional Cultural Fund. Table 1 includes grant funding successful under these three programs, it does not include the additional six resilience and economic development focussed programs that sit within the RGF.

Fund and Project	Approved funding
<b>Regional Cultural Fund</b>	
Moree Civic Precinct Redevelopment	\$ 1,052,182
<b>Regional Sports Infrastructure Fund</b>	
Expansion of The Ron Harborne Oval Sporting Precinct Moree	\$ 1,059,171
<b>Stronger Country Communities Fund</b>	\$ 2,945,963
Boggabilla sport and community facility project	\$ 139,909
Boomi community improvement projects	\$ 126,390
Clubhouse & grandstand facility Boars football club	\$ 337,336
Community recreational facilities upgrades	\$ 140,715
Construction of a Moree Men's Shed	\$ 163,233
Establish Moree youth precinct	\$ 99,000
Garah community improvement project	\$ 63,000



<b>Moree Water Park - tournament ready</b>	\$ 105,000
<b>Mehi river corridor</b>	\$ 402,554
<b>Moree playgrounds community improvement project</b>	\$ 132,000
<b>Moree water park - development</b>	\$ 140,000
<b>Mungindi courts upgrade stage 2</b>	\$ 208,780
<b>Shared pathways across Moree</b>	\$ 220,000
<b>Upgrade lights at Ron Harborne oval</b>	\$ 393,750
<b>Upgrade roofing and climate control at Moree PCYC</b>	\$ 164,296
<b>Upgrade toilets and amenities at Mungindi showgrounds</b>	\$ 110,000



### UPPER NORTH WEST REGIONAL ECONOMIC DEVELOPMENT STRATEGY (REDS) 2018 – 2022 (2017)

As part of the delivery of the Regional Development Framework, regional NSW was segmented into functional economic regions. Moree sits with the Upper North West. Each region has developed a Regional Economic Development Strategy (REDS) that determines the region’s natural endowments, long-term economic vision and determines the associated core strategies. The Upper North West REDS comprises of four core strategies, relevant to this study is the strategy to: **“invest in people, skills, community and lifestyle to address the Region’s skills gap.”**

The REDS also acknowledge that when deciding on a suburb / region to live in, people consider a range of factors, including:

- the attractiveness, amenity and appeal of the area
- access to facilities and services (including retail, medical and health, education, child care, telecommunications)
- suitable and affordable housing, employment prospects
- the vibrancy and inclusiveness of the community.

Furthermore, it highlights that at the time of writing (2018), some of the communities in the Upper North West region are not meeting these requirements.

Key initiatives and infrastructure projects outlined in the REDS which will support enhanced liveability and amenity include:

- improve and expand education, health and other services throughout the region to tackle the access to quality education (e.g. the recent establishment of a Country Universities Centre in the Region, with a campus in Moree and Narrabri)
- substantially refurbish and expand the Moree Hospital and develop the Moree Medical Centre
- establish additional mental health facilities, including secure hospital beds.
- enhance the appeal and liveability of the region through ongoing improvements to the presentation of the towns and villages and improving and expanding the Region’s sporting, recreational and cultural facilities to retain residents.
- invest in key sporting, recreation and cultural facilities (e.g. Moree Water Park, Moree Civic Hall)
- develop the Moree Sports, Health, Arts and Education Academy (Moree SHAE Academy).

## STATE INFRASTRUCTURE STRATEGY 2018 – 2038 (2018)

This 20-year Strategy sets out Infrastructure NSW's independent advice on the current state of NSW's infrastructure, the needs and priorities. The Strategy outlines policy and investment options across key infrastructure sectors: transport, energy, water, health, education, justice, culture, sport and tourism. The approach to regional investment is underpinned by the Regional Development Framework (above).



Responses relevant to liveability and amenity for regional NSW outlined in the strategy is to:

- Upgrade hospitals and other social infrastructure in regional hubs, including social housing.
- Provide additional and improved cultural infrastructure and attractions.
- Support regional hubs to act as effective centres serving their surrounding regional populations.

## NEW ENGLAND NORTH WEST REGIONAL PLAN 2036 (2017)



The plan is a 20-year blueprint for the future which focuses on four key goals. Goal 4: **Attractive and thriving communities** has directions which directly contribute to liveability and amenity of the region. These include:

- Strengthen community resilience: Identifying that communities need to be informed, proactive and collaborative in meeting the challenges ahead while centres must be robust and dynamic places to increase their appeal for residents.
- Support healthy, safe, socially engaged and well-connected communities: Identifying that the structure and design of communities, including streetscapes, recreation areas and community facilities can influence community health, wellbeing and social cohesion. *An action includes establishing social infrastructure benchmarks, minimum standards and social impact assessment frameworks within local planning.*

- The NSW Government will work with each council to deliver the directions set out in this plan. Specifically, for Moree Plains, actions relevant to social infrastructure are:
- Expand nature-based adventure and cultural tourism places and enhance visitor experiences, including Moree Artesian Aquatic Centre and the Moree Water Park as major regional sports, recreation and cultural facilities.
- Promote a vibrant, youthful and mobile workforce and provide services for the ageing population.

### A.3 SPORT AND RECREATION

Participation in local team sport, either directly or indirectly (e.g. through their children) supports community connection, community pride and identity, directly contributing to a stronger, more socially inclusive society. While the provision of sporting infrastructure and programs increases the overall amenity of the area and appeals to prospective residents. Hence, a vibrant sport and active recreation sector contributes to the liveability of local communities and regions<sup>5</sup>

<sup>5</sup> Office of Sport Strategic Plan 2018 – 2022.



## OFFICE OF SPORT STRATEGIC PLAN 2018 – 2022 (DECEMBER 2017)

The Office of Sport promotes a vibrant and valued sport and active recreation sector that enhances the lives of the people of NSW. The current Strategic Plan focusses on: places and spaces; sector performance; increased participation; high performance pathways; and internal capability (of the Office of Sport).

The Plan specifically identifies challenges and opportunities for increasing participation, including the lack of access to quality places and spaces as predicted population growth (and the goals of increased participation in sport) drive demand pressures for more and better-quality facilities.

The plan also acknowledges that access to quality sport services and facilities for high performance sport is limited in regional NSW. To improve access and increase participation the Office of Sport (in partnership with DPIE) manages the Sports Infrastructure Fund, providing grants between to build new and upgrade existing sporting facilities in regional NSW. Moree Plains Shire Council was awarded \$1.06 million through this fund for the expansion of the Ron Harborne Oval Sporting Precinct.

Following this plan, the Office of Sport has developed a Regional Sport Delivery Model to implement a more cohesive and holistic regional service delivery model, which will connect entities in each region and leverages the strengths of the Office of Sport to lead the sport and active recreation sector in regional NSW. This model includes regionally focussed plans, including the New England and North West Plan in which Moree is located.



## NEW ENGLAND & NORTH WEST SPORT AND ACTIVE RECREATION PLAN 2018 – 2023 (DECEMBER 2017)

The New England and North West region include Moree and 11 other local government areas. This plan is complementary to the New England & North West Regional Plan 2036 developed by the NSW Department of Planning and Environment (featured below).

The regions visions, as developed through community engagement, is: “North West and New England is a healthy community with high participation in sport and recreation through our quality infrastructure and services accessible to everyone.”

The strategies in the plan are to be delivered by six partner groups: sport and active recreation organisations, local government, regional academies of sport, state and commonwealth governments, NGOs and other partners and the Office of Sport.

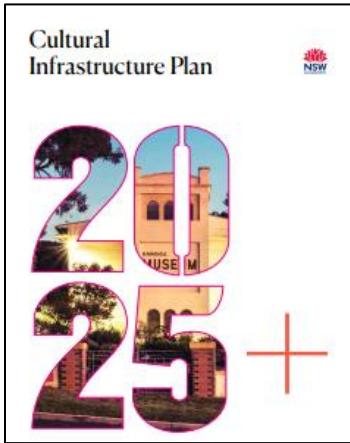
The outcomes the plan align to those outlined in the Office of Sport Strategic Plan and include: increased participation, improved access, integrated performance pathways; fit for purpose facilities; valued regional sporting events and effective collaboration within the sport and active recreation sector.

Each of these outcomes have linked strategies which include a strong focus on Aboriginal participation in sport and recreation – a focus pertinent for Moree area due to the significant Aboriginal population.

## A.4 ARTS AND CULTURE

“Cultural infrastructure is a key part of creating great places that bring people together, great places to live, work, visit and do business. Culture provides us with the lens through which we see and interpret the world around us. It connects us with others, helps us to understand who we are and what unites us, challenges us to see things through other people’s eyes, and allows us to reflect on the past and express our aspirations for the future.” – Hon Don Harwin MLC, Minister for the Arts, NSW Government.

Arts and cultural offerings directly contribute to the amenity of an area, maintain and improve liveability, individual well-being and community cohesion. Furthermore, an active arts sector has wide reaching benefits including the ability to activate communities and neighbourhoods, improve health outcomes and facilitate learning and development<sup>6</sup>.



### CULTURAL INFRASTRUCTURE PLAN 2025+ (2019)

This Plan provides the strategic framework for how the NSW Government will invest in and support cultural infrastructure across the State until 2025 and beyond. The Plan defines cultural infrastructure: as theatres, galleries, museums, libraries, archives, community halls, cinemas, public art and outdoor events spaces.

Specifically, the Plan aims to help revitalise regional centres and create jobs, expanding the vision for a strong, liveable and productive regional NSW. The plan acknowledges that **“In regional cities or strategic centres outside of metropolitan areas, cultural infrastructure investment has the potential to secure and promote a sense of identity and place while growth or changes occur.”**

The strategic priorities of this plan are that:

- Culture is recognised as an integral part of communities and a key element of creating great places for people to live, work, visit, play and do business.
- Cultural infrastructure planning is integrated with state and local planning processes.
- Everyone can access the infrastructure they need to make culture part of their everyday lives.
- There is an increased availability of affordable, fit-for-purpose and sustainable space to support growth of the cultural sector and creative industries.
- Cultural infrastructure delivery and funding is supported by partnerships across NSW Government, local councils, cultural organisations, philanthropists and business.
- Creativity and access to culture thrives across NSW through a strategic and coordinated approach to cultural infrastructure planning.

The plan includes the provision of \$100 million in the Regional Cultural Fund, which was announced in June 2017. The fund supports projects by regional local governments which may include new or refurbished local cultural facilities, digitisation of collections, repurposing existing infrastructure and projects that support touring exhibitions and community cultural engagement. In 2018 the RCF funded the Moree Civic Precinct Redevelopment – Stage 1 to the amount of \$1,052,182

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<sup>6</sup> Create NSW, Cultural Infrastructure Plan 2025

In addition to the State policy framework, recent research has been conducted by a regional arts network - Arts North West - as part of their strategic planning process. While Arts North West recognises the importance of building a rich cultural landscape and increasing participation in arts and cultural activities in achieving regional prosperity, they also outline key issues and trends impacts success within this sector. These include:

- » Physical isolation and limited arts infrastructure, impacting on the art sectors' development.
- » Cuts to TAFE funding resulting in the termination of arts focused TAFE courses.
- » High travel times, costs and limited accessibility (internet) in and between areas in the region.
- » Decline and stagnation in population, including many young people leaving the region (impacts on audience size and prospective 'customers' for creative professionals).
- » Expansion in creative industries, digital projects and online opportunities as artists and organisations try to overcome the issues of distance and income sustainability.

## A.5 HEALTH



### LOOKING FORWARD TO 2021: STRATEGIC PLAN FOR HUNTER NEW ENGLAND LOCAL HEALTH DISTRICT (MAY 2018)

Hunter New England Local Health District (HNE Health) provides a range of public health services to the Hunter, New England and Lower Mid North Coast regions servicing a total of 920,370 people (Census 2016), including Moree LGA which makes up 1.4% of the service region's population. This includes hospitals, multipurpose services, community health services, mental health services and facilities and aged care services. The Strategic Plan focuses on planning for the future health needs of the District, with a vision of building healthier communities and providing world class care. The plan focuses on six pillars:

- Community
- Service
- Resources
- Patient safety, quality and experience
- Positioning for the future
- Our staff and workplace culture.

HNE Health is focussed on achieving a range of health outcomes including (but not limited to): better access to out of hospital services, increased employee engagement, less travel and care as close to home as possible and more resources for clinical care and service delivery. The Plan includes strategies focused on closing the gap between Aboriginal and non-Aboriginal health, which are highly pertinent to Moree due to the high proportion of Aboriginal people. Some of these strategies include improving maternal and infant health, and screening and early detection services for cancer. The Plan also highlights an investment in Moree hospital to increase clinical capacity, including additional renal chairs over the next four years.

The NSW Government has committed \$80 million for the redevelopment of the Moree Hospital and health facilities. Announcements made by elected officials in 2019 indicated planning would commence post the NSW State elections. To date, the hospital redevelopment remains a commitment only and planning as has not commenced. Consultation with HNE Health indicates that it could be 8-10 years before development is realised.

## A.6 MOREE PLAINS SHIRE COUNCIL POLICY REVIEW

Moree Plains Shire Council (Council) suite of policy documents include the Community Strategic Plan (CSP), Local Strategic Planning Statement (LSPS), the Section 94A Development Contribution Plan and the Disability Inclusion Action Plan (DIAP). Council does not currently have a plan in place for community facilities, community development or youth.

Broadly a review of this plan found that Council is focussed on ensuring residents have higher quality services and spaces which better address their needs. There is minimal mention of needing more spaces or services, but rather ensuring existing services and spaces:

- do not decrease in quality or quantity (principle of no net loss)
- spaces and services address the needs of the local community as best they can (principles of fit for purpose, flexible and multi-use)
- are accessible to all community members (principles of fair and equal access and inclusivity).

### COMMUNITY STRATEGIC PLAN, MOREE PLAINS SHIRE COUNCIL, 2017

The Community Strategic Plan (CSP) provides a framework for achieving the future vision of Moree Plains LGA. The Council vision for the future is:

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

To achieve this vision, Council has identified four key themes:

- An inclusive, caring community
- Sustainable spaces and places
- A vibrant regional economy
- A leading organisation

The CSP discusses existing challenges and strategies associated with each theme. Select components of each theme are included in the table below.

Challenge	Strategy
<b>An inclusive, caring community</b>	
Access to education at all levels of learning	C3.1 Improve access to affordable care, learning opportunities and education for children of all ages
	C3.2 be innovative in how education is delivered within the Shire
	C3.3 Support partnerships with universities, TAFE and community/vocational training to expand options in the Moree Plains Shire
Access to health services	C1.2 Public health is protected

	C1.3 Emergency response and management services in our region are supported C1.4 Access to health services locally improves
An aging population	C1.2, C1.3, C1.4
Availability of day-care, after school care, vacation care	C3.1 Improve access to affordable care, learning opportunities and education for children of all ages
Building capacity in our families	C1.5 Understand the services and programs which are being delivered locally to build capacity in our families and, where necessary, support the coordination of these efforts
Crime prevention	C1.1 Public safety is maximised through support for initiative that reduce the incidence of crime and promote safety
Declining volunteerism	C2.4 Encourage volunteering, community ownership of challenges and opportunities for community members to get actively involved in decision-making
Few cultural activities and enjoyment of the arts	C2.1 Preserve and promote our Aboriginal and European heritage and culture
Inclusiveness of the Shire	C2.1 C2.3 Design community infrastructure and promote events and services that satisfy the diverse needs of our community members
Limited recreation activities and facilities	C3.4 Provide access to a variety of leisure, sports and recreational activities and promote arts and cultural opportunities to increase participant and support a balanced lifestyle
Liveability of the Shire	All
Recognition and culture awareness and competency	C2.1 C2.2 Recognise, support and engage with our Aboriginal community and community members of other cultures to ensure appropriate outcomes and involvement in relation to services, programs and planning
<b>Sustainable spaces and places</b>	
Maintenance of public spaces, places and facilities	S2.1 Ensure adequate services, facilities and plans are in place to minimise service interruptions and to cater for current and future demand S4.1 Provide well maintained and suitable community buildings, facilities and spaces to foster participate in sports, increased recreational activities and promote arts and cultural opportunities
Preparedness for flood	S3.1 Evaluate and respond to flood impacts associated with land use and development

The CSP focuses on maintaining current provisions and quality of social infrastructure as a key priority. It also recognises the need for equal and increased access to recreation, health and education services while acknowledging the need for tailored services and fit for purpose facilities which enhance liveability. The CSP identifies a need for quantity and fair access (quantity and distribution) but also services and facilities which encourage community activity and wellbeing (quality and relevance to the community).

## LOCAL STRATEGIC PLANNING STATEMENT, MOREE PLAINS SHIRE COUNCIL, JULY 2020

The Council Local Strategic Planning Statement (LSPS) 2040 identifies planning and land use objectives for the next 20 years. The LSPS identifies challenges and opportunities, identifying priorities and key actions for land use.

Key challenges facing Council are associated with critical mass population for services and infrastructure, primary industries and disadvantage. These are explored further below:

- **Population decline:** Moree Plains LGA has experienced extended population decline. Decreasing resident population reduces the viability and funding of community supporting infrastructure, such as health services, education and community facilities.
- **Automation and environmental impacts:** Agriculture is the primary industry within Moree Plains LGA, accounting for 98.4% of zoning. Advances in technology has seen reduced employment opportunities across the LGA due to automation. Environmental impacts associated with natural hazards, such as floods and drought, has placed increasing strain on the industry resulting in reduced output.
- **Multi-generational systematic disadvantage:** Social and community issues associated with systemic disadvantage have relationships to health care, access to housing, safe urban design, education and employment within the LGA.

The LSPS identifies key opportunities for the LGA focusing on economic, environmental and social outcomes. Key opportunities relevant to the Moree is SAPs are:

- Capitalise on the region's agriculture industries
- Further support the emerging freight and logistics services in the LGA
- Utilise the proposed Inland Rail route to better connect local industries (agriculture and freight and logistics) to domestic and international markets
- Support local tourism by utilising natural and Aboriginal heritage, Art Deco architecture and character of the LGA, agriculture, tourism and environmental/recreational experiences.

The LSPS aims to create “an attractive lifestyle and high-quality employment, housing, health and education options which will contribute to population growth” (pg. 69). There are four planning priorities identified in the LSPS, one being **attractive and thriving communities**. Attractive and thriving communities is particularly relevant for this report due to its implications for community and social infrastructure. Key goals and actions under this priority include:

- Goal: Strengthen communities' resilience
- Goal: Provide great places to live
  - Action: Strengthen local health services
  - Action: Improve secondary and vocational training educational opportunities
  - Action: Meet housing needs



- Action: Maximise walking, cycling and other modes of transport
- Action: Establish links between Moree CBD and Mehi River Weir area
- Goal: Support healthy, safe, socially engaged and well-connected communities
  - Action: Establish social infrastructure benchmarks and minimum standards
- Goal: Deliver well planned and diverse housing to suit changing needs
- Goal: collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage and increase economic self determination
  - Action: Protect the region’s historic assets.

The LSPS clearly states that establishing social infrastructure benchmarks and minimum standards is a key priority. This implies there is currently no social infrastructure benchmarks and minimum standards. All social infrastructure recommendations should build on existing goals and priority projects (identified in the Section 94A Development Contributions Plan), leveraging on existing community strengths.

## SECTION 94A, MOREE PLAINS SHIRE COUNCIL

The current Section 94A Development Contributions Plan does not have established benchmark and provision rates for social and community infrastructure. Instead, the Section 94A Development Contributions Plan focuses on monetary contribution, work in kind and voluntary planning agreements. Key projects relating to community and social infrastructure, identified by Council in the Section 94A Development Contributions Plan, for 2019-2026 are outlined in table 2.

Project	Priority	Value	Timing
<b>Shared Pathway – Jellicoe Park</b>	Medium priority	\$140,000	2019/2020
<b>Open space facilities (Active) at park near Golf Club</b>	Medium priority	\$25,000	2019/2020
<b>Shared Pathway – Newell Hwy, between Broadwater Creek Bridge and Moree Racecourse</b>	Medium priority	\$149,300	2021/2022
<b>Shared Pathway – Chester Street</b>	Low priority	\$92,250	2022/2023
<b>Open space facilities at Mehi River Corridor</b>	Low priority	\$80,000	2025/2026
<b>Shared Pathway – Kamilaroi Drive</b>	Low Priority	\$175,000	2024/2026

Identified projects for the period 2019-2026 reflect an emphasis on embellishing public open space. Improving the quality of existing open space and active transport links suggests there is a need for quality over quantity. Embellishing open space increases its performance while strong pedestrian networks increase accessibility.

Both the Section 94A and LSPS have identified Mehi River as a key open space area for further activation.

## DISABILITY INCLUSION ACTION PLAN 2017-2021, MOREE PLAINS SHIRE COUNCIL, 2017

The Moree Plains Shire Council Disability Inclusion Action Plan 2017-2021 has the following four focus areas:

- Positive community attitudes and behaviours
- Liveable Communities (including physical access to buildings and facilities, and transport)
- Supporting access to meaningful employment
- Improving access to services through better systems and processes.

The Disability Inclusion Action Plan reflects the narrative of the LSPS, Section 94A Development Contribution Contributions Plan and the CSP. Improving access and relevance of services and spaces should be the focuses of current and future social infrastructure.

## THE SOUTH MOREE SOCIAL PLAN

The South West Moree Precinct (the Precinct) is a recognised area of concentrated public housing with high degrees of socio-economic disadvantage and poor community image. The South West Moree Social Plan (the Plan) was developed to support the update, delivery and implementation of the South-West Moree Precinct Master Plan. It was developed through extensive community and stakeholder consultation, planning and policy review and analysis of existing funding opportunities.

The vision of South West Moree, as outlined in the plan is: *to improve the quality of life for the community of South West Moree Precinct via: long-term community based initiatives to address social issues, place management and community building; urban design improvements to reduce anti-social behaviour and crime; and improve community image of safety and security, health and well-being, education and employment, access to services and social cohesion.*

The plan includes nine goals, 37 strategies and 107 actions. The goals include:

- Improve governance arrangements, eliminate discrimination and racism, increase political engagement and uphold human rights.
- Increase community control and ownership of culture, ensure the continuity and sharing of knowledge, initiate programs and community events.
- Ensure the provision of community structures and services
- Ensure the provision of infrastructure, services and local knowledge
- Ensure the provision and accessibility of educational services, socialisation and informal learning processes
- Improve the opportunities for, and sustainability of, employment.
- Improve the local economy and living standards.

- Improve the infrastructure, environmental health and amenity of the area.
- Ensure the law and justice systems, services and institutions are effective and culturally appropriate.

A review of the Plan is currently being conducted by Council to understand what has been achieved, the continued relevance of the strategies and actions and the practicality of the scope. A previous internal assessment highlighted key strengths of the Plan including:

- » existing community strengths, such as recent developments to Moree East Public School and the Boomerangs football oval
- » a genuine desire by the community and stakeholders to see change
- » buy-in and ownership of the Plan by the local community and agencies
- » a commitment by Local, State and Federal Government to achieving the outcomes of the Plan.

The assessment also found that while the Plan is based on sound principles, it is broad and lacks appropriate measurement mechanisms. It also experienced lengthy timeframes for completion and has not yet been appropriately funded or resourced. Hence, delays in progressing the Plan have impacted its success.

# APPENDIX B

## COMMUNITY PROFILE



## APPENDIX B COMMUNITY PROFILE

The community profile includes an overview of the current demographics<sup>7</sup> and an analysis undertaken to understand needs and vulnerabilities across different cohorts of the community.

### B.1 DEMOGRAPHIC OVERVIEW

Indicator	Moree	NSW	Comments
<b>Age and population</b>			
Population	13,159 (LGA) 9,311 (state suburb) 7,383 (urban centre)	7,480,228	Consultation indicates there is a perceived lack of “younger” people aged between 18-39. However, data shows that the percentage of the population in this age group in Moree LGA is higher than the state average – a trend that is consistent across numerous age groupings (e.g. 18-24, 18-34, 25-39).
Proportion of Aboriginal people	2,845 (21.6%)	216,176 (2.9%)	
Median age	38	38	
Proportion of school aged population (between 5 and 17 years)	2,330 (17.7%)	1,187,907 (15.9%)	
Proportion of younger people (between 18-39 years)	3,496 (26.6%)	1,530,173 (20%)	
Proportion of working age population (15-64 years)	8,241 (62.6%)	4,876,268 (65%)	
Proportion of seniors (65 years and over)	2,024 (15.3%)	1,217,646 (16.2%)	
<b>Families and households</b>			
Couple family without children	1,178 (37.1%)	709,524 (36.6%)	Single parent households are significantly higher than the state average.
Couple family with children	1,219 (38.4%)	887,358 (45.7%)	Lower proportion of homeowners (both outright and with a mortgage).
One parent family	692 (21.8%)	310,906 (16%)	Higher proportion of government housing and those residing in a housing co-operative/community/church group (3% in Moree compared with 0.7% across NSW).
Housing owned outright	1,295 (28.5%)	839,665 (32.2%)	
Government housing	305 (7%)	104,902 (4%)	

<sup>7</sup> There are concerns around the accuracy of Census data within Moree and other areas where the Aboriginal population represents a larger than average proportion of the population. Specifically, the ABS estimate that the Indigenous undercount for the 2016 Census was 17.5% nationwide. Consequently, there are acknowledged issues with the accuracy of the data.

Both employed, working full time	692 (29%)	360,916 (22.6%)	Significantly higher proportion of single parent households and parents working full time, which may increase the demand for child and long day care services.
Both employed, working part time	68 (2.8%)	63,106 (4%)	
<b>Culture and language</b>			
Born in Australia	10,675 (81.3%)	4,899,090 (65.5%)	The vast majority of Moree residents were born in Australia and speak English at home.
English only spoken at home	11,075 (84.2%)	5,126,633 (68.5%)	
Households where non-English language is spoken	250 (4.7%)	735,563 (26.5)	
<b>Education – level attained</b>			
Bachelor degree level and above	1,043 (10.2%)	1,424,716 (23.4)	Moree residents are more likely to leave school at an earlier age and participate in vocational training (such as TAFE) than the others across NSW.
Advanced diploma and diploma	657 (6.4%)	543,142 (8.9%)	
Certificate III and IV	1,635 (15.9%)	898,445 (14.8%)	There is a clear discrepancy between those that attain university level degrees, which can also be seen in the types of occupations (e.g. 16.1% of the population engaged in professional employment, verse 23.6% in NSW).
Year 12	1,184 (11.5%)	930,654 (15.3%)	
Year 11	462 (4.5%)	203,574 (3.3%)	
Year 10	1,757 (17.1%)	702,178 (11.5%)	
Year 9 or below	1,273 (12.4%)	513,209 (8.4)	
No educational attainment	51 (0.5%)	54,870 (0.9%)	
Not stated	1,951 (19%)	627,465 (10.3%)	

## B.2 DEMOGRAPHIC ANALYSIS

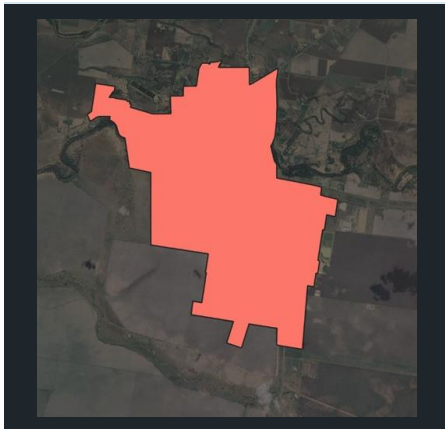
The demographic analysis undertaken to support the social infrastructure needs assessment utilises a ‘layering approach’. Key insights are provided in section 3.3 with a full summary of the analysis provided in Appendix A.

This approach was adopted to avoid ‘double counting’ as each geographically boundary sits within each other. It also allows analysis of demographic, cultural and economic differences within communities based on their geographic distance to the Moree township. For example, the Moree Plains LGA has been divided into three different communities which sit within the LGA. These are:

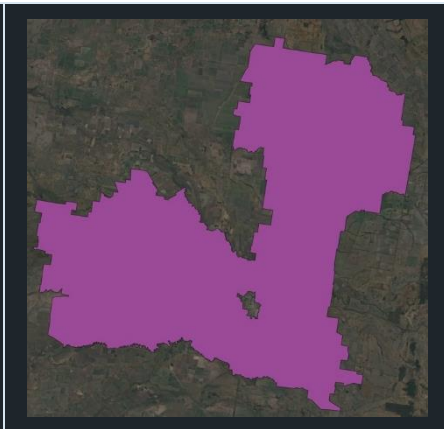
- **Moree town centre** which is based on the ABS geographical boundary Urban Centres and Localities (UCL) – Moree. The SAP investigation area is located within this geographical boundary.
- **Moree outer area** which is based on the ABS geographical boundary of the Moree State Suburb (SSC). The Moree SSC includes all of the Moree UCL. To avoid double counting, Moree UCL was subtracted from Moree SSC to give the Moree outer area. Moree outer area reflects the communities which live outside Moree town centre and within the Moree SSC.

- **Rest of LGA** which is based on the ABS geographical boundary of the Moree Plains Local Government Area (LGA). To avoid double counting, Moree town centre and Moree outer area were subtracted from the Moree Plains LGA to give Rest of LGA. Rest of LGA reflects the communities which live outside Moree town centre and the Moree outer area but still within the LGA.

Population totals			
	Moree UCL	Moree SSC	Moree LGA
2016 Population	7,383	9,311	13,159
Layered approach			
	Moree town centre	Moree outer area	Rest of LGA
2016 Population	7,383	1,928	3,848
Calculations	(Moree UCL)	(Moree SSC – Moree UCL)	(Moree LGA – Moree SSC)



Moree town centre

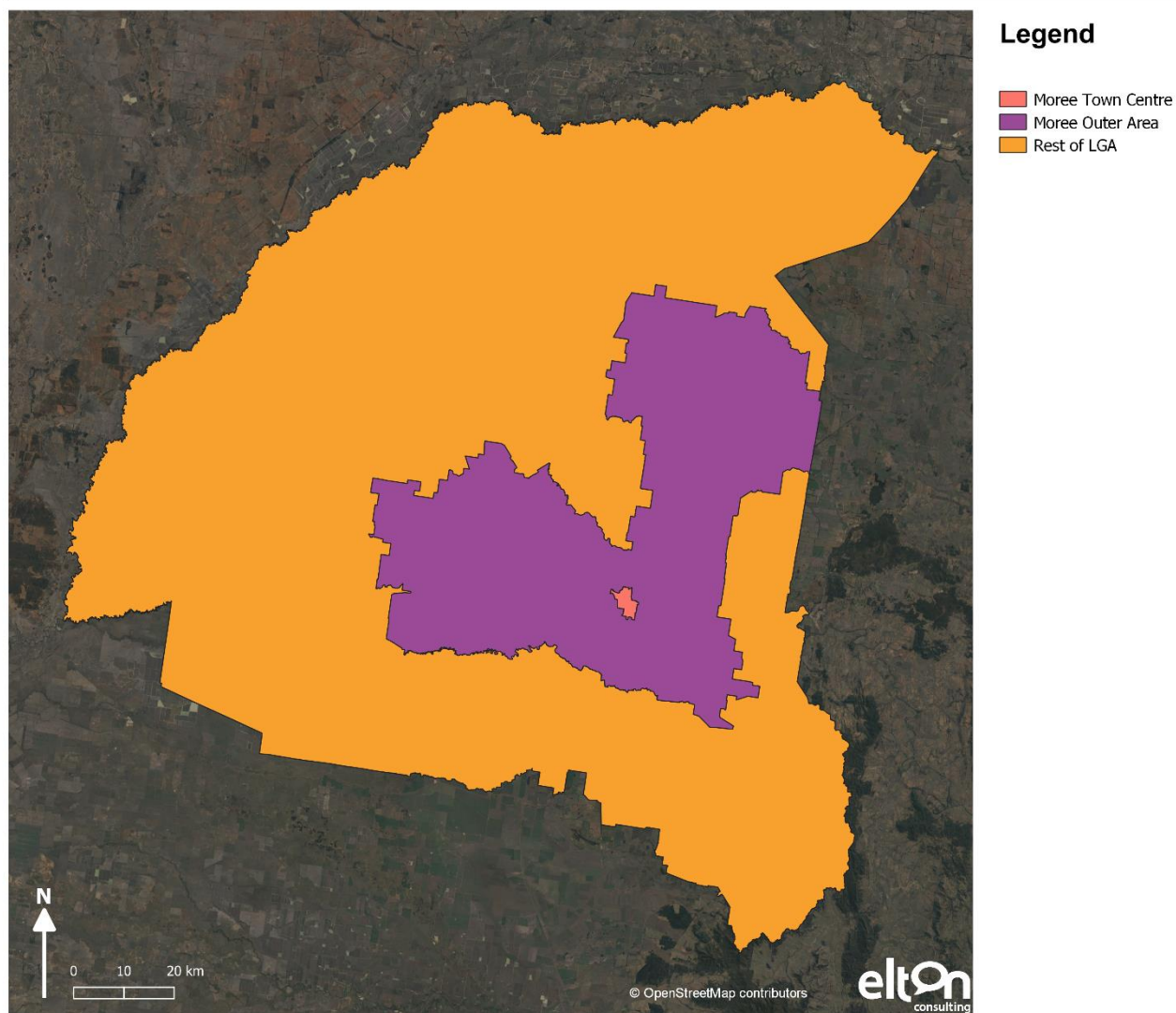


Moree outer area



Rest of LGA

## Context map



Central to this approach is the conceptualisation of relative isolation and conglomeration of services and facilities, where Moree town centre is the service and facilities centre of the LGA.

Area	Level of isolation from Moree town centre	Level of access to facilities and services
Moree town centre	Least isolated	High access
Moree outer area	Less isolated	Moderate access
Rest of LGA	Isolated	Low access



## B.3 AREA SUMMARIES

### MOREE TOWN CENTRE

#### POPULATION

Moree town centre has a resident population of 7,383 people. Over half the resident population (56.1%) of the Moree Plains LGA live in the Moree town centre, making it the strategic and economic hub of the LGA.

#### AGE

The largest service age groups in Moree town centre are 'Parents and Homebuilders (35-49)' (18.9%), 'Young Workers 25-34' (13.0%) and 'Older Workers and Pre-retirees (50-59)' (12.8%). When compared to Moree outer area and the Rest of the LGA, Moree town centre has:

- A higher proportion of 'Parents and Homebuilders (35-49)' and 'Seniors (70-84)
- A lower proportion of 'Secondary Schoolers (12-17)'
- Generally lower proportions of residents between 5-24 years of age and 35-69 years of age.

#### SEX

There is an even proportion of men (49.2%) and women (50.8%) in Moree town centre. The distribution of men and women across the service age groups in Moree town centre is similar except for a slightly higher proportion of women aged 25-34 than men of the same age group.

#### HOUSEHOLDS

Moree town centre has a relatively diverse household composition with:

- A high proportion of lone person households (26.7%)
- Similar proportions of couples with children and couples without children (18.6% and 19.4% respectively)
- A moderate proportion of single parent households (13.5%).

The above household composition is reflected in high proportions of household with one (31.8%) or two (33.2%) usual residents. The high proportions of one and two person households is also reflected in housing suitability, with very low rates of overcrowding within the Moree town centre.

#### EDUCATIONAL ATTAINMENT

The most common highest level of educational attainment in Moree town centre is 'Secondary School - Year 10 and above' which represents nearly a third of applicable residents (32.3%). Other notable educational attainment trends include:

- Relatively low tertiary educational attainment (7.9% for Bachelor Degree and 1.4% for Postgraduate Degree)
- A relatively high proportion of Certificate III & IV qualifications (16.0%)
- Nearly one in five applicable residents did not state their educational attainment (19.5%).

When considering individual income and highest level of educational attainment, there is an evident trend showing higher individual income associated with higher educational attainment:

- **68.0%** of residents in Moree town centre with a **Postgraduate Degree** earn \$1,000-\$1,249 or more per week
- **78.1%** of residents in Moree town centre with a **Graduate Diploma/Graduate Certificate** earn \$1,000-\$1,249 or more per week

- **71.2%** of residents in Moree town centre with a **Bachelor Degree** earn \$1,000-\$1,249 or more per week
- **45.9%** of residents in Moree town centre with an **Advanced Diploma/Diploma** earn \$1,000-\$1,249 or more per week
- **40.0%** of residents in Moree town centre with a **Certificate III or IV** qualification earn \$1,000-\$1,249 or more per week
- **20.7%** of residents in Moree town centre with a **Secondary School (year 10 or above)** qualification earn \$1,000-\$1,249 or more per week
- **10.4%** of residents in Moree town centre with a **Secondary School (year 9 or below)** qualification earn \$1,000-\$1,249 or more per week.

## INCOME AND EMPLOYMENT

Moree town centre has an unemployment rate of 8.0% and a full time employment rate of 62.8%. Notably, more than one in five residents (23.3%) work part-time.

	Worked full time		Worked part-time		Away from work		Unemployed	
	Number	%	Number	%	Number	%	Number	%
<b>Moree UCL</b>	1,975	62.8%	733	23.3%	184	5.9%	252	8.0%

Source: Australian Bureau of Statistics, QuickStats, 2016, Moree (UCL), Employment

When considering the labour force status of men and women it becomes evident that engagement in the labour force is not the same:

- A higher proportion of men are engaged in full time work than women
- A higher proportion of women are engaged in part-time work than men
- A higher proportion of women are not in the labour force despite similar age-sex profiles.

Within the Moree town centre, the most common individual weekly income bracket is \$300-\$399, accounting for 11.3% of the applicable population. Significantly lower proportions of residents earn above \$1,750-\$1,999 per week. The majority of residents (69.9%) earn between \$150-\$299 and \$1,000-\$1,249. The distribution of the 69.9% across the seven income brackets is fairly even, ranging from 8.9% to 11.3% per bracket.

Generally, women earn less than men per week in Moree town centre. This is reflected by:

- A higher proportion of men earning \$800-\$999 or more per week than the proportion of women
- A higher proportion of women earning under \$800-\$999 per week than men
- The most common income bracket for men is \$1,250-\$1,499 per week
- The most common income bracket for women is \$500-\$649 per week.

At the equivalised household level, Moree town centre has a high proportion of households with low weekly income. This is reflected by:

- More than half of all households (54.7%) earn under \$1,000 per week
- The most common household income bracket is \$400-\$499 per week.

Residents of Moree town centre are engaged in a diverse range of industries, with the top four industries of employment accounting for 42.3% of employment. Major industries of employment are:

- Health care and social assistance (12.2%)

- Retail trade (10.5%)
- Education and training (10.4%)
- Agriculture, forestry and fishing (9.2%).

The diverse range of local employment opportunities in Moree town centre relatively high when considering agriculture, forestry and fishing is the largest employer in both Moree outer area and Rest of LGA, representing 32.6% and 48.7% of employment respectively.

## CARE AND CARERS

In Moree town centre, 5.4% of residents require assistance with core activities while 9.9% of residents have provided unpaid assistance to a person(s) with disability. When considering the sex of unpaid carers, a higher proportion of women (11.8% of women) provided unpaid assistance than men (compared to 7.9% of men).

## CULTURAL DIVERSITY

The majority of residents in Moree town centre were born in Australia (80.0%). The top country of birth for overseas residents are:

- New Zealand (0.7%)
- India (0.6%)
- Fiji (0.6%)
- England (0.5%).

Nearly half (48.5%) of all overseas born residents came to Australia between 2006 and 2015, reflecting relatively new migration patterns.

Of residents who provided a response to English proficiency in the 2016 Census, 60.9% spoke English very well and 25.4% spoke English well. 9.8% of residents did not speak English well and 3.6% not at all.

## INDIGENOUS RESIDENTS (ABORIGINAL AND/OR TORRES STRAIT ISLANDER)

One in four residents (25.6%) in Moree town centre is an Indigenous resident. There is a slightly higher proportion of Indigenous women than men in Moree town centre (53.7% compared to 46.3% respectively). When compared to the non-Indigenous population of Moree town centre, the Indigenous community has:

- A higher proportion of young residents aged 0 to 24
- A lower proportion of older residents 65+
- No residents over the age of 85.

Indigenous residents in Moree town centre have lower levels of education attainment than non-Indigenous residents. This included:

- Double the rate of 'Not stated' (16.1% compared to 8.0%)
- **Double the rate of finishing school in Year 9 or below** (22.2% compared to 11.3%)
- Lower proportions of Indigenous residents with a Certificate III or IV and Advanced Diploma or Diploma (13.1% compared to 20.3% and 3.9% compared to 7.7% respectively)
- **A tenth of the proportion of residents with a Bachelor Degree** (1.2% compared to 11.3%)
- Less than 5.0% with either a Graduate Diploma or Graduate Certificate or a Postgraduate Degree.

This shows that there are higher rates of low education attainment and low rates of higher educational attainment among Indigenous residents compared to non-Indigenous residents.

When considering differences in individual weekly income between Indigenous and non-Indigenous residents, generally non-Indigenous residents earn more. This is reflected by:

- A higher proportion of Indigenous residents earn under \$400-\$499 per week than non-Indigenous residents
- A higher proportion of non-Indigenous residents earn over \$800-\$999 per week than Indigenous residents
- One in five (20.2%) of Indigenous residents earn between \$150-\$299 per week while 6.5% of non-Indigenous residents fall within the same income bracket
- Less than half the amount of Indigenous residents earn between \$1,000-\$1,249 compared to non-Indigenous residents (5.4% compared to 11.9% respectively).

Considering the correlation between education attainment and income in Moree town centre and the lower rates of educational attainment among Indigenous residents, these findings align with other data presented.

Income differences between Indigenous and non-Indigenous residents is also reflected at the Equalized household level, where household income is weighted based on number of dependants. Key differences included:

- The most common household income bracket for Indigenous households is \$150-\$299 (13.6%)
- The most common income bracket for non-Indigenous households is \$300-\$399 (11.8%)
- 61.8% of Indigenous households earn under \$800-\$900 per week compared to 39.9% of non-Indigenous households
- 10.7% of non-Indigenous households are within the top four income brackets compared to 2.7% of Indigenous households.

Compared to non-Indigenous residents, Indigenous residents tended to have the following employment trends:

- Lower rates of full time employment
- Lower rates of part time employment
- Higher rates of residents seeking full time work (9.5% compared to 1.5%)
- Higher rate of residents not in the labour force.

Of those residents in the labour force, major industries of employment include:

- Health care and social assistance (18.3%)
- Education and training (13.3%)
- Public administration and safety (10.3%).

These industries of employment also engaged higher proportion of Indigenous residents than non-Indigenous residents.

A higher proportion of Indigenous residents require assistance with core activities than non-Indigenous residents (7.1% compared to 5.8% respectively), however, similar rates of Indigenous and non-Indigenous residents provide unpaid assistance (11.7% compared to 10.9% respectively). It is important to acknowledge that while similar proportions of Indigenous and non-Indigenous residents provide unpaid assistance, there is greater need for assistance in Indigenous communities. This suggests that Indigenous residents are either:

- Providing a greater quantity of unpaid assistance per person or
- There is greater funding available to Indigenous residents for care or
- There are a higher proportion of Indigenous residents not receiving adequate care.

Household composition is different between households with an Indigenous member and non-Indigenous households in Moree town centre. Key differences include:

- » Significantly higher proportions of single parent families in Indigenous households than non-Indigenous households (35.8% compared to 8.9%)

- Lower proportions of lone person households (23.3% compared to 35.0%)
- Lower proportion of couples without children (11.3% compared to 27.8%)
- Lower proportions of couples with children (19.0% compared to 23.2%)
- Higher proportions of ‘other family’ types (3.8% compared to 1.2%)
- Higher proportions of multi family households (3.5% compared to 0.4%).

Differences in the number of usual residents between Indigenous and non-Indigenous households also reflects differing household composition. Indigenous households in Moree town centre tend to be larger, with a lower proportion of households having one or two people and a higher proportion of households having 3 or more people when compared to non-Indigenous households.

A higher proportion of Indigenous households in Moree town centre experienced overcrowding, compared to non-Indigenous households. Nearly seven per cent (6.9%) of Indigenous households required an additional room. This was significantly higher than the rate for non-Indigenous households (1.3%). A further 2.4% of households required two additional rooms, compared to 0.2% of non-Indigenous households. A lower proportion of Indigenous households had two or more spare bedrooms when compared to non-Indigenous households.

## MOREE OUTER AREA

### POPULATION

Moree outer area has a resident population of 1,928 people. This represents 14.7% of the Moree Plains LGA population.

### AGE

The largest service age groups in Moree outer area are ‘Parents and homebuilders (35-49)’ (21.8%), ‘Older workers and pre-retirees (50-59)’ (14.9%), and ‘Primary schoolers (5-11)’ (11.6%). When compared to Moree town centre and the Rest of the LGA, the Moree outer area has:

- Relatively low proportions of older and elderly residents aged 70 years and older
- Relatively high proportions of parents and homebuilders (35-49)
- Relatively low proportions of babies and pre-schoolers (0-4)
- Relatively low proportions of young workers (25-34).

### SEX

There is a slightly higher proportion of men than women across Moree outer area (52.0% compared to 48.0% respectively). There is a higher proportion of men aged 5-11, 18-24 and 35-49 than women.

### HOUSEHOLDS

Moree outer area is predominantly couples households, with couples with children and couples with out children accounting for 61.4% of households. Household composition is reflected by:

- A high proportion of couples with children (34.6%)
- A high proportion of couples without children (26.6%)
- A low proportion of lone person households (17.0%)
- A low proportion of one parent families (5.4%).

One in three (32.3%) of households have two usual residents, reflecting local household composition. Moree outer area also has very low rates of overcrowding (1.7%) pair with notable underoccupancy. Nearly two out of three dwellings (63.2%) have two or more bedrooms spare.

## EDUCATIONAL ATTAINMENT

The most common highest level of educational attainment in Moree outer area is ‘Secondary School - Year 10 and above’ which represents nearly a third of applicable residents (33.8%). Other notable educational attainment trends include:

- Relatively high tertiary educational attainment (10.9% for Bachelor Degree)
- Relatively high proportion of Advanced Diploma and Diploma (7.9%)
- Relatively low Secondary school (years 9 and below) (9.9%).

When considering individual income and highest level of educational attainment, there is an evident trend showing higher individual income associated with higher educational attainment:

- **76.4%** of residents in Moree outer area with a **Postgraduate Degree** earn \$1,000-\$1,249 or more per week
- **70.0%** of residents in Moree outer area with a **Graduate Diploma/Graduate Certificate** earn \$1,000-\$1,249 or more per week
- **66.2%** of residents in Moree outer area with a **Bachelor Degree** earn \$1,000-\$1,249 or more per week
- **49.2%** of residents in Moree outer area with an **Advanced Diploma/Diploma** earn \$1,000-\$1,249 or more per week
- **38.9%** of residents in Moree outer area with a **Certificate III or IV** qualification earn \$1,000-\$1,249 or more per week
- **42.4%** of residents in Moree outer area with a **Secondary School (Year 10 or above)** qualification earn \$1,000-\$1,249 or more per week
- **21.7%** of residents in Moree outer area with a **Secondary School (Year 9 or below)** qualification earn \$1,000-\$1,249 or more per week.

## INCOME AND EMPLOYMENT

Moree outer area has an unemployment rate of 3.1% and a full time employment rate of 65.7%. Notably, more than one in five residents (24.2%) work part-time.

	Worked full time		Worked part-time		Away from work		Unemployed	
	Number	%	Number	%	Number	%	Number	%
<b>Moree SSC</b>	698	65.7%	259	24.2%	72	6.8%	33	3.1%

Source: Australian Bureau of Statistics, QuickStats, 2016, Moree (SSC), Employment

When considering the labour force status of men and women it becomes evident that engagement in the labour force is not the same:

- A higher proportion of men are engaged in full time work than women
- A higher proportion of women are engaged in part-time work than men
- A higher proportion of women are not in the labour force despite similar age-sex profiles.

In Moree outer area, the most common individual weekly income bracket is \$800-\$999 per week, accounting for 12.1% of the applicable population. More than 20% (21.3%) of the residents earn \$1,500-\$1,749 per week or more. A low proportion of residents earn between \$1-\$149 and \$400-\$499.

Generally, women earn less than men per week across the Moree outer area. This is reflected by:

- A higher proportion of men earning \$800-\$999 or more per week than the proportion of women
- A higher proportion of women earning under \$650-\$799 per week than men
- The most common income bracket for men is \$1,000-\$1,249 per week
- The most common income bracket for women is \$500-\$649 per week.

At the equivalized household level, Moree outer area has a high proportion of households with moderate to high weekly incomes. This is reflected by:

- A higher proportion of households earning \$1,000-\$1,249 per week (14.9%), this was also the most common income bracket
- 12.7% of households earning under \$500 per week.
- A significant proportion of households earning \$2,000 a week or more (12.4%).

Residents of Moree outer area are engaged in a limited number of industries, with the top four industries of employment accounting for 53.9% of employment. Major industries of employment are:

- Agriculture, forestry and fishing (32.6%)
- Construction (7.3%)
- Education and training services (7.2%)
- Retail trade (6.8%).

Considering agriculture, forestry and fishing accounts for nearly a third of all employment, agriculture, forestry and fishing is a major and important industry to residents in Moree outer area.

## CARE AND CARERS

In Moree outer area, 2.7% of residents require assistance with core activities while 11.6% of residents have provided unpaid assistance to a person(s) with disability. When considering the sex of unpaid carers, a higher proportion of women (15.2% of women) provided unpaid assistance than men (compared to 8.4% of men).

## CULTURAL DIVERSITY

The majority of residents in Moree outer area were born in Australia (83.7%). The top country of birth for overseas residents are:

- New Zealand (0.8%)
- Philippines (0.7%)
- German (0.4%)
- England (0.8%).

Nearly half (51.7%) of all overseas born residents came to Australia between 2006 and 2015, reflecting relatively new migration patterns.

Of residents who provided a response to English proficiency in the 2016 Census, 72.2% spoke English very well and 33.3% spoke English well. No residents reported that they did not speak English well or not at all.

## INDIGENOUS RESIDENTS (ABORIGINAL AND/OR TORRES STRAIT ISLANDER)

Moree outer area has a low proportion of Indigenous resident (5.6%). There is a slightly higher proportion of Indigenous women than men in Moree outer area (52.0% compared to 48.0% respectively). When compared to the non-Indigenous population of Moree outer area, the Indigenous community has:

- A higher proportion of young residents aged 0 to 11
- A higher proportion of residents aged 18-34
- A lower proportion of residents aged 35+
- No residents over the age of 85.

Indigenous residents in Moree outer area have lower levels of education attainment than non-Indigenous residents. This included:

- More than half of all Indigenous residents (53.9%) have a secondary education (Year 10 and above) as their highest level of educational attainment compared to 36.4% of non-Indigenous residents
- A higher proportion of Indigenous residents have Certificate III & IV qualifications (22.4% compared to 18.1%)
- No Indigenous residents have an Advanced Diploma/Diploma, Graduate Diploma/Graduate Certificate or Postgraduate Degree
- The attainment rate of a Bachelor Degree is nearly five times higher among non-Indigenous residents than Indigenous residents (12.6% compared to 2.6%).

This shows that there are higher rates of low education attainment and low rates of higher educational attainment among Indigenous residents compared to non-Indigenous residents.

When considering differences in individual weekly income between Indigenous and non-Indigenous residents, generally non-Indigenous residents earn more. Due to the small sample size, weekly individual incomes for Indigenous residents should not be discussed at a fine grain level. The data does show:

- A higher proportion of non-Indigenous residents earn over \$1,250-\$1,499 per week than Indigenous residents
- No Indigenous residents reported earning over \$1,750-\$1,999 per week while a moderately high proportion of non-Indigenous residents did.

Due to the sample size of Indigenous households in Moree outer area, fine grain data will not be referenced.

Considering the correlation between education attainment and income in Moree outer area and the lower rates of educational attainment among Indigenous residents, these findings align with other data presented.

Compared to non-Indigenous residents, Indigenous residents tended to have the following employment trends:

- Lower rates of full time employment
- Lower rates of part time employment
- Higher rates of residents seeking full time work
- Slightly higher rate of residents not in the labour force.

Of those Indigenous residents in the labour force, major industries of employment include:

- Agriculture, forestry and fishing (19.6%)
- Health care and social assistance (15.7%)
- Construction and electricity, gas, water and waste services (13.7% and 13.7%).



A higher proportion of Indigenous residents require assistance with core activities than non-Indigenous residents (3.7% compared to 2.9% respectively). A higher proportion of Indigenous provide unpaid assistance compared to non-Indigenous residents (14.5% compared to 12.6% respectively).

Household composition is different between households with an Indigenous member and non-Indigenous households in Moree outer area. Key differences include:

- Higher proportion of couple with children (45.2% compared to 39.6% respectively)
- Lower proportion of couple with no children (9.5% compared to 28.5% respectively)
- Higher proportion of one parent families (9.5% compared to 6.3% respectively)
- Higher proportion of lone person households (21.4% compared to 19.6% respectively)
- A higher proportion of multi family homes (14.3% compared to 4.3% respectively).

Differences in the number of usual residents between Indigenous and non-Indigenous households also reflects differing household composition. Indigenous households in Moree outer area tend to be larger, with a lower proportion of households having one, two or three people and a higher proportion of households having 4 or more people when compared to non-Indigenous households.

## REST OF LGA

### POPULATION

Rest of LGA has a resident population of 3,848 people, representing 29.2% of the LGA.

### AGE

The largest service age groups in Rest of LGA are 'Parents and Homebuilders (35-49)' (19.3%), 'Older Workers and Pre-retirees (50-59)' (14.0%) and 'Young workforce (25-34)' (12.0%). When compared to Moree outer area and the Moree town centre, Rest of LGA has similar age profiles to both areas, with no service age group larger or smaller than either of the comparison areas.

### SEX

There is an even proportion of men (49.2%) and women (50.8%) in Moree town centre. The distribution of men and women across the service age groups in Moree town centre is similar except for a slightly higher proportion of men aged 18-34 and 50-84.

### HOUSEHOLDS

Rest of LGA is predominantly couples households, with couples with children and couples with out children accounting for 61.4% of households. Household composition is reflected by:

- A high proportion of couples with children (34.6%)
- A high proportion of couples without children (26.6%)
- A low proportion of lone person households (17.0%)
- A low proportion of one parent families (5.4%).

One in three (32.3%) of households have two usual residents, reflecting local household composition. Rest of LGA also has very low rates of overcrowding (1.7%) pair with notable underoccupancy. Nearly two out of three dwellings (63.2%) have two or more bedrooms spare.

### EDUCATIONAL ATTAINMENT

The most common highest level of educational attainment in Rest of LGA is 'Secondary School - Year 10 and above' which represents nearly a third of applicable residents (34.8%). Other notable educational attainment trends include:

- Relatively high tertiary educational attainment (7.0% for Bachelor Degree)
- Relatively high proportion of Advanced Diploma and Diploma (6.4%)
- Relatively high Secondary school (years 9 and below) (13.5%).

When considering individual income and highest level of educational attainment, there is an evident trend showing higher individual income associated with higher educational attainment:

- **64.4%** of residents in Moree outer area with a **Postgraduate Degree** earn \$1,000-\$1,249 or more per week
- **35.9%** of residents in Moree outer area with a **Graduate Diploma/Graduate Certificate** earn \$1,000-\$1,249 or more per week
- **78.6%** of residents in Moree outer area with a **Bachelor Degree** earn \$1,000-\$1,249 or more per week
- **39.2%** of residents in Moree outer area with an **Advanced Diploma/Diploma** earn \$1,000-\$1,249 or more per week
- **43.4%** of residents in Moree outer area with a **Certificate III or IV** qualification earn \$1,000-\$1,249 or more per week
- **22.1%** of residents in Moree outer area with a **Secondary School (Year 10 or above)** qualification earn \$1,000-\$1,249 or more per week
- **10.0%** of residents in Moree outer area with a **Secondary School (Year 9 or below)** qualification earn \$1,000-\$1,249 or more per week.

## INCOME AND EMPLOYMENT

Rest of LGA has an unemployment rate of 5.4% and a full time employment rate of 64.5%. Notably, more than one in five residents (23.4%) work part-time.

	Worked full time		Worked part-time		Away from work		Unemployed	
	Number	%	Number	%	Number	%	Number	%
<b>Moree LGA</b>	1,092	64.5%	396	23.4%	115	6.8%	91	5.4%

Source: Australian Bureau of Statistics, QuickStats, 2016, Moree (LGA), Employment

When considering the labour force status of men and women it becomes evident that engagement in the labour force is not the same:

- A higher proportion of men are engaged in full time work than women
- A higher proportion of women are engaged in part-time work than men
- A higher proportion of women are not in the labour force despite similar age-sex profiles.

In Rest of LGA, the most common individual weekly income bracket is negative income, accounting for 12.5% of the applicable population. More than half of all residents (52.0%) of the residents earn \$500-\$649 per week or less. A low proportion of residents earn between \$1,000-\$1,249 and \$3,000 or more per week.

Generally, women earn less than men per week across the Rest of LGA. This is reflected by:

- A higher proportion of men earning \$650-\$799 or more per week than the proportion of women
- A higher proportion of women earning under \$650-\$799 per week than men
- The most common income bracket for men is \$800-\$999 per week

- The most common income bracket for women is \$150-\$299 per week.

At the equivalised household level, Moree town centre has a high proportion of households with low weekly income. This is reflected by:

- More than half of all households (54.7%) earn under \$1,000 per week
- The most common household income bracket is \$400-\$499 (10.6%) and \$1,000-\$1,249 per week (11.1%).

Residents of Rest of LGA are engaged in a limited number of industries, with the top four industries of employment accounting for 68.7% of employment. Major industries of employment are:

- Agriculture, forestry and fishing (48.7%)
- Education and training services (8.1%)
- Health care and social assistance (6.5%)
- Retail trade (5.4%).

Considering agriculture, forestry and fishing accounts for nearly a half of all employment, agriculture, forestry and fishing is a major and important industry to residents in Rest of LGA.

## CARE AND CARERS

In Rest of LGA, 2.9% of residents require assistance with core activities while 9.4% of residents have provided unpaid assistance to a person(s) with disability. When considering the sex of unpaid carers, a higher proportion of women (11.1% of women) provided unpaid assistance than men (compared to 7.7% of men).

## CULTURAL DIVERSITY

The majority of residents in Rest of LGA were born in Australia (82.5%). The top country of birth for overseas residents are:

- New Zealand (0.6%)
- South Africa (0.4%)
- Northern Ireland (0.3%)
- England (0.8%).

Over a third (36.1%) of all overseas born residents came to Australia between 2006 and 2015.

Of residents who provided a response to English proficiency in the 2016 Census, 69.4% spoke English very well and 15.3% spoke English well, 6.1% did not speak English well and 9.2% not at all.

## INDIGENOUS RESIDENTS (ABORIGINAL AND/OR TORRES STRAIT ISLANDER)

Rest of LGA has a high proportion of Indigenous resident (21.9%). There is a slightly higher proportion of Indigenous men than women in Rest of LGA (54.5% compared to 45.5% respectively). When compared to the non-Indigenous population of Rest of LGA, the Indigenous community has:

- A higher proportion of younger residents aged 0 to 24
- A lower proportion of residents aged 35+.

Indigenous residents in Rest of LGA have lower levels of education attainment than non-Indigenous residents. This included:

- More than quarter of all Indigenous residents (25.3%) have a secondary education (Year 10 and above) as their highest level of educational attainment compared to 12.5% of non-Indigenous residents

- The attainment rate of a Bachelor Degree is more than three times higher among non-Indigenous residents than Indigenous residents (9.2% compared to 2.9%)
- Attainment rates for certificate III & IV level, Advanced Diploma and Diploma and Bachelor Degree were all lower among Indigenous residents than non-Indigenous residents
- No Indigenous have attained a Graduate Diploma and graduate Certificate or a Postgraduate Degree.

This shows that there are higher rates of low education attainment and low rates of higher educational attainment among Indigenous residents compared to non-Indigenous residents.

When considering differences in individual weekly income between Indigenous and non-Indigenous residents, generally non-Indigenous residents earn more:

- A higher proportion of Indigenous residents earn \$150-\$299 per week (29.0%) while only 6.9% of non-Indigenous residents fall within the same income bracket
- A higher proportion of non-Indigenous residents earn over \$400-\$499 and above per week than Indigenous residents.

Income differences between Indigenous and non-Indigenous residents is also reflected at the equalized household level, where household income is weighted based on number of dependents. Key differences included:

- The most common household income brackets for Indigenous households is \$150-\$299 (17.1%) and \$300-\$399 (18.3%)
- The most common income bracket for non-Indigenous households is \$800-\$999 (12.1%) and \$1,000-\$1,249 (11.8%) per week
- 65.0% of Indigenous households earn under \$800 per week compared to 40.8% of non-Indigenous households
- 10.5% of non-Indigenous households are within the top four income brackets compared to 5.4% of Indigenous households.

Considering the correlation between education attainment and income in Rest of LGA and the lower rates of educational attainment among Indigenous residents, these findings align with other data presented.

Compared to non-Indigenous residents, Indigenous residents tended to have the following employment trends:

- Lower rates of full time employment
- Lower rates of part time employment
- Higher rates of residents seeking full time work
- Significantly higher rate of residents not in the labour force.

Of those Indigenous residents in the labour force, major industries of employment include:

- Agriculture, forestry and fishing (23.7%)
- Education and training (23.0%)
- Health care and social assistance (10.4%).

A higher proportion of Indigenous residents require assistance with core activities than non-Indigenous residents (4.7% compared to 2.9% respectively). A higher proportion of Indigenous provide unpaid assistance compared to non-Indigenous residents (11.6% compared to 10.6% respectively).

Household composition is different between households with an Indigenous member and non-Indigenous households in Rest of LGA. Key differences include:

- Lower proportion of couple with children (24.3% compared to 26.9% respectively)
- Lower proportion of couple with no children (12.5% compared to 30.0% respectively)

- Higher proportion of one parent families (22.6% compared to 6.8% respectively)
- Lower proportion of lone person households (32.7% compared to 14.9% respectively)
- A higher proportion of multi family homes (18.6% compared to 0.4% respectively).

Differences in the number of usual residents between Indigenous and non-Indigenous households also reflects differing household composition. Indigenous households in Rest of LGA tend to be larger, with a lower proportion of households having one or two people and a higher proportion of households having three or more people when compared to non-Indigenous households.

## **B.4 KEY INSIGHTS**

A key finding of the demographic analysis is the conceptualisation and application of relative isolation within the Moree context. In traditional social infrastructure planning relative isolation is based on distance to facilities and services. Hence the approach to analysis. Taking this approach results in the levels of isolation and access shown in table 5. However, what analysis and consultation has shown is that in Moree, isolation should and cannot be defined by distance. While there are pockets of disadvantage within surrounding villages, many of the people who reside outside of the town centre are generally less vulnerable and have higher levels of income than those residing in the town centre, and particularly to the south. For example, the most common individual weekly income within the Moree town centre (for non-Indigenous residents) is \$300 - \$399 and \$400-\$499 for households. Indigenous households are significantly lower at \$150-\$299. In comparison the most common individual weekly income for the Moree outer area is \$800-\$999 and a high proportion of households earning moderate and high weekly incomes (\$1,000 - \$1,249).

Furthermore, there are additional disparities in how people participate depending on their residential location (i.e. town centre verse outer area), including significantly higher caring duties and differences between single parent households. For example, in the Moree town centre, 5.4% of non-Indigenous and 7.1% of Indigenous residents require assistance with core activities, while 9.9% of residents have provided unpaid assistance to a person(s) with disability. In Moree outer area and the rest of the LGA, ~2.8% of non-Indigenous and ~3.7% of Indigenous of residents require assistance with core activities, while ~10.5% of non-Indigenous and ~14.5% of Indigenous residents have provided unpaid assistance to a person(s) with disability.

Regarding household make up there is a moderate proportion of non-Indigenous single person households (13.5%) and a significantly higher proportion of Indigenous single person households (35.8%) in the Moree town centre. These trends are much lower in both the outer area and rest of the LGA for both Indigenous and non-Indigenous households. This trend also applies to multi-family households.

Additional findings that present a disparity in vulnerability, need and therefore isolation between the town centre, outer area and the rest of the LGA include:

- low levels of workforce participation and unemployment, lower again for women and Indigenous residents
- lower proportions of home ownership, higher renters and significantly higher levels of Government housing
- a correlation between educational attainment and income, which is lower for both women and Indigenous residents
- disparity between non-Indigenous and Indigenous participation in the labour force, particularly prevalent in people participating in the agricultural industry (e.g. Indigenous people participate at less than half the rate of non-Indigenous).

# APPENDIX C

## SOCIAL INFRASTRUCTURE ASSESSMENT



## APPENDIX C SOCIAL INFRASTRUCTURE ASSESSMENT

### C.1 EXISTING AND PLANNED SOCIAL INFRASTRUCTURE

A desktop audit<sup>8</sup> and mapping of social infrastructure and services was undertaken to understand the current provision, location and potential gaps. The audit draws on information derived from Moree Plains Shire Council documents and online stakeholder consultation with Council staff, State Government representative and local community organisations. Services and facilities were mapped to assess location, proximity, service catchments and coverage.

Moree's social infrastructure also services the LGA and outlying towns and villages, including:

- Ashley
- Biniguy
- Boggabilla
- Boomi
- Bullarah
- Garah
- Gurley
- Millie
- Mungindi
- Pallamallawa
- Terry Hie Hie
- Toomelah
- Tulloona
- Weemelah

The maps provided below only include infrastructure and facilities located in, or close to the town centre.

Council has not determined benchmarks for either facilities or open space in current planning documents. The size of facilities and some fields are also not known, with Council currently undertaking an exercise to collate this information. As such, benchmarking (as outlined in table 5) was undertaken using estimates of floor spaces, previously conducted building assessments and the critical application of best practice examples.

Category	Type	Total	Overall total
Community and social services	Dedicated Aboriginal services	2	20
	Aged and disability care	4	
	Financial and Employment Services	3	
	Government Services	2	

<sup>8</sup> A full infrastructure audit, including commentary on the quality of the facilities and types of spaces will be undertaken when a site visit can occur.

	Housing services	3	
	Youth Services	3	
	Housing Services	3	
Community facilities	Community centre	2	9
	Community hall	2	
	Creative	3	
	Library	1	
	Historic building	1	
Open Space and Recreation	Aquatic	1	41
	Courts	1	
	Playing fields	6	
	Showground	1	
	Skate park	1	
	Sports hub	1	
	Water ski park	1	
	Passive Open Space	29	
Health	Aboriginal Medical Service	1	18
	Dental	4	
	Health support services	4	
	Hospital	1	
	Medical centre	3	
	Mental health	2	
	Pharmacy	3	
Emergency Services	Ambulance	1	6
	Fire and Rescue	2	
	Justice	1	



	Police	2	
Education	Community college/training institution	3	9
	Government Schools <sup>9</sup>	3	
	Non-Government Schools	2	
	TAFE	1	
Early learning	Child care/OOSH	4	8
	Pre-school	4	
<b>Total</b>			<b>112</b>

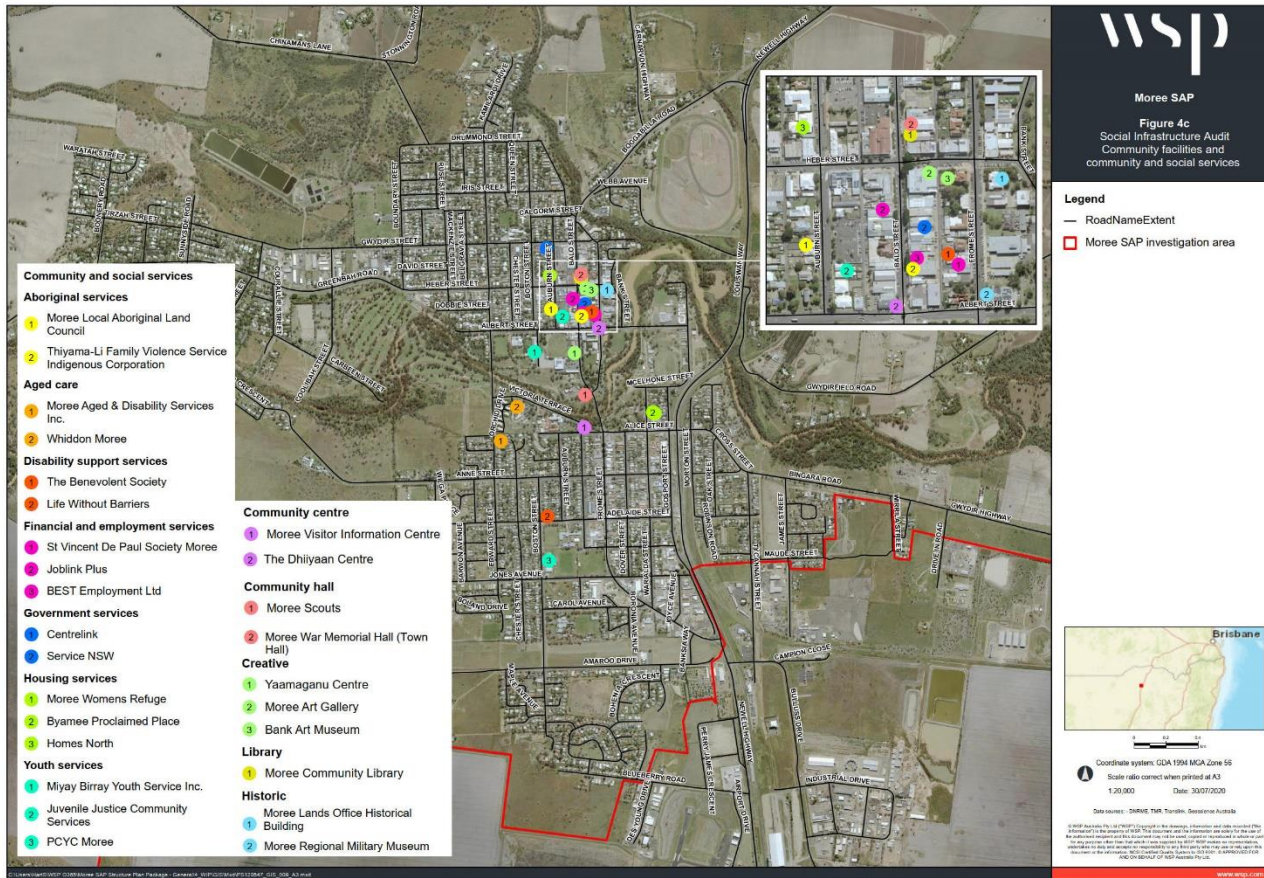
## C.2 COMMUNITY AND CULTURAL FACILITIES AND SUPPORT SERVICES

Across the Moree Plains Shire Local Government Area there is 19 Council owned assets which provide community and cultural spaces. It is important to note some of these facilities are collocated. The majority of these spaces are community facilities such as community halls, community centres, and civic centres.

Existing provision rates of community and cultural facilities for the LGA is provided in the table below:

	Total number of spaces	Rate per person	rate per 1,000 people
<b>Community hall/centre (including civic centres)</b>	12 spaces	N/A	0.91 spaces per 1,000 people
<b>Library</b>	1 Library	N/A	1 library per 13,159 people
<b>Tourism/education centre</b>	3 spaces	N/A	N/A
<b>Creative spaces</b>	3 spaces	N/A	N/A

<sup>9</sup> Government schools are also located in Boomi (K-6), Mallowa (K-6), Pallamallawa (K-6), Bellata (K-6), Garah (K-6), Toomelah (K-6) Mungindi (K-12), Boggabilla (K-12).



In addition to the physical community facilities identified in this map, there is a wide range of community and social support services (~76 in total) currently operating in Moree (as shown in Table 4). In addition to the traditional social service agencies, the Just Reinvest program has recently established a Moree project. This is seen by the community as a step in the right direction towards change.

## JUSTICE REINVEST

Just Reinvest was established in NSW to address the significant overrepresentation of Aboriginal young people in custody through a Justice Reinvestment approach. It is an independent, non-profit, membership-based, incorporated association auspiced by the Aboriginal Legal Service NSW/ACT. Just Reinvest's key message to the government and the community is that there is a solution: a smarter approach that will reduce crime and create safer, stronger communities. In 2013, the Maranguka Project began a partnership with the Bourke community to implement the first major justice reinvestment trial in Australia. An evaluation of the Maranguka Project conducted by KPMG in 2018 found that the program directly contributed to improvements in:

**Family strength:** 23% reduction in police recorded incidence of domestic violence and comparable drops in rates of re-offending

**Youth development:** 31% increase in Year 12 student retention rates and a 38% reduction in charges across the top five juvenile offence categories

**Adult empowerment:** 14% reduction in bail breaches and a 42% reduction in days spent in custody.

KPMG also found that as a result of these achievements, and achievements in other human service related areas, the project created an estimated positive economic impact of **\$3.1 million** in 2017, and if just half of the results achieved in 2017 continued, an additional impact of **\$7 million** would be achieved the following year. Of this, approximately two thirds relate to impact to the justice system and one third is the broader economic impact to the region.

Work to establish the program in Moree commenced in 2018 due to high crime rates, a sense of urgency from the local community relating to at risk young people and an acknowledgement that things need to be done differently. Justice Reinvest is currently working with community members and government agencies (including Moree Plains Shire Council, FACS, DET and Police) to identify the most appropriate local governance frameworks. A local community liaison officer has also been employed to help establish the project.

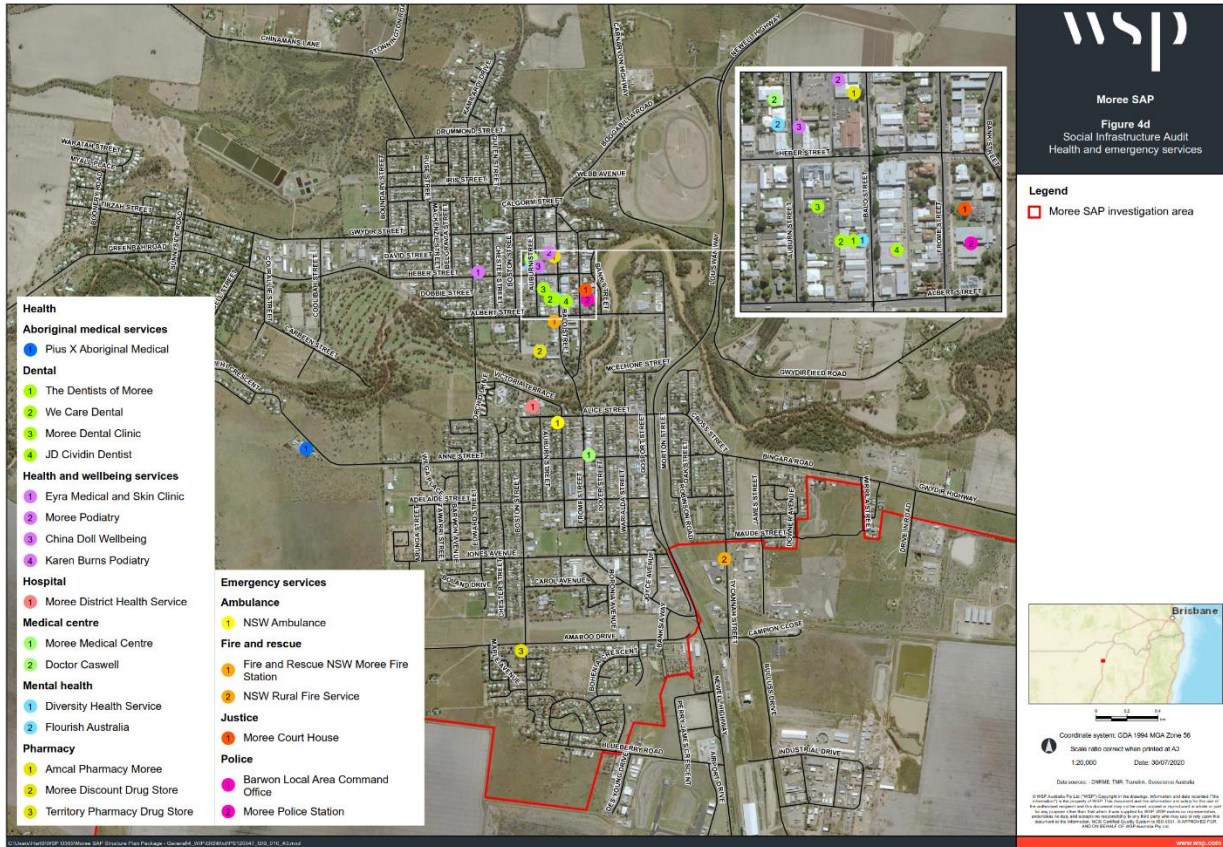
<https://www.justreinvest.org.au/wp-content/uploads/2018/11/Maranguka-Justice-Reinvestment-Project-KPMG-Impact-Assessment-FINAL-REPORT.pdf>

### C.3 OPEN SPACE AND RECREATION FACILITIES



- |                                      |                           |                         |                          |
|--------------------------------------|---------------------------|-------------------------|--------------------------|
| <b>Aquatic</b>                       | <b>Skate park</b>         | 12 Rotary Park          | 28 Victory Park          |
| 1 Moree Aquatic                      | 1 Moree Skate Park        | 13 Boundary Street Park | 29 Railway Park          |
| <b>Courts</b>                        | <b>Sports hub</b>         | 14 Moree Common Park    | 30 Cross Street Park     |
| 1 Moree Netball Courts               | 1 PCYC Moree              | 15 Lorna Rae Park       | 31 Sullivan Place Park   |
| <b>Golf club</b>                     | <b>Passive open space</b> | 16 Orana Avenue Park    | 32 Elizabeth Street Park |
| 1 Moree Gold Club                    | 1 Mary Brand Park         | 17 Spisbury Park        | 33 Kamlaroi Park         |
| <b>Playing fields</b>                | 2 Rocket Park             | 18 Apex Park            | 34 Boland Drive Park     |
| 1 Ron Harborne Oval                  | 3 Jellicoe Park           | 19 Lyle Kirkby Park     | 35 Wattle Crescent Park  |
| 2 Taylor Oval                        | 4 Lyle Houlahan Park      | 20 Webb Avenue Park     | 36 Maple Avenue Park     |
| 3 Bloomfield Oval                    | 5 Jacaranda Park          | 21 Fairview Park        | 37 Rotary Peace Park     |
| 4 Moree Services Club playing fields | 6 Coeee Park              | 22 Kirkby Park          | 38 Max Wales Park        |
| 5 Boughton                           | 7 Rage Cage               | 23 Green Park           | 39 360 Edward Street     |
| 6 Moree Ruby Club                    | 8 Booney Road Park        | 24 Pearl French Grove   | 40 Old Council Depot     |
| 7 Webb Oval                          | 9 Bob Vaile Park          | 25 Jellicoe Weir Park   | 41 Greenbah Road Park    |
| 8 Lloyd Oval / Velodrome             | 10 Mike Shaw Park         | 26 Acacia Park          | <b>Show ground</b>       |
|                                      | 11 Wilga Place Park       | 27 Allambie Place Park  | 1 Moree Show Ground      |

## C.4 HEALTH, JUSTICE AND EMERGENCY SERVICES

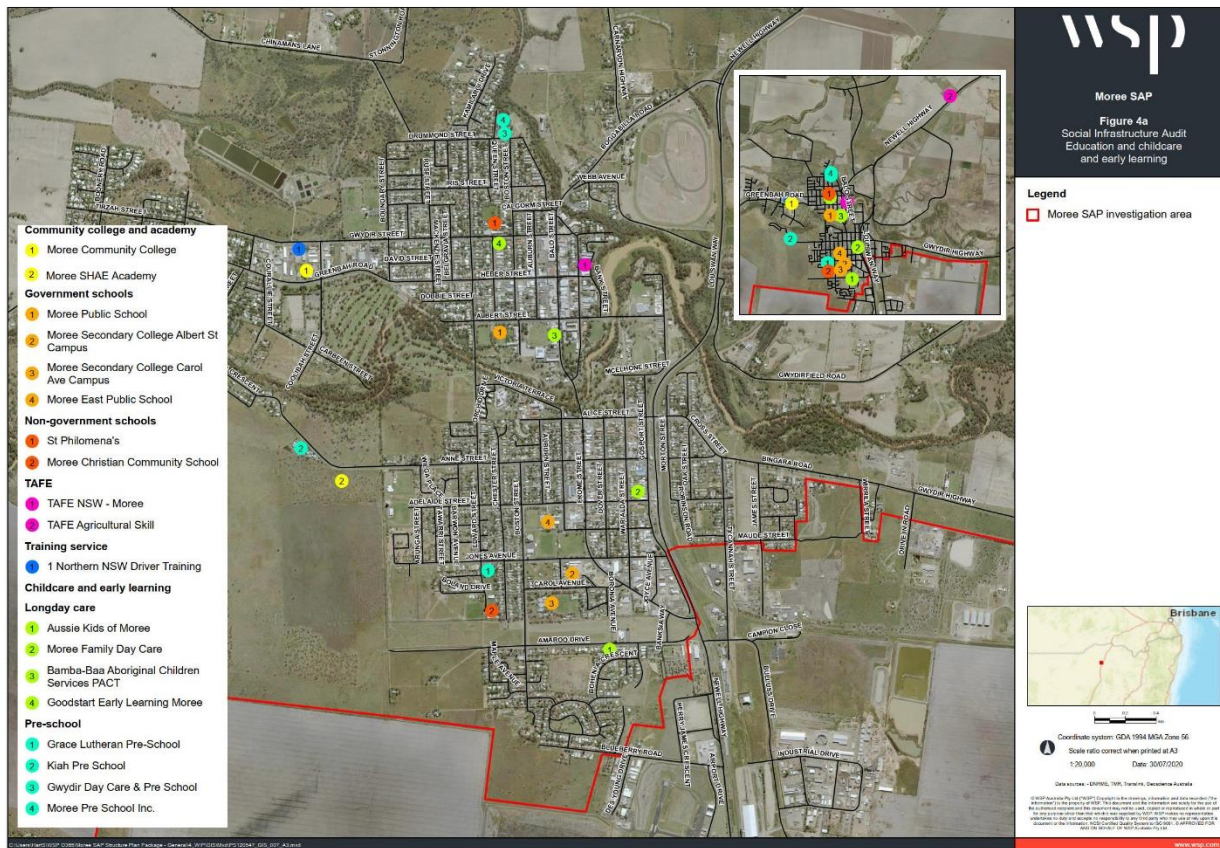


Mental health services, including counsellors and psychologists are also located at the at the following services:

- Thiyama-Li Family Violence Service
- Pius X
- Centacare and Headspace
- The Benevolent Society/Anglicare

A private mental health service also operates from a residential location.

## C.5 EDUCATION AND TRAINING FACILITIES



Moree has two NSW TAFE facilities, a main campus located in the town centre and an agricultural skills centre located ~6km to the north. While both facilities need enhancement, particularly to provide increased digital access, they have the have floor space and core infrastructure required to support future demand.

Currently TAFE offers first year automotive (light, heavy and diesel) courses and all three years of construction. However, year 2 and 3 automotive, electrical technology, hairdressing and other courses are only offered in Tamworth and apprentices are required to travel. The agricultural skills centre is not currently utilised.

NSW TAFE has indicated that there is a lack of offerings for higher level qualifications (e.g. diploma's) for courses required to upskill the local workforce, including early childhood, leadership and management, and agricultural technology, as well short courses to increase the digital literacy of local business. The lack of course offerings are perceived as a key barrier to retaining the existing skills base.

NSW TAFE has already commenced engagement with local industries to understand the future courses that will required to support the SAP workforce. They are also undergoing a process to train local professionals and trades people as qualified TAFE teachers, an initiative that will need to continue as the future industries and workforce requirements are identified. Furthermore, the is an opportunity to support better transitions from school to employment and clearer pathways for young people.

The Country Universities Centre North West opened in Moree in 2019 and offers a facility for students studying university courses through distance education to access face to face support and a structured space to study. This initiative aims to increase university attainment and support students to study from Moree.

## C.6 PLACES OF COMMUNITY SIGNIFICANCE

Places of community significance are geographically specific places that people have a common or shared attachment to and can act as an anchor for existing communities and draw people from outside the local area. These places contribute to a sense of identity and

people's connection to the area. Moree has many places of significance located across the LGA. The Aboriginal places of significance have been outlined in Figure 4 (Hromek, 2020 pg. 15).

## Significant Sites around Moree

These are some of the publically available significant sites around the Moree SAP, it is not a definitive list of sites in this area.

**1 Gnoura Gnoura Creek-** Kamilaroi Bora ground, and dendroglyphs or scar trees. Amongst the symbols are a moon upon its back and four days old, spiral lines supposed to be those left by lightning, fish, mud, turtle, lace lizard, human figure, snake and yammunyamun figures. 3

**2 Boobera Lagoon-** the lagoon is the resting place of Garriya, the Rainbow Serpent, an important figure in dreamtime legend. The lagoon was particularly significant to the Bigambul and Kamilaroi people, who held the third stage of their joint male initiation ceremonies at this site. 9

**3 Toomelah Mission and Cemetery-** the mission was established in the 1930s. Toomelah is the home of about 300 Kamilaroi people, located north of Moree on the MacIntyre River and is close to the town of Goondiwindi across the border in Queensland. 10

**4 Midkin Nature Reserve-** within the Reserve are a number of scarred tree sites of cultural significance to the local community, stone tools, including axes and grinding dishes have been found on properties adjoining the Reserve. 3

**5 Wearmatong Carved Tree.** 11

**6 Ngindi Baabili Tubbiabri** (Aboriginal section of the Moree Cemetery) 3

**7 St Pius Church-** former mission site. 3

**8 Taylor Oval-** registered burial site and has contemporaneous cultural, heritage values and was a place for reconciliation in Moree.

"The boundary of Taylor Oval was the area where Ronald 'Cheeky' McIntosh was killed during race-related tensions in Moree in the 1970s." Kamilaroi elder Mr Lyall Munro said. 12

**9 Dhiyaan Indigenous Unit** - has a Kamilaroi history unit and a permanent collection with a rich variety of printed material, videos and photographs detailing Kamilaroi life over the years. It has traditional Kamilaroi artifacts on display. 13

**10 Moree Baths and Swimming Pool Complex** - during the 1965 Freedom Ride through outback New South Wales, a stark example of official segregation was encountered in the exclusion of Aboriginal people from the swimming pool. The protests brought racial discrimination to the attention and consciousness of the wider community and forced non-aboriginal Australians to examine their attitudes to Aboriginal Australians. Dr Charles Nelson Perrurle Perkins AO rose to national prominence as a leading Indigenous-rights activist initially through the Freedom Rides and the events at Moree Baths. 14

**11 BP Solar Scarred Tree #1** is a modified (scarred) Bimble Box tree situated within black soils in the road corridor near a table drain in the vicinity of Halls Creek. On the basis of the size and shape of the scar, the scar has been interpreted as a possible boundary marker or bulroarer scar. 18

**12 BP Solar Scarred Tree #2** is a culturally modified Carbeen tree situated within a cultivated paddock. The tree is alive and in very poor condition. 18

**13 BPS OS1- Billabong** resource area and artifact scatters situated around the perimeter of an extinct ephemeral billabong associated in antiquity with Halls Creek. It is thought that this feature would fill when Halls Creek flooded and then retain water for potentially a considerable period, hence making it a resource rich area attractive for human occupation. It is appropriate to note the rarity of this site particularly in relation to the heavily agriculturally developed Moree area. 18

**14 Kiramingly Nature Reserve** is situated within an area administered by the Moree LALC. There is evidence of traditional use of the area in the form of recorded open camp sites, carved trees and burials within 25km of the Reserve. 3

**15 Ardgowan Plain Massacre-** Charles Eyles, manager at Crawford's station and two stockmen, James Dunn and William Allen, shot and killed 9 Gomerioi people on Ardgowan Island and burnt and buried the bodies in a shallow grave. 15

**16 Myall Creek Massacre.** On 10 June 1838 a group of white settlers murdered 28 Aboriginal men, women and children near Myall Creek Station in northern New South Wales, near Bingara. Seven of the killers were tried and hanged. The Myall Creek Massacre now serves as both a harrowing reminder of Australia's colonial violence towards Aboriginal people and an example of modern-day reconciliation. 16

**17 Slaughterhouse Creek (Biniguy) / Waterloo Creek** - Fifteen heavily armed stockmen positioned themselves on the slopes of the ravine for a dawn attack on a camp below on the creek bed. About 200 Kamilaroi people were slaughtered. The massacre is embedded in the memories of the Kamilaroi in the region. 15

**18 Terry Hie Hie Aboriginal Area** is an important ceremonial and gathering place for Kamilaroi people. Evidence of long-term use of the area includes at least 240 axe-grinding grooves and the remains of a corroboree ground. A bora, several carved trees, scarred trees, and two Aboriginal cemeteries can also be found nearby. The local community and descendants of the Kamilaroi People often visit for cultural, recreational and educational purposes. The area is of great spiritual significance as it is part of the Great Ancestral Bora (buurru). 17

**19 Gamilaroi Kamilaroi Nature Reserve-** is an area of great spiritual significance related to the area known as the Great ancestral Bora of Blammme, an important Bora ground to the Kamilaroi people. Carved trees once found throughout the area reflect other important elements of Kamilaroi spiritual association. 3

**20 Berrygill Creek Area** - Tycannah and Berrygill creeks form a part of the Yellowbelly Dreaming Trail and the lands themselves are recognised as the meeting of the 'black' and the 'red' soils. 3

# APPENDIX D

## SOCIAL INFRASTRUCTURE PLANNING APPROACH





## APPENDIX D SOCIAL INFRASTRUCTURE PLANNING APPROACH

### D.1 HIERARCHY AND CATCHMENT BASED APPROACH

A hierarchy and catchment based approach is generally used to understand what types of facilities are appropriate for a given site or location, and where they should best be located. In social infrastructure planning, community facilities, services, open space and recreation facilities are commonly considered at three levels.

**Regional level services and facilities** – major facilities for populations over 80,000-100,000 people in urban areas or smaller populations in more sparsely population regions. Regional social infrastructure includes hospitals, tertiary education, major cultural and sporting facilities.

**District level services and facilities** – more specialised facilities which operate on a broad district catchment of about 20,000-50,000 people in urban areas or smaller populations in more sparsely population regions. District facilities include libraries, larger sporting and recreation facilities, district parks, high schools, higher order medical facilities and welfare and support services. People expect to travel further out of their immediate locality to access district level facilities.

**Local level services and facilities** – meet everyday needs and should be accessible within local neighbourhoods. They are generally provided for relatively small populations of about 5,000-10,000 people in urban areas or smaller populations in more sparsely population regions. Local facilities include facilities such as community meeting space, childcare centres, primary schools, local parks, medical centres and GP services.

The size of catchments required to support different types of social infrastructure will vary according to whether the facility is serving a local, district or regional purpose.

The size of catchments required to support different types of social infrastructure will vary according to whether the facility is serving a local, district or regional purpose.

### D.2 RELEVANT BENCHMARKS AND STANDARDS

Standards are an important starting point for identifying social infrastructure requirements. Although there are no nationally agreed set of social infrastructure standards, there are a number of social infrastructure plans and studies that can help to inform a standards based approach. This study adopts a cautious and context-driven approach to standards in that they are used as a starting point and then adapted to better suit the local Moree circumstances and to address what is currently considered to be leading practice in social infrastructure provision.

Some of the reasons for a somewhat cautious and applied approach to the use of standards include:

- Standards focus on numbers and do not account for more complex indicators of need such as health, socio-economic status, household structure, and the preferences people have for service usage.
- They do not account for density, distance and the physical layout of a town layout and the related accessibility factors such as physical barriers, distance, transport routes and available infrastructure in adjoining areas.
- Standards often do not account for quality of facilities and the range of services offered by them.
- Standards rely on population projections when forecasting future needs, so their accuracy is a reflection of the quality of the projections which include a wide range of underlying assumptions.
- Standards do not consider practical funding realities, particularly recurrent funding opportunities and constraints. Service capacity and quality is often more determined by staffing or program funding, than the building it operates from.
- They do not accommodate changing community expectations and preferences, shifts in government policy or funding, and changes in technology. Similarly, they do not account for changing models of service delivery, innovations and solutions established outside program boundaries.

- Standards often do not properly account for the role of non-government and private sector agencies in the provision of infrastructure and services. Nor do they account for the opportunities for partnerships and shared use of resources that emerge from integrated planning processes.
- Standards can sometime reflect current levels of provision rather than required levels, and so can perpetuate inadequacies in service provision.

Any system of standards provides an initial guide only, and needs to be balanced by local, social, political and economic conditions, needs and priorities and considered in reference to existing infrastructure in the area. They must be regarded with some flexibility and the understanding that services/facilities, design, size, location, staffing and management may alter in response to demographic change in the local community, changing community expectations and improved models of service delivery.

The process of testing and adaptation of these social infrastructure standards should continue in their application in order to address community needs, funding arrangements, the asset management context and the myriad of other factors that make Moree unique.

With those caveats in mind, and with the view that the following represent a starting point for considering social infrastructure provision, the following table provides a summary of commonly recognised standards and how they may be applied to the Moree context.

Social Infrastructure Category	Benchmark	Current provision	Moree Context
<b>Education</b>	<p>ABS current rates of school attendance at government and non-government schools assumes:</p> <ul style="list-style-type: none"> <li>- Provision of primary school by department of education viable at around 300-400 enrolment places</li> <li>- Provision of high school by department of education viable at more than 500 enrolment places.</li> </ul> <p>It is commonly assumed (based on general demographic compositions), that approximately 8% of a population are primary school aged children and 6% are high school aged children. Generally, the split between government and non-government enrolments is 70% to 30% respectively.</p>	<p>As of 2020 there are:</p> <ul style="list-style-type: none"> <li>- 719 students enrolled in government primary schools in the Moree town centre</li> <li>- 401 enrolled in the government high school located in the Moree town centre</li> <li>- 146 enrolled in government schools across the LGA (K-12)</li> <li>- 476 enrolled in private schooling (K-10).</li> </ul> <p>8% of the LGA pop. = 1,052, indicating that ~736 should be enrolled in government primary schools and ~315 in non-government primary schools.</p>	<p>Lack of school choice has been identified as a key issue in Moree both in the context of supporting and retaining the existing population, as well as influencing the capacity to attract new people to town.</p> <p>There is also concern around the levels of educational advantage with several of the public schools ranking in the lowest 20% (ACARA, 2020).</p> <p>Increased government and non-government schooling provision will be dependent on population growth creating additional demand. However, it should be noted that enrolment numbers do not correlate with capacity, particularly where there is space for additional classes or a higher level of individual student support required – as is the case in Moree.</p> <p>Quality schooling options are one of the key factors that influence business investment decisions and will need to be addressed if objectives of SAP are to be realised.</p>

6% of the LGA pop. = 789, indicating that ~552 high school ages children should be enrolled in a government school and 236 in non-government.

The less than average enrolment numbers can be attributed to a preference to enrol children (often from year 6) in boarding schools.

<p><b>Community centre</b></p>	<p>For community facility floorspace (size):</p> <ul style="list-style-type: none"> <li>- 80sqm/1,000 people.</li> </ul> <p>This benchmark can be further broken down into:</p> <ul style="list-style-type: none"> <li>- 20sqm /1,000 people local facility floorspace (e.g. community halls)</li> <li>- 45sqm/1,000 people district level (e.g. community centres)</li> <li>- 15sqm/1,000 people regional level (e.g. LGA wide community facility/premier facility)</li> <li>- + 20sqm/1,000 people provided by non-government (NFP, RSLs, schools)</li> </ul>	<p>Council are currently undertaking a process to map the size of community facilities and assets, and the GFA of the library was not available for this report.</p> <p>Currently the key community facilities include the Town Hall and Council Chambers. Each of the villages in the LGA also have their own smaller local hall, to a varying standard.</p>	<p>Except for a youth focussed space (addressed later), there does not appear to be a lack of floor space for general community activities and meetings. However, consultation indicates that Council owned spaces require enhancements to communications and technology infrastructure.</p> <p>A more detailed audit is required to determine the quality of the existing provision and what enhancements and embellishments may be required to improve quality of provision.</p> <p>There may be opportunities through the Moree Civic Precinct Redevelopment Project to rejuvenate some of the existing town centre-based Council community facility assets and increase their community benefit.</p>
<p><b>Youth Centre</b></p>	<p>There is currently no dedicated youth facility.</p> <p>The PCYC is a multipurpose facility that provides programs, and the SHAE Academy facilitates youth events but neither is a dedicated space.</p>	<p>There is currently no dedicated youth facility.</p> <p>The PCYC is a multipurpose facility that provides programs, and the SHAE Academy facilitates youth events but neither is a dedicated space.</p>	<p>Positive and safe places for young people has been identified as a significant social infrastructure issue.</p> <p>Future discussions and analysis will determine the best approach to establishing a youth facility/space in Moree.</p> <p>One option for consideration is that improvements to the Moree Library (planned as part of the Moree Civic Precinct Redevelopment Project) may help to address part of the need in terms of a</p>

		<p>safe place for young people to meet, study, access technology etc. However, a challenge will be to ensure that the design and management of the library space facilitates access for all young people.</p> <p>Using the library as a proxy for a dedicated youth space would also limit the ability for the facility to be open at night/after hours which is a key requirement to providing a safe space for the most vulnerable of children and young people in Moree.</p> <p>The provision of a new indoor recreation facility, that will address youth needs, as well as broader groups in the community, is also a consideration (addressed below)</p>
<p><b>Seniors Centre /Healthy Ageing Centre</b></p>	<p>There one dedicated aged care facility in Moree. Both Mungindi and Moree hospital have allocated aged care beds.</p>	<p>With the possible exception of facilities for young people, trends are moving away from community centres designed for specific age groups.</p> <p>However, consideration does need to be given to retaining older people and retirees in Moree. While the provision of health care is a critical issue, also important is the variety of health ageing activities and facilities that are available. An enhanced library, cultural spaces and indoor recreation space could all play a role in meeting the needs of an older population in Moree.</p> <p>Furthermore, while it has been noted as key strength in consultation there is currently only one aged care facility. This is seemingly meeting the needs of the population, but consideration should be given to providing a diversity of options as the town grows and evolves.</p>
<p><b>Library</b></p>	<p>NSW State Library standards are 57.5 sqm + 20% circulation space/1,000 people – based on a projected population serving &lt;20,000</p>	<p>Benchmarks indicate that Moree should have a minimum of 757 GFA.</p> <p>Council are currently undertaking a process to map the size of community facilities and assets, and the GFA of the library was not available for this report.</p>

			<p>Moree library is acknowledged thriving hub of activity for arts, cultural and learning the elderly and persons with disabilities. However, a major constraint is the lack of a compliant lift to the second floor which prevents the community from accessing the full range of cultural and education services provided by the library.</p> <p>The library will receive enhancement, including a new lift as part of the broader Moree Civic Precinct Redevelopment.</p>
<b>Health</b>	<p>1 GP per 1,000 people</p> <p><a href="http://www.health.gov.au/internal/main/publishing.nsf/content/general+practice+statistics-1">http://www.health.gov.au/internal/main/publishing.nsf/content/general+practice+statistics-1</a></p>	<p>Moree currently has 9 permanent GPs and up to 6 locums serving a population of 9,311 (Moree SSC, 2016 ABS Census).</p>	<p>Waiting list data and consultation feedback suggest that the current provision of GPs is inadequate to meet existing population demand.</p> <p>The benchmark numbers are distorted in that local GPs also staff the hospital reducing their capacity to provide general practice services.</p> <p>Demographic and health data along with consultation with health services, also confirms that the high Indigenous population in Moree creates additional demands on GPs because of complex health needs and high levels of comorbidity.</p> <p>The blanket application of this national benchmark to the Moree context is inappropriate.</p>
<b>Childcare</b>	<p>ABS current rates of child care attendance:</p> <ul style="list-style-type: none"> <li>- 1 place per 3 children aged 0 to 5years</li> <li>- Centres tend to be most viable 50 + places (medium centre)</li> </ul>	<p>There are 151 licenced pre-school and ~195 child care and OOSH places, including family day care, in the Moree town centre.</p> <p>There are between 728-883 children aged 0-5 years in the Moree town centre and outer area. This would indicate that the existing 346 places are sufficient.</p>	<p>Lack of child care options has been identified as a key issue in Moree both in the context of supporting and retaining the existing population, as well as influencing the capacity to attract new people to town. Centres also report that they are operating at close to capacity.</p> <p>Additional consultation will be required to understand why the existing places are not meeting demand.</p>

<b>Arts and Cultural Space</b>			<p>While there is unlikely to be significant population growth to create the demand required for a specific performance centre, the renewal of the Moree Civic Precinct should consider how existing facilities could be enhanced to support a range of arts and cultural performances.</p> <p>Council also notes that seating capacity of &gt;500 is needed to ensure feasible operations. The renewal of the Moree Civic Precinct will deliver this.</p>
<b>Indoor Recreation</b>	<p>1 centre per 15,000-20,000 people (Parks and Leisure Australia and Victorian Planning Authority)</p>	<p>PCYC is an ageing and is not a fit for purpose facility. It performs as well as it can in the space and the location but is limited.</p>	<p>Identified as a significant gap in existing provision. The Moree climate renders participation in active recreation extremely difficult during hot summer months.</p> <p>A quality indoor recreation facility that includes at least two multipurpose courts, gymnasium, activity rooms (for yoga, gentle exercise, etc) would be a significant investment but could become a catalyst and transformational project to accompany and support the objectives of the SAP.</p> <p>An integrated approach to the location, design and management of any future indoor recreation facility would be critical.</p>
<b>Playing Fields</b>	<p>Will be updated on review of data from Council (received 30 July)</p>		
<b>Multipurpose Courts</b>	<p>Will be updated on review of data from Council (received 30 July)</p>		

### D.3 LEADING PRACTICE IN SOCIAL INFRASTRUCTURE

The key trends summarised in Table 6 encompass all aspects of social infrastructure planning, design and construction, as well as ongoing programming and delivery. These trends also cover social services due to the broader nature of the social infrastructure in the context of the Moree SAP planning process.

Increasing demands on government agencies and community organisations are key drivers for changing practice in social infrastructure provision. The imperative to ‘do more with less’ is evident as spatial and budgetary constraints necessitate the development of more efficient models capable of accommodating an ever-expanding set of community needs and expectations.

Leading practice emerges as new models are tested in different contexts and learnings are adapted and applied elsewhere. Trends listed in the following table have been chosen based on their relevance and application to the Moree, and specifically the Special Activation Precinct context. Commentary is provided on the current context, and insights gained through consultation.

Trend	Description	Moree context
<b>Multiple uses clustered together</b>	Good practice now sees larger facilities with multiple uses co-located on the same site. Smaller single purpose facilities often duplicate infrastructure types and are expensive to maintain. The community hub model has emerged as a way to make the best of limited resources, enable multiple uses to serve diverse population groups. In many community hubs, the library acts as the ‘anchor’ or attractor for the facility.	Council has indicated that there is an abundance of spaces/assets but acknowledges that these spaces need to be enhanced and are not being maximised or utilised by the entire community. Consultation also suggests that certain spaces are only used by specific cohorts of the community based on location or offering.
<b>Adaptable to changing community needs</b>	Facilities are increasingly designed to adapt over time to changing community needs. This may mean adapting facility operations, such as adjusted opening hours to suit changing work patterns, or adapting physical structures themselves, such as providing amenities to accommodate cultural expectations.	<p>Council is currently in the planning stages of a Moree Civic Precinct redevelopment which will redevelop the existing Town Hall, which includes the Memorial Hall, Banquet Hall and Moree Community Library. The redevelopment will bring the buildings up to a modern standard and include improvements to power, sewerage, accessibility and communications.</p> <p>The Moree Civic Precinct will be a multifunctional space with focus on arts and culture. It’s is Councils intent that the redevelopment will also support fundamental enhancements to the buildings that allow for increased flexibility of space and use.</p>
<b>Central and easy to access</b>	Well-used open space, recreation and community facilities tend to be located in places which are easily accessible by public transport and have adequate parking. Facilities are also more accessible when located in or near places where people already congregate, such as town centres, shopping centres and schools.	<p>Tier one community facilities/Council assets including the Moree Civic Precinct, Council offices, Bank Art Museum Moree and Dhiyaan Aboriginal Centre are all located in the centre of Town and are relatively easy to access.</p> <p>Active and passive spaces are dispersed around the township. Ron Harbourne Oval is the furthest from the CBD but is the largest and most popular in terms of the numbers and types of sports utilising the fields.</p> <p>While residents are not adequately serviced by public transport, the range of fields and parks enables relative accessibility. All fields and spaces are likely to provide suitable parking.</p>
<b>Third places</b>	Much of social infrastructure is now functioning as what has been termed ‘third places’ – informal public gathering spaces that enable people to sit, relax, meet, gather and interact. These places	Moree has a distinct lack of third spaces. There is no plaza or town centre that promotes informal gathering. The perception of safety (or lack there-of) is also a challenge in terms of providing a space that

	<p>encourage social connections and are essential to the creation of a sense of community.</p> <p>How can the SAP include third places? How does it balance the requirement for large pieces of infrastructure with the needs to create a community?</p> <p>Does it need to be/function as a ‘community/ecosystem’?</p>	<p>is both welcoming of all Moree residents and visitors, but not does encourage anti-social behaviours.</p>
<p><b>Placemaking and community identity role</b></p>	<p>Open space, recreation and community facilities are increasingly recognised as important contributors to place and community identity. Architectural features and public art are frequently incorporated into new parks and facilities as a way of telling local stories and building sense of place and community identity.</p>	<p>Moree has several state significant heritage buildings including the Moree Civic Precinct and the Bank Art Museum Moree.</p> <p>There are also places of cultural significance within the SAP, the township and across the LGA. These places should be a feature of the SAP development as a mechanism to building community identity.</p> <p>Moree also has a number of public art installations and murals. Consultation indicated that where public art was created by young people or done in partnership it was less likely to be vandalised.</p>
<p><b>Community building role</b></p>	<p>Overcoming social isolation and engendering a sense of belonging are important contributions of community facilities, particularly as increasing numbers of people live alone and seek social contact outside the home.</p>	<p>Social infrastructure as a mechanism for community building is pertinent for Moree. Due to community characteristics such as a higher number (than the NSW average) of single parent households, and people responsible for caring duties.</p> <p>Furthermore, consultation, including that conducted with Indigenous organisations and the Aboriginal community, indicate a disconnect within the community, particularly between Aboriginal and non-Aboriginal people.</p>
<p><b>Safe and welcoming</b></p>	<p>Open spaces, recreation and community facilities need to feel safe and comfortable to attract and retain visitors and users.</p> <p>Social infrastructure is now expected to offer suitable protection from natural elements, such as sun, wind and rain, be distanced or sheltered from dangerous transport corridors and ensure all community members feel safe and welcomed.</p>	<p>Safety (or a perception of lack there-of) is an ongoing concern for Moree residents and visitors.</p> <p>Crime data shows that there has been either a decline or stabilisation in 11 of the 17 major crime offences over the previous five years<sup>10</sup> (the other five not calculated), with only theft from a motor vehicle increasing. However, the perception of safety based on both a historical reputation and ongoing high rates of petty theft has resulted the sentiment that Moree is “unsafe”.</p>

<sup>10</sup> <http://bocd.lawlink.nsw.gov.au/bocd/cmd/crimetrends>



<b>Sport and recreation trends</b>	<p>People’s sport and recreation options are changing towards newer more varied activities offered over a greater range of timeframes. This is compared to previous decades where limited variety in activities and scheduling occurred. This has supported the trend to more multipurpose facilities to attract a broader range of users as well as multiple programs to meet different needs within a single facility.</p>	<p>Moree offers a variety of field sports including Rugby League, Rugby Union, Hockey, Soccer, AFL, Touch Football and Netball. However, there are limited indoor options, as a result of the limited indoor recreation facilities.</p>
<b>Increased focus on improving access</b>	<p>Community organisations and councils are increasingly stepping in to fill key gaps in public transport and promote social inclusion.</p> <p>Community transport services are usually delivered through government funding and are targeted at people who are financially disadvantaged, older people who are frail and people with disabilities. However, there is a move to provide community transport options for the broader population to key destinations.</p>	<p>Moree has a Community Transport Bus operated by a local service provider. There is also a private on demand bus service and the town is relatively well resourced by taxis. Consultation indicates that there is negative competition between taxis and the on-demand bus service that may risk the ongoing operations of either service.</p> <p>Murray Birray has historically operated a “Street Beat” program Thursday – Saturday nights to provide transport and support to young people walking the streets. However, this program does not operate consistently and is depended on resources.</p>
<b>Active management</b>	<p>Active management refers to a high level of involvement of the facility manager in the programming of a facility – determining the right mix of activities, programs, events and services to be provided to meet community needs. These facilities typically have an onsite staff presence – either council staff or staff from an organisation that manages the centre on behalf of council.</p>	<p>There is a preference by councils that commercial facilities be leased or managed by an external entity. There is also a trend of this occurring in regional NSW, e.g. the Roxy Theatre in Bingara. Currently MPSC currently owns the Moree Artesian Aquatic Centre but it is managed by a Board of director. MPSC directly manage Boomi and Mungindi pools, all of which have an onsite manager. They also manage the Moree Civic Precinct, Village Halls (via Sec 355 Committees).</p>
<b>Sustainable</b>	<p>There is a growing expectation that social infrastructure is sustainable financially, environmentally and operationally. Community facilities are often now used to showcase sustainable building methods and design, as well as being adaptively and efficiently operated where possible.</p>	<p>With the vision for the Moree SAP strongly based around sustainable development and sustainable outcomes, there is clear support across all stakeholders that social infrastructure assets will be delivered within the pillars of sustainability.</p>
<b>Partnerships</b>	<p>Local governments have traditionally been a key provider of local social infrastructure, resource and practical constraints have combined to necessitate seeking partnership opportunities.</p>	<p>As per commentary above there is genuine appetite by Council to look at partnership opportunities to support enhanced and feasible delivery models for community infrastructure. As above the Aquatic Centre is currently managed by a Board.</p>

**Integration**

There is an increase in the prevalence - and an understanding of the value - of coordinated and integrated human and health services. Both NSW and the Australian Government are investing in integrated approaches within distinct developments and communities, as well as more broadly (i.e. a focus in health on integrated care models).

Consultation indicated that Moree has upwards of 70 individual service providers, with an estimated annual expenditure of \$70-100 million. However, individual funding requirements and performance indicators has created a competitive environment (between providers), rather than a more efficient system as intended. Service providers and government representatives question the outcomes that are being achieved within the current landscape.

# APPENDIX E

## SUMMARY OF EXISTING SITUATION



## APPENDIX E SUMMARY OF EXISTING SITUATION

The existing situation as determined through research, analysis and early consultation is summarised in the SWOT below.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>— Aboriginal history and culture</li> <li>— Quantity of existing spaces and facilities</li> <li>— Abundance of land for possible expansion of spaces, facilities and fields</li> <li>— Industry currency (local skills and experience)</li> <li>— High number of social support services</li> <li>— Capacity for student growth within existing schools</li> <li>— Quality of public health service</li> <li>— Unique visitor offerings (artisan baths, Aboriginal culture, agricultural-based tourism)</li> <li>— Location (major transport and travel route)</li> <li>— Significant investment currently being made into social services</li> <li>— Long term workforce retention rates as a flow on effect reducing population</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>— Lack of retail (both diversity and affordability of offering)</li> <li>— Low educational advantage in many of the government schools, both in the Moree township and broader across the LGA</li> <li>— Low literacy and numeracy levels in a large cohort of the population</li> <li>— No designated youth space, anti-social behaviour by mostly disadvantaged young people</li> <li>— Lack of housing options (no transitional housing, limited affordable rental options)</li> <li>— Difficulties in attracting medical workforce, difficulties for residents in obtaining GP and specialist appointments</li> <li>— Lack of coordination by social services</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>— Need for an integrated approach to human/social services</li> <li>— Genuine appetite for change (by community, Council and service agencies)</li> <li>— Ability to provide employment diversity to current population</li> <li>— Project economic growth</li> <li>— Increased education and training opportunities to support future jobs and upskilling of the local workforce</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>— External negative reputation/perception of Moree</li> <li>— Internal identity crisis (negative perception of Moree)</li> <li>— Historical difficulties in enticing business investment (including business, retail and entertainment offerings)</li> <li>— Retail and service bleed (into neighbouring centres)</li> <li>— High crime rates</li> <li>— Insecure and expensive air travel (contracts are renewed every three years)</li> </ul>

### E.1 GAP ANALYSIS

A review of Council documents, and confirmation by Council through consultation, indicates that there are “enough” spaces and facilities in Moree, with the exception being a designated youth facility. While a quality audit<sup>11</sup> has not been completed for this Analysis Report, Council has advised that most facilities (owned by Council, State Government and privately) need enhancements. Furthermore, while the Dhiyaan Aboriginal Centre operates as both an arts and cultural, and learning space there is likely a need for a facility that supports multiple cultural uses.

Broadly this report finds the following key gaps, affecting social outcomes within the Moree town centre and across the LGA:

<sup>11</sup> Audit will be conducted by Elton Consulting prior to the initial Enquiry by Design workshop

- Childcare
  - There are significant difficulties in securing child care places, and particularly after hours care.
- Health and Education
  - Health and education both noted as key services that impact population attraction and retention
  - Educational choice is seen as limited
  - GP and specialist access identified as key gap
- Housing
  - Lack of diversity and affordable rental options
  - No transitional housing (particularly impacting women who experience lengthy refugee stays, often in surrounding towns)
  - No youth specific refugee
  - Limited temporary accommodation for men, both high-risk and temporary workers (e.g. tradespeople)
- Integrated social/human service system
  - Competitive landscape that prevents collaboration and potential efficiencies
  - Culture of outputs over outcomes.
- Retail
  - Lack of affordable options (e.g. no Big W, Kmart etc.)
  - Retail bleed into surrounding communities and larger centres compounded by the need to travel for schooling and other services (e.g. health)
  - Limited options for young people to find work (outside of fast food options), which could prevent young people from forming ties to the community
- Transport
  - Limited public transport services (noting recent provision of on-demand bus service)
  - Limited train and bus routes providing transport to surrounding villages, larger centres and cities
  - Insecure and expensive air travel (noting that the Qantas air service has been re-contracted to 2023).
- Youth spaces
  - While there are several dedicated youth services (PCYC, Miyay Birray, Flat Track) that provide programs and support there is no dedicated youth space or facility

## **E.2 CONCLUSION**

A key premise of this analysis is that unless the underlying social issues that exist in Moree are addressed comprehensive and sustainably, then the vision and objectives of the SAP will not be met.

Fundamental to this vision is the growth of the towns' population, including encouragement for the current population to continue living and working in Moree and a focus on improving the livelihood of the Aboriginal population.

For population growth to occur, people will need to be encouraged to relocate to Moree. Jobs will continue to be a key attractor and factor in any decision for someone to relocate.

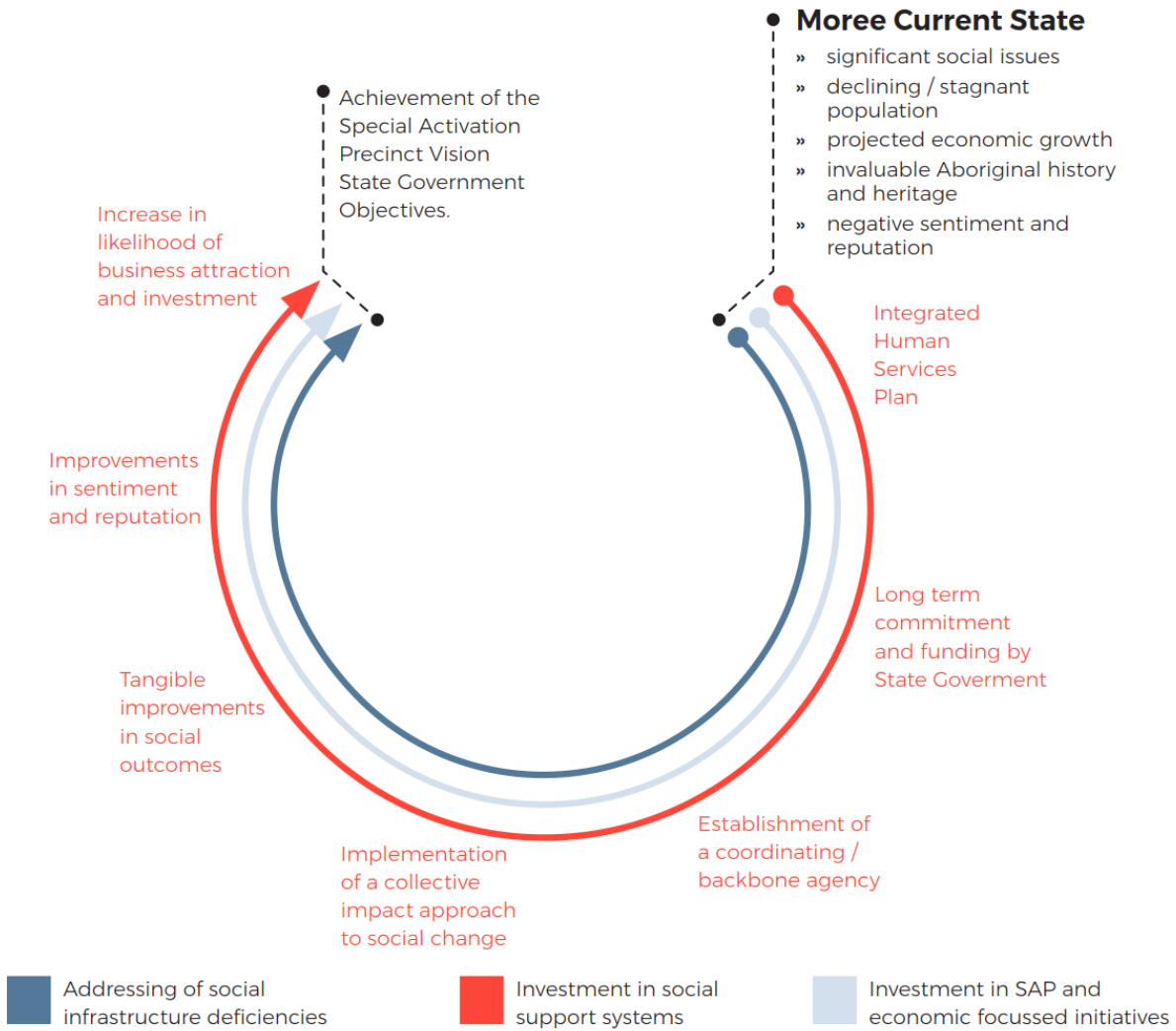
For jobs to grow, businesses need to be attracted to Moree. While decisions around physical infrastructure such as transport, communications, land are fundamental, other key considerations are the availability of a skilled and trained local workforce and the ability to attract a skilled and trained workforce to relocate to town. However, to both retain and attract a skilled workforce, issues of liveability, amenity and quality of life are paramount.

The provision of physical social infrastructure will form a part of that attraction equation. Decisions will be made on:

- access to quality options for education (from child care to tertiary including government and non-government primary and secondary education) and health care (from general practice, obstetrics, paediatrics, to specialist care)
- availability of other forms of social infrastructure such as amenities that contribute to general wellbeing including good quality sport and recreation facilities.

In terms of providing support to both the existing and future Aboriginal population and those most vulnerable, solutions need to look beyond the physical social infrastructure requirements. Currently there are a vast array of services and programs that are located in, or service Moree. The number of different programs or agencies is over 70, with investment estimated by Council to be up to \$100 million annually. However, community and agencies question the outcomes being achieved and there appears to be a distinct lack of service coordination. The lack of coordination is likely a result of changing funding requirements that have forced service providers into a competitive environment where they are actively working to recruit clients from each other to meet their client numbers and contractual targets. In practice, there is a comprehensive but uncoordinated system of service provision that is working competitively rather than collaboratively. This is grossly inefficient in terms of the use of government resources but more importantly does nothing to contribute to improving social conditions for the Moree community.

The next stages of this Social Infrastructure Study will examine the options for the creation of a more coordinated system of human service delivery in Moree. Change is likely to be long term and require a collective impact approach but without some significant and fundamental shifts there will not be the strong social base which economic development requires to succeed.



Research and consultation conducted by the WSP Indigenous design consultant, in collaboration with Indigenous engagement consultants, found the following social infrastructure needs and opportunities:

**Celebration of traditional arts and culture.** Gamilaroi people have deep ties to arts and culture and produce world leading contemporary and traditional Aboriginal artists. Moree has a strong arts community including the Thayama-li womens group that focus on traditional weaving methods, the Gamilaroi Artists - a collective of local mixed medium artists and the Euraba Paper Company, located in Boggabilla. Each of these groups have a profound relationship with the landscape and require spaces that allow them to grow and gather natural materials and connect with Country. While the arts community is strong, consideration should be given to providing facilities that support their continuation, develop the next generation of artists and can evolve to meet changing mediums and artistic expression.

**Support for cultural land management practices.** The Moree Plains LGA is home to many natural systems and sites of environmental significance. Within the SAP boundaries this includes Halls and Clarks Creeks. These natural systems and the traditional agricultural practices that occurred within and surrounding the SAP have been decimated through livestock and the security of water. The respect and regeneration of Country is of absolute importance to Gamilaroi people, this includes repairing damage to the soil and re-establishing traditional farming practices. Suggested actions could include earmarking of a parcel of land to support these activities, as well as the investment in traditional land management practices more broadly.

**Recognition of cultural protocols and sensitivities.** The SAP site contains sensitive areas that must be recognised in the planning for facilities. For example, there are natural high points from which Country can be viewed from different aspects and concern regarding how Country is viewed. There are also areas where artefacts have been found and important natural systems mentioned above. The site will need pathways and access points that both recognise and celebrate these spaces and sites.