

**BOURKE COMMUNITY
STRATEGIC PLAN 2022
DRAFT MARCH 2022**



**BOURKE
SHIRE
COUNCIL**



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Bourke Shire Council acknowledges the traditional custodians of Bourke and country throughout Australia and their connections to land, sea and community.

We pay our respect to our Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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MESSAGE FROM THE MAYOR

I am pleased to bring to you our Community Strategic Plan review 2022. The Strategic Plan is one of our obligations under the State Government's Integrated Planning and Reporting legislation.

The previous plan, which was approved in 2017, led us to prioritising infrastructure, operational budgets and issues for which the community wanted strong local leadership to advocate for on their behalf. While much of the past five years has included times of harsh drought and the COVID19 pandemic, we have still managed to achieve many of the goals of the previous plan.

This new plan continues on with much of the work started under the previous plan and again provides Council with a strategic document to help plan our communities future and guide us into future budgets and funding opportunities.

Thank you to all community members for your input into this plan and for attending the various Village meetings and private consultations. I also thank the various State Government departments for their input and their ongoing interest in the Western Region of NSW.

Bourke Shire Council has again improved its economic sustainability over the past five years and through the actions contained in this Strategic Plan as well as the Delivery and Operational plan will continue to deliver improvements to the Community.

Cr Barry Hollman

Mayor



INTEGRATED PLANNING AND REPORTING

The Integrated Planning and Reporting framework allows councils to build plans of appropriate size, scale and content for their communities. As each community in NSW is different, each council's Community Strategic Plan will be different. The most important thing is that the Community Strategic Plan, and the implementation structures that support it, are fit for purpose and appropriate to their communities.

The role of the Office of Local Government (OLG) in the planning process is to build the framework, provide guidance and assistance to councils in implementing it, and check that it is working. Each council's role is to use the planning process creatively, for the benefit of their community.

Apart from providing a clear picture for the future, the planning process can also help councils to better connect with their communities to gain a more detailed understanding of their area and its regional context. The process can also provide opportunities for councils to streamline their operations.

KEY ROLES AND RESPONSIBILITIES

The success of the planning process relies on the commitment of the Mayor and the General Manager as well as all councillors. Without strong support and commitment, the council will find it difficult to develop and implement a meaningful plan.

The Mayor, as spokesperson for the council, is the public face of the planning process. The mayor is responsible for explaining the purpose of the Community Strategic Plan to the community and encouraging public support for the planning process. The ability of the mayor and the councillors to capture a vision for the community's future and inspire others to participate in that future, will be fundamental to the success of the project. It is important that all councillors support this aim and are fully committed to the value of the project.

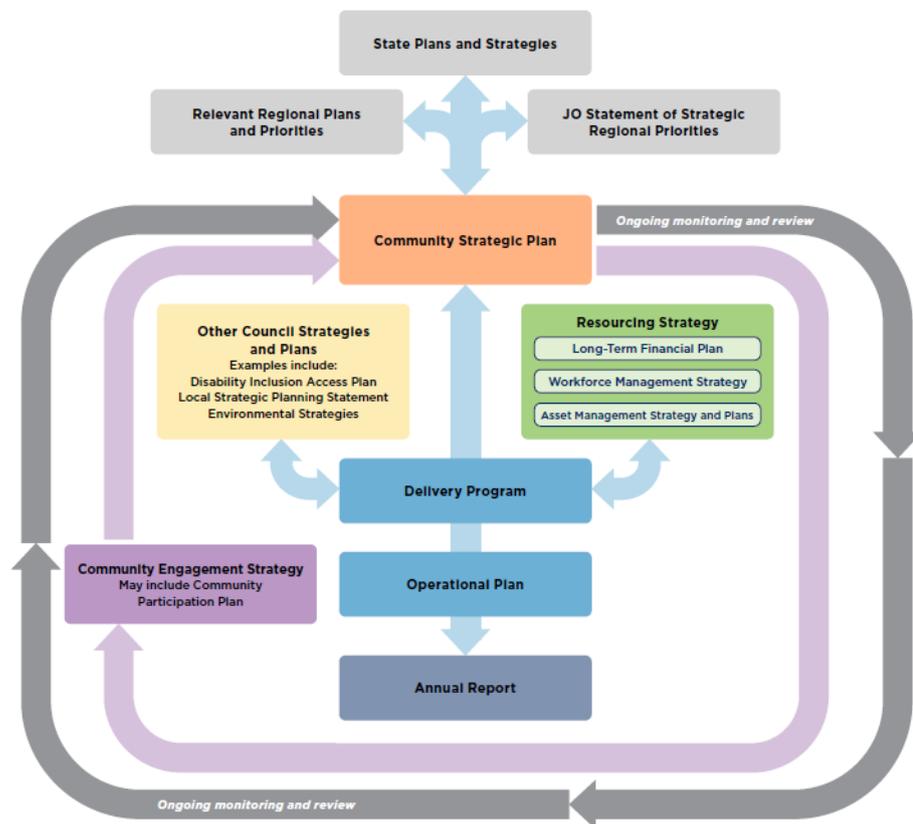


INTEGRATED PLANNING AND REPORTING

The Integrated Planning and Reporting process establishes a set of plans to outline the long terms vision for the future of our community. This plan is developed in conjunction with the Community and the many different stakeholders who are part of the community.

Plans Include

- The Community Strategic Plan- covers the next 10 years and identifies our key objectives and strategies. This plan operates from 2022 to 2032.
- Our four (4) year Delivery Program- establishes rolling strategies which outlines how the Council will deliver the outcomes proposed in the Community Strategic Plan.
- Annual Operational Plan - outlines Bourke Shire Council's budget for the year ahead.



This diagram shows the relationship between the Community Strategic Plan and the other planning documents that result from the plan. The Community Strategic Plan is informed by State, Regional and Federal plans while the resource strategy includes documents such as the long term financial plan, asset management plan and workforce plan. The disability inclusion action plan sits alongside these documents to inform Council of improved disability inclusion.

LINKING COMMUNITY OUTCOMES TO ACTION

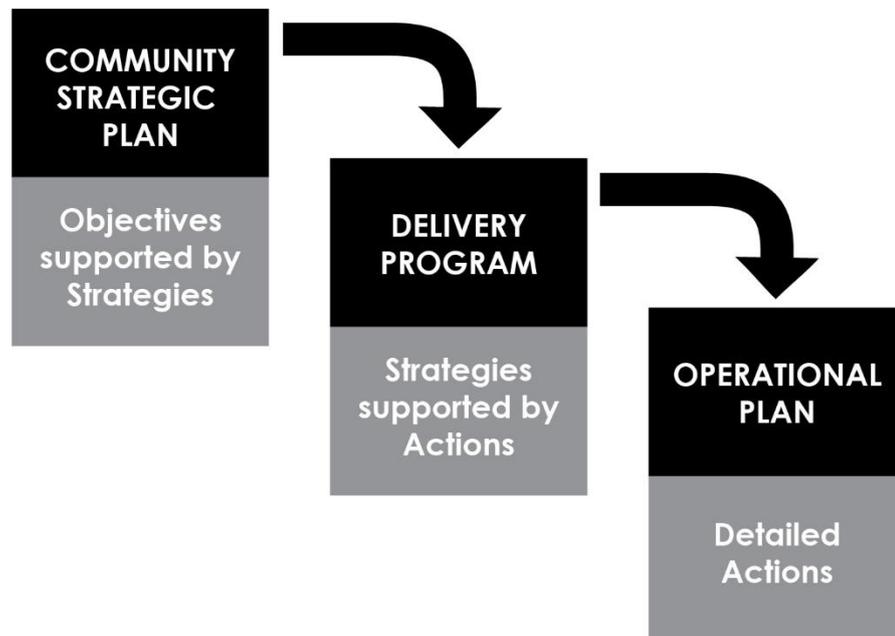
The Community Strategic Plan embodies the long-term vision for the community developed by the community. The review undertaken in 2022 has found that the five (5) key areas identified for action are as they were identified in the previous plan.

The key areas are:

1. Environmental Sustainability
2. Vibrant and liveable community
3. Economic Prosperity
4. Governance and organisational performance
5. Our infrastructure

The four key areas focus on the quadruple bottom line of:

- Environment
- Social
- Governance
- Economics



YOUR COUNCIL

The Bourke Shire Council works with local residents, visitors and business owners to provide a stable and sustainable lifestyle for the community. The Council is concerned with all aspects of community need and is often an advocate for the community in regards to issues that it does not directly control.

Council elected representatives

Mayor: Cr Barry Hollman

Deputy Mayor: Cr Lachlan Ford

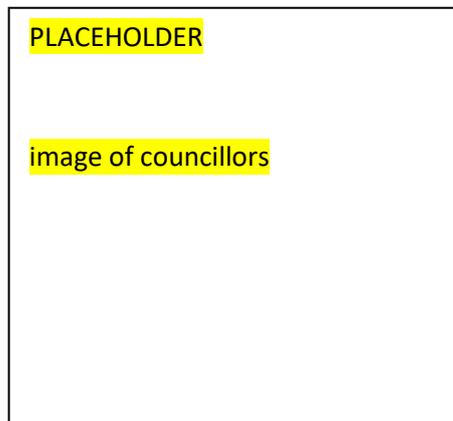
Councillors: Cr Sally Davis, Cr Sam Rice, Cr Cec Dorrington, Cr Robert Stutsel, Cr Sarah Barton, Cr Victor Bartley, Cr Nathan Ryan. Cr Grace Ridge.

Term of Office

Council members are generally elected for a term of four years. The next election will be held in September 2024. Note that this Council term has been shortened due to the delay in holding the 2020 local government elections.

Council Meetings

Council meetings are generally held on the fourth Monday of each month, commencing at 9.15am. The Council's Code of Meeting Practice deals with all matters associated with Council's meeting procedure.



BOURKE SHIRE COUNCIL

What we want our future community to be

(Our Vision)

Bourke Shire will continue to grow as an iconic, outback, regional community and destination, which is united and productive, thriving on practical access to all modern services

Our primary purpose and focus

(Our Mission)

To provide leadership and initiative in maintaining and improving services and opportunities that meet the needs of the communities in the Shire, through proactive Councillor representation, responsible asset management and efficient, effective service delivery by staff.

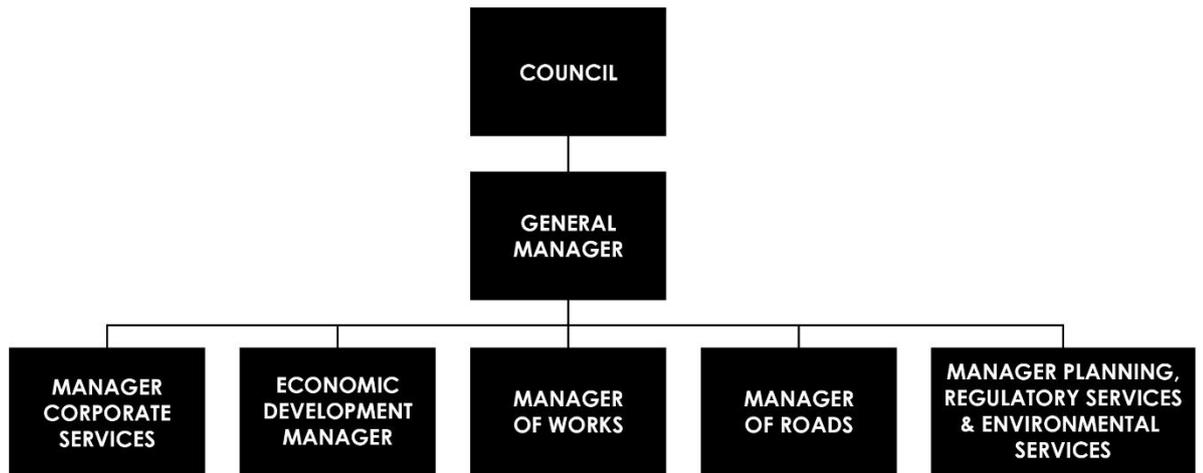
Our guiding operating principle

(Our Motto)

Building a strong united community, proud of our past and committed to our future



ORGANISATIONAL STRUCTURE





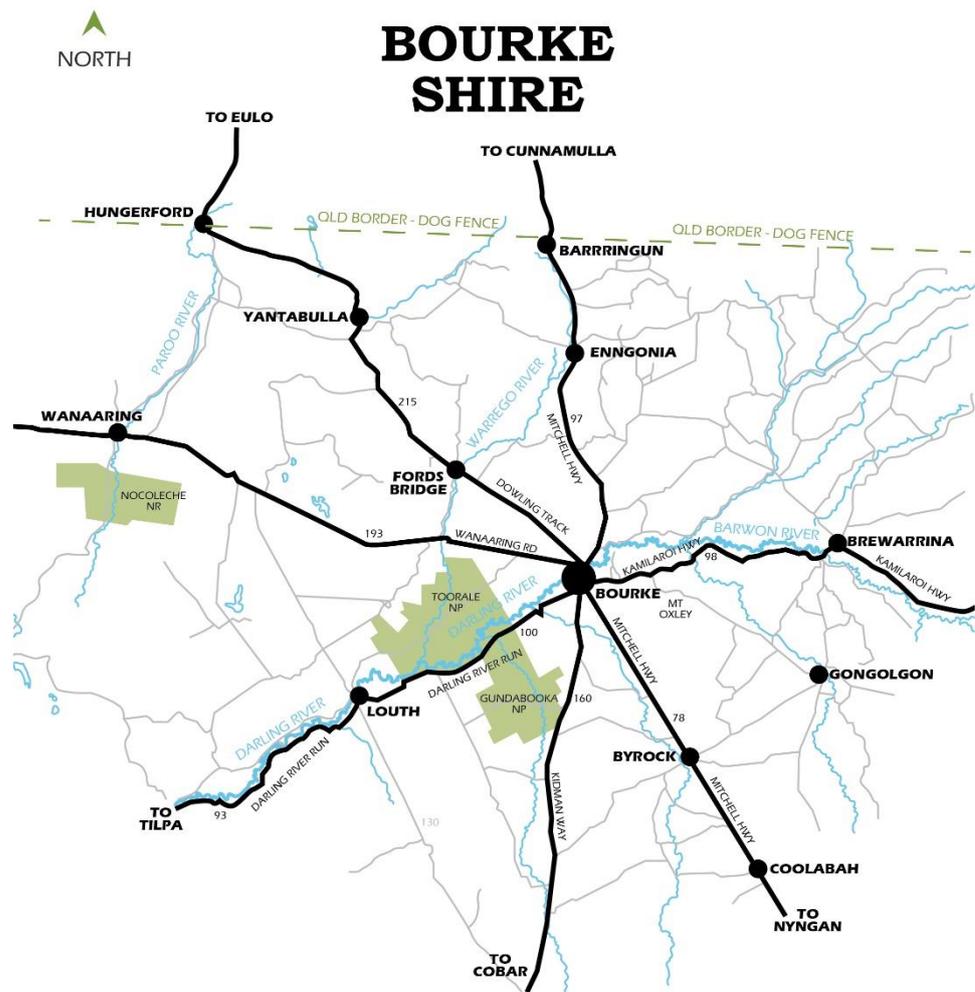
OVERVIEW

Regional Overview

Bourke Shire is located in North Western NSW and covers an area of 43,116 square kilometres. The town of Bourke is located on the banks of the Darling River and is the intersection of three significant cross country transport routes - the Kidman Way, Mitchell Highway and Kamilaroi Highway. The shire is considered a gateway into south west Queensland and the far west of New South Wales and is home to many small villages including; Barringun, Byrock, Enngonia, Fords Bridge, Wanaaring and Louth.

Historically, the town was a vital link for agriculture in the west and larger cities to the east. Traditionally a wool growing area, Bourke was once the biggest wool railhead in the world. The Shire's main agricultural products now include cotton, cattle production, wild goat, wool and sheep meat. Employment in both the Government and Non Government sector also continues to be strong now employing more people than the Agricultural sector.

Tourism continues to grow as an industry due to the area's natural beauty, historical connections and the presence of seasonal travellers.



Bourke, and the surrounding area is rich in Indigenous cultural history. Traditionally country of the Ngemba/ Ngempa people, Bourke is now home to around 24 different recognised Indigenous language groups. Many of Bourke's Indigenous peoples are Wangkumara people from the Tibooburra region, but also include those from the Murawarri, Barkindji/ Gurnu and Yandruwandha Nations to name a few.

Bourke Shire Council provides leadership in maintaining and improving services and opportunities that meet the needs of the local community.

The Shire is within an area known as the Orana region (Orana meaning 'welcome' in Wiradjuri), which stretches across the Central West and Western Region of New South Wales (NSW). The Orana region is the largest and most diverse region in the State and covers a quarter of NSW.

Bourke Shire Council along with Cobar and Walgett Councils, is a member of a group of Council's forming the Far North West Joint Organisation of Council's. This has been an important alliance in seeking out improvements for the Bourke Shire communities over the past 5 years.



OVERVIEW

	Period	Value
Demographic		
Estimated resident population	2020	2625
Projected population	2041	2850
Median person income (weekly)	2016	\$800-\$999
Median Household income (weekly)	2016	\$1750-\$1999 \$2000-\$2499 (NSW)
Employment		
Number of people who work in the region	2020	1036
Largest employing industry	2020	Public Administration and Safety
Average unemployment rate	September 2020 September 2021	3% 10%
Economic Output		
Gross Regional Product	2020	\$164.3 M
Output	2020	\$287 M
Value Added	2020	\$155 M
Housing		
Building approvals (value)	2020-21	\$2.5M
Median weekly rent (3 bedroom)	2022	\$300
Median sales price (3 bedroom)	2022	\$145,000
Business Activity		
Count of businesses	2017	414
Industry with largest number of businesses	2020	Agriculture, Forestry and Fishing
Tourism		
Economic contribution of tourism	2020	\$13M
Proportion of local jobs attributable to tourism	2020	6.6%



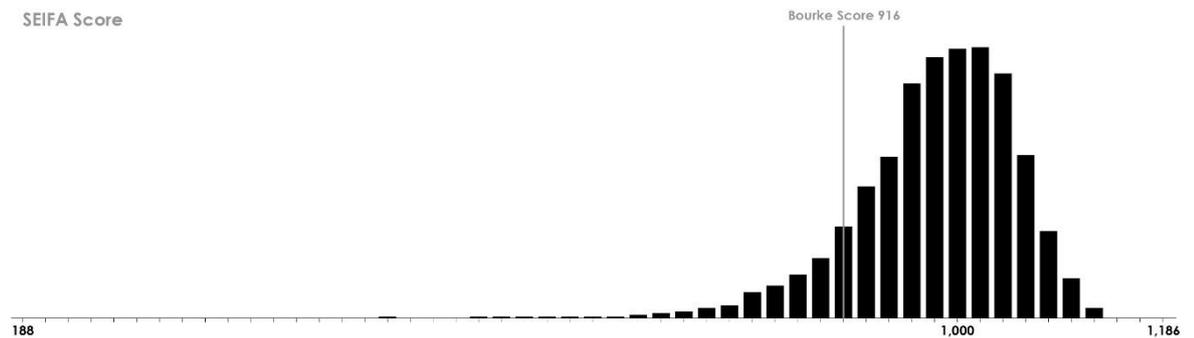
Bourke
Bridge Inn

SOCIO ECONOMIC INDEXES FOR AREAS (SEIFA)

SEIFA is a measure that have been created from Census information. For each index, every geographic area in Australia is given a SEIFA number which shows how relatively 'disadvantaged' that area is compared with other areas in Australia.

The SEIFA score for Bourke in 2016 was 916.

Across Australia's local government areas SEIFA scores range from 188 (most disadvantaged) to 1186 (least disadvantaged).



Bourke:

- Ranks 88 out of 544 local government areas with SEIFA scores in Australia,
- There are 456 local government areas which are less disadvantaged, and
- There are 87 local government areas that are more disadvantaged.

The Bourke Shire is relatively disadvantaged when comparing other local government areas. Its remoteness, lower economic opportunity, increased health issues and overall lower standard of living contribute to this indicator.

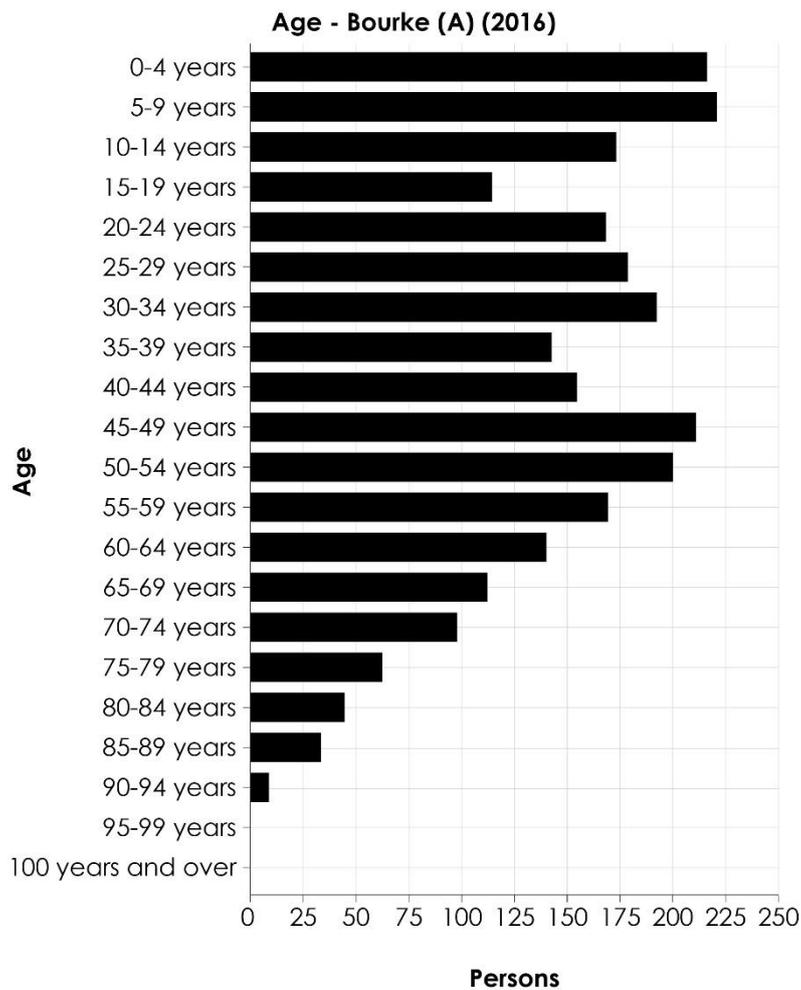
POPULATION

The estimated resident population of Bourke, as at 30 June, 2020 is 2,625 people. Between 2005 and 2020 Bourke's (estimated resident) population has contracted by around 700 persons, equivalent to an average annual rate of contraction of 1.5% (or -1.5%), compared to the New South Wales average annual compound rate of growth of 1.3%.

Bourke is home to slightly more females than males, with the females representing 51%. This is the same as the breakdown for New South Wales (i.e. 51% females and 49% males).

POPULATION BY AGE

The median age in Bourke is 35 years, slightly younger than the median age for New South Wales (38). Persons aged 0-4 years account for 9.3% of the population in Bourke, slightly higher than the rate for New South Wales (6.3%). Generally those within the 15-64 year age group are considered of working age. In Bourke 63.3% of the population is considered to be of working age, slightly below the rate for New South Wales (66.5%). Note that this data has not been updated as yet from the last census and so should be seen as indicative.



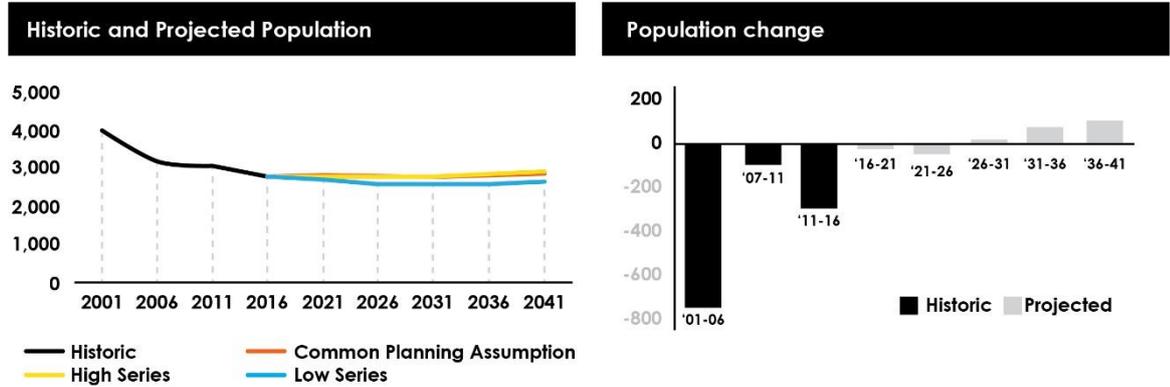
INDIGENOUS POPULATION

Bourke's Indigenous population is well represented with a nearly a third (30%) of its residents identifying as Indigenous, significantly above the state average of 3%. Half (or 50.2%) of those residents identifying as Indigenous are aged 24 years or younger. Note that due to timing of the 2021 census this data has not been updated since 2016 and should be seen as indicative.

PROJECTED POPULATION

New South Wales and Local Government Area population projections were released in 2019 by the NSW Government.

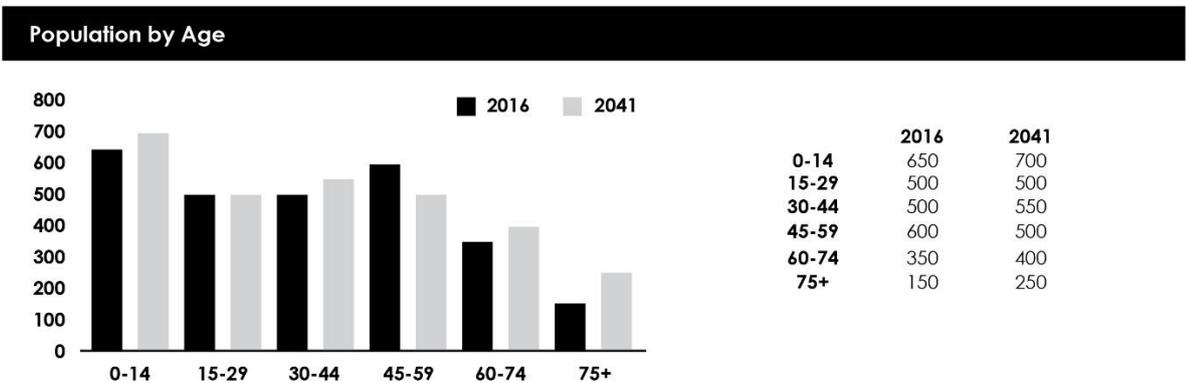
The population of Bourke is projected to remain fairly stable out to 2041. The population of the Bourke Shire is expected to grow slightly to 2850. (2,625 at present). This represents an increase in population of 225 people on today's numbers.



It should be noted that the Community continues to undertake positive initiatives to grow the community evidence by redevelopment in the agricultural sector, continued improvement to the tourism sector, improvements to the towns amenity and the development of the new Abattoir.

It is expected that 50 additional households will be required in this time.

The population aged over 60 is expected to grow significantly up until 2041.

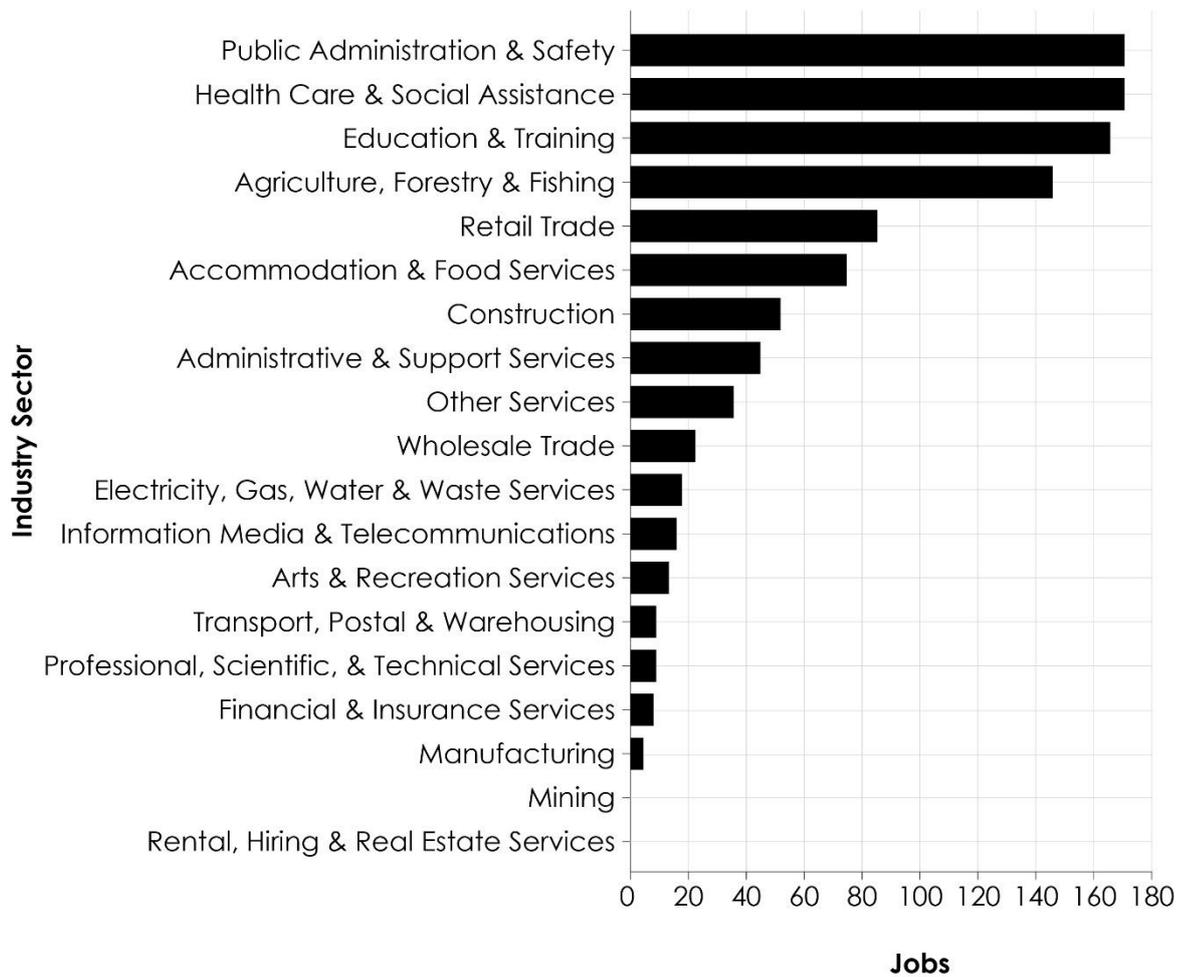




JOBS AND EMPLOYMENT

Employment by industry describes the industry in which employed people aged 15 years and over are employed. This can be analysed for the resident population, or for people working in the region. The resident workforce data captures the industry sector in which they are employed, regardless of where they are geographically employed. For people working in the region, this data provides insights as to which industry sectors are driving the region from an employment perspective – regardless of where people reside. This information can be used to determine what industry sectors are driving a particular region or precinct. The workforce by industry is shown below for 2020.

Workforce Breakdown - Work in Bourke (A) (2020 Release 2)





KEY INDUSTRY SECTORS

The industry sectors which are the key drivers of the Bourke (A) Region's economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) are detailed below. Of most importance to the overall economy is the Agricultural sector, public administration and safety and education and training. This highlights the importance of these three sectors in the future growth of the Bourke Shire area. Of further importance is the tourism industry as a whole. While it is not defined as a sector, it is of importance to the retail trade, accommodation, transport, education and training and Arts sectors.

Industry Sectors	Backward Linkages	Exports	Employment	Value-Added	Total
Agriculture, Forestry & Fishing	✓	✓	✓	✓	4
Mining					0
Manufacturing					0
Electricity, Gas, Water & Waste Services	✓	✓			2
Construction	✓				1
Wholesale Trade					0
Retail Trade			✓		1
Accommodation & Food Services		✓			1
Transport, Postal & Warehousing	✓				1
Information Media & Telecommunications					0
Financial & Insurance Services					0
Rental, Hiring & Real Estate Services				✓	1
Professional, Scientific & Technical Services					0
Administrative & Support Services					0
Public Administration & Safety		✓	✓	✓	3
Education & Training		✓	✓	✓	3
Health Care & Social Assistance			✓	✓	2
Arts & Recreation Services	✓				1
Other Services					0

The industry sectors above which correspond to a ✓ in the table above are amongst the top 5 (of 19 sectors) contributors to economic activity in the Bourke (A) Region in relation to backward linkages, exports, employment, and value-added.

Value-Added- represents the marginal economic value that is added by each industry sector in a defined region. Value-Added is calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector. Value-Added by industry sector is the major element in the calculation of Gross Regional Product.

Employment- the key social outcome of economy development; employment data represents the number of people employed by businesses / organisations in each of the industry sectors in the Bourke (A) Region.

Regional Exports- represents the value of goods and services exported outside of the Bourke (A) Region that have been generated by local businesses / organisations. Another way of defining exports is as an inflow of money into the region, i.e. Motels have an inflow of money from people who live outside the region's boundaries thus they are earning export equivalent dollars.

Backward Linkages- details the industry sectors which spend the most on locally sourced intermediate goods and services per dollar of output. These industry sectors may not necessarily make the largest contributions to the Region's economy at present however due to well developed local supply chains these sectors have a significant capacity to deliver broad based economic benefits for the region.



CLOSING THE GAP

The former NSW Premier signed the new National Agreement on closing the gap in July 2020, alongside the Coalition of Aboriginal and Torres Strait Islander Peak Organisations and the Australian Local Government Association. The Bourke Shire Community Strategic Plan acknowledges the importance of the priority areas of reform in Closing the Gap and the importance of its partnerships with local Aboriginal Community organisations led by the Maranguka Community Hub, Bourke Tribal Council and the Bourke Aboriginal Corporation Health Service (BACHS).

The five priority reforms are:

1. Formal partnerships and shared decision making
2. Building the community controlled sector
3. Transforming government organisations
4. Shared access to data and information as a regional level
5. Employment, business growth and prosperity.

Further to this it is also important to acknowledge the work of Aboriginal Affairs NSW and the OCHRE plan which aims to support strong Aboriginal communities in which Aboriginal people actively influence and participate fully in social, economic and cultural life. The aims are in keeping with the closing the gap principals and include:

- Teach more Aboriginal languages and culture to build peoples identity
- Support more Aboriginal students to stay at school
- Support more Aboriginal young people to get fulfilling and sustainable jobs
- Grow local Aboriginal leaders' and communities' capacity to drive their own solutions
- Focus on creating opportunities for economic empowerment
- Make both government and communities more accountable for the money they spend.



Through its Memorandum of Understanding, Bourke Shire will continue to work with the Maranguka Community Hub to empower the community to greater self responsibility in coordinating services and caring for its own. Maranguka seeks to work closely together to ensure all people have the best outcomes and opportunities.



J.M. and Son Co.
LOUIS, MISSOURI
2011

HOW WE DEVELOPED THE PLAN

Community Engagement Strategy

Community engagement is at the heart of local government. It helps communities to be active participants in shaping their own future and play a part in any change. Council's have a role in providing opportunities for community members to be involved in the strategic planning process. The Bourke Shire Community Engagement Strategy outlines how Council engages with the community and how the community participates in the development of the 2022 update of the Community Strategic Plan and the Integrated Planning and Reporting framework.

During January 2022, successful formal engagement sessions were held with representatives from the communities of Bourke, Enngonia, Fords Bridge, Byrock, Louth and Wanaaring. Sessions were also held with locally based sporting groups and schools. The information garnered has been invaluable and has allowed the development of the community strategic plan for the future.

Community engagement can be seen as part of a continuum which includes:

Information giving (communication)
Information seeking (data collection/scoping)
Information sharing
Participatory decision making
Responding to community initiated issues
Continuous research into communication methods

Bourke Shire Council will adhere to the following principles in its engagement of the Bourke Community

- Clarity of Purpose
- Commitment
- Communication
- Evidence
- Flexibility & Responsiveness
- Timeliness
- Inclusive
- Collaboration
- Continuous Learning
- Ethics

Social Justice Principles

The Community Strategic Plan has been developed utilising Social Justice principles.

The NSW Government's social justice strategy is based on the following interrelated principles:

Equity – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances

Access – all people should have fair access to services, resources and opportunities to improve their quality of life

Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

How will community engagement activities be managed?

Each community engagement activity will be the responsibility of the Bourke Shire Council Manager/s appointed as project officer/s.

When planning community engagement, Managers need to ensure that resources (staff and finance) for engagement activities across Council are effectively allocated and managed. Where possible, engagement activities will be combined with other activities that target similar community groups.

Every effort will be made to attract and reach a cross section of the community by using a wide range of communication methods. Specific target community groups will be invited to participate as identified in the project.

Participants' cultural, and special needs will be accommodated where appropriate

Community groups who are sometimes hard to reach ie: children, young people, people with disabilities, women, and people from Aboriginal and Torres Strait Islander backgrounds will be involved.

ENGAGEMENT WITH NSW STATE AGENCIES

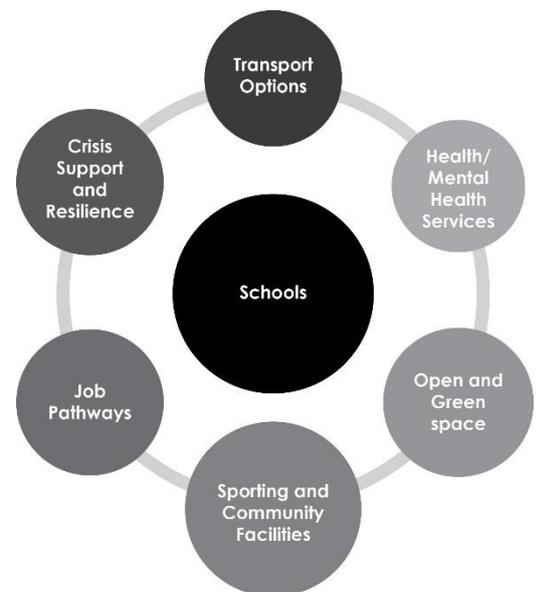
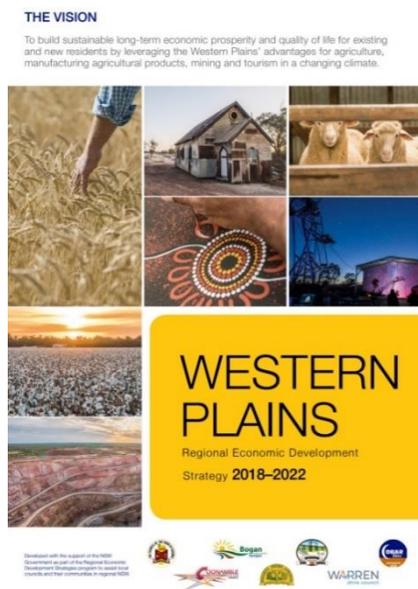
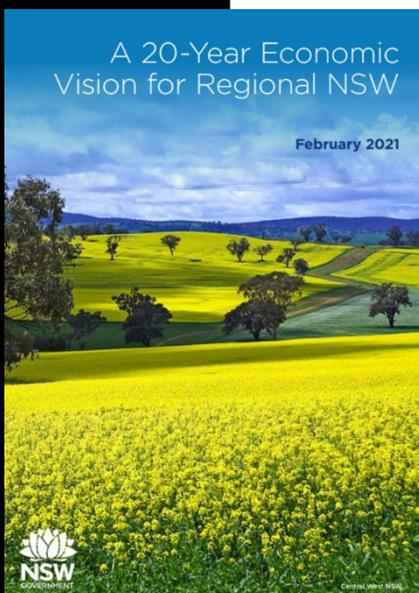
In February 2021 a workshop was held with a number of State agencies in conjunction with other Council's in Western NSW.

Presentations were made by 13 Government agencies and Departments and for the Bourke region, these included:

Department of Communities and Justice	Transport for NSW
Department of Education	Ministry for Health
Department of Enterprise, Investment and Trade- Office of Sport	Department of Regional NSW
Department of Premier and Cabinet	Department of Planning, Industry and Environment
Department of Education	

Of particular importance due to our demographic will be:

- The information provided by the Ministry for Health and the issues of Aboriginal Health which is an important driver of the Strategic Plan and the importance of recreation, community connection, health, education and policing.
- The Department of Education is also important to the future of Bourke with education being at the heart of the community.
- The Department of Regional NSW has led the way recently with a number of Economic Development programs that the Bourke and district community has taken advantage of. These are outlined in important strategic documents such as A 20 year Economic Vision for Regional NSW and the Western Plains Regional Economic Development Strategy.



COMMUNITY AND KEY STAKEHOLDER FEEDBACK

As a result of Councils engagement with its communities a summary of the priority findings are shown below.

Key environmental issues

Water security and water wastage

Drought

Celebrating and acknowledging Aboriginal Culture

Ensuring use of renewable energy

Enable recreation within the environment

Suitable Local Environmental Plan

Key Village issues

Ensure road access

Emergency services access

Ensure available land in Villages

Ensure improved Village amenity

Ensure improved communications including phone and internet services

Ensure village facilities are maintained

Continue to communicate with Village committees

Enable tourism opportunities across all Villages

Ensure improved water supply, continued availability and filtration

Ensure filling of Government staff positions within Villages

Key governance issues

Ensuring sustainable, well financed Council

Ensuring skilled workforce

Ensure good communication and accessible to community

Continue to liaise with community in positive way

Improved support for Villages with ageing populations

Key economic issues

Ensure opportunities for business development are pursued

Ensure opportunities for youth

Maximise recreation opportunities

Improve and grow tourism sector

Improve and grow local events

Key infrastructure issues

Ensure road access to Council area

Ensure water supply

Ensure existing areas of parks and playgrounds are maintained to a suitable level of service

Improve sewerage and stormwater

Improve town roads and kerb and gutter

Key issues for all levels of Government

Ensure strong NGO sector where decisions can be made locally

Improve air access

Improve telecommunications

Ensure strong health, policing and education sectors

Ensure workforce in maintained



COMMUNITY STRATEGIC PLAN

Guiding Principles

In developing its Community Strategic Plan the following high level principles to provide general guidance and direction in the establishment and prioritisation of community outcomes has been adopted. These principles assist to ensure that Council takes a sufficiently long term view when making decisions taking into account the quadruple bottom line.

Sustainability Principles

Provide a unique plan for the residents and businesses of the Bourke Shire Council area.

Achieve long term population and business sustainability.

Recognise the importance and value of our indigenous cultures.

Foster community engagement.

Build on the distinctive character of the Bourke Shire including its people, place, cultures, diversity, history and natural environment.

Ensure excellent, best practice governance.





COMMUNITY STRATEGIC PLAN OBJECTIVES AND STRATEGIES

1.0 Environmental Sustainability

Our environmental strategies aim to protect our natural environment and built assets for future generations.

Significant environmental challenges include:

- Issues in regards to an overall declining population
- Ensuring long term water security for the residents of Bourke and its Villages

1.1 Managing the built environment sustainably

- Reduce the amount of waste to landfill
- Increase the level of recycling within the Shire
- Seek to conserve water where possible and effective
- Ensure a relevant and up to date Local Environmental Plan (LEP)
- Maintain an active heritage advisory service
- Encourage clean up of spare blocks

1.2 Securing sustainable water and wastewater for all

- Ensuring upgraded water and wastewater infrastructure
- Ensuring the water supply at Bourke through measures such as increasing the weir height
- Ensuring all villages have adequate access to non potable water

1.3 Ensuring our heritage and culture are respected

- Protect local heritage items including significant architecture, indigenous heritage
- Ensuring active local land care groups
- Manage Council trusts and reserves to a high standard
- Ensure maintenance of cemeteries

OUR PARTNERS

Village committees

Environmental Protection Authority

Office of Local Government

Public Works

Community Working Party

Maranguka

Netwaste

All Non Government Organisations

Department of Sport and Recreation

RDA Orana

Far North West Joint

Organisation of Councils

Neighbouring Councils

Heritage NSW

NSW Department of Planning and Environment

Water NSW

Local Land Services



COMMUNITY STRATEGIC PLAN OBJECTIVES AND STRATEGIES

2.0 Liveable and vibrant community

Implementing medium to long term strategies to ensure our community has a sustainable population while maintaining our community values. Ensure that we maintain minimum service levels and that everybody is made welcome in our community.

Significant community challenges and issues include:

- Our population has declined making it difficult to staff existing businesses and provide opportunities to grow other businesses.
- Ensuring levels of service remain in a declining population.
- Ensuring that over time a working population is maintained.
- Looking after our population as they age.

2.1 Our community values its safe, healthy lifestyle and is caring toward each other

- Increase our local population
- Maintain a viable health system
- Improve access to dental services
- Respect and make welcome our senior citizens
- Ensure high level of youth services, amenities and activities
- Encourage youth leadership
- Improve disability access
- Work collaboratively to improve law and order

2.2 Enjoy a vibrant Bourke and Village community

- Grow and invest in our future leaders
- Foster a community that respects the diversity of our population and is supportive of cultural differences, ages and abilities of community members.
- Encourage sport and recreation activities
- Improve telecommunications services
- Develop and enhance the arts
- Develop cultural partnerships
- Maintain our parks and ovals to a high standard
- Ensure a high standard of education
- Ensure adequate Ranger services
- Develop improved youth activities and facilities
- Ensure a strong early childhood sector
- Minimise the amount of graffiti
- Ensure adequate levels of public and community transport
- Improve lighting throughout township

OUR PARTNERS

Village committees

Transport for NSW

Bourke Police

Community Working Party

Maranguka

Schools

Police Citizens Youth Club

Juvenile Justice

All Non Government Organisations

Department of Sport and Recreation

RDA Orana

Department of Education

Attorney General's Department

Town event committees

Sporting Clubs

COMMUNITY STRATEGIC PLAN OBJECTIVES AND STRATEGIES

3.0 Economic prosperity

The economic viability of businesses and residents within the Shire area is vital to ensuring the long term sustainability of our community. The decline in population means turnover in local businesses has declined with many businesses seeking out other opportunities.

The last five years has been a difficult time for residents of the Shire with drought and the COVID 19 Pandemic limiting opportunities for our community and also reducing the number of visitors to the region.

There are new business opportunities emerging with the sale and future reopening of the Bourke abattoir, Improved season for agriculture and increased tourist visitation following the Pandemic.

3.1 Our community welcomes new residents and businesses

- Promote Bourke as a regional service centre
- Developing industry and business
- Seek industry development opportunities
- Promote population growth
- Promote and develop business opportunities
- Work closely with emerging large development opportunities
- Ensure new residents have information about the town, region and opportunities
- Ensure land availability across Bourke and its Villages
- Ensure NBN availability and maximise mobile phone coverage
- Ensure active community precincts

3.2 Our community values in history and heritage and seeks to develop the tourism industry

- Seek opportunities to grow our tourism industry
- Include the Villages in tourism initiatives
- Seek to grow all areas of our local tourism market
- Seek opportunities to develop cultural tourism experiences
- Improve signage
- Improve access to the North Bourke Bridge
- Encourage community events and Festivals

OUR PARTNERS

Village committees

Bourke Police

Community Working Party

Maranguka

Schools

Police Citizens Youth Club

All Non Government Organisations

Far North West Joint

Organisation of Councils

RDA Orana

Department of Education

Attorney General's Department

Rotary



BACK O' BOURKE

COMMUNITY STRATEGIC PLAN

OBJECTIVES AND STRATEGIES

4.0 Governance and Organisational performance

Long term strategies are needed to ensure effective leadership of the Shire community including its residents, businesses, statutory authorities and other stakeholders.

Significant challenges and issues include:

- Ensuring our young people are encouraged
- Overcoming social and economic disadvantage
- Overcoming disadvantage as a result of isolation and distance
- Maintaining the financial position of Council with smaller local populations and increasing Government needs
- Ensuring a skilled workforce

4.1 Advocating the benefits of living and working in the Bourke Shire Council area

- Promoting participation and coordination between the community and Council
- Provide strategic leadership to the community
- Provide for suitable land to be available
- Proactively improve amenity within Bourke and the Villages

4.2 Seeking continuous improvement in the business of Council

- Seek continuous improvement with communication with residents such as through social media, web sites, newspaper and radio.
- Ensure Council activity is promoted
- Participate in interagency forums and opportunities
- Seek to improve Shire offices in the medium term
- Maintain library services
- Ensure excellent customer service
- Maintain working relationships with senior politicians and local members
- Ensure Council meets legislative governance standards
- Maintain suitable Council owned housing

OUR PARTNERS

Village committees

Transport for NSW

Bourke Police

Community Working Party

Maranguka

Schools

Police Citizens

Youth Club

Juvenile Justice

All Non Government Organisations

Department of Sport and Recreation

RDA Orana

Department of Education

Attorney General's Department

Town event committees

Sporting Clubs

COMMUNITY STRATEGIC PLAN OBJECTIVES AND STRATEGIES

5.0 Infrastructure

Ensuring that the level of local infrastructure satisfies the needs of the community and into the future.

Significant challenges and issues include:

- Ensuring levels of depreciation are sustainable
- Ensuring that facilities are able to be shared across the community
- Ensure excellent levels of service
- Ensuring adequate village amenities

5.1 Ensuring adequate transport linkages

Maintain and seek to improve the road network in a sustainable way while recognising the restrictions to funding

Maintain heavy vehicle replacement strategy

Maintain the Bourke airport to a high standard

Maintain Village runways where appropriate

Investigate the potential for a heavy vehicle bypass of Bourke

5.2 Managing the needs of the Villages

Ensure good communication with Village committees

Ensure services to the Villages are maintained

Ensure Village priorities are well understood

5.3 Ensuring adequate levels of community amenities

Ensure village water supplies are adequate

Ensure Community halls and other Village infrastructure is maintained to a suitable standard

Further develop Davidson Oval precinct plan

Enhance walking track along the town levee

Ensure levee banks maintained to high standard

Ensure adequate levels of aged care facilities

OUR PARTNERS

Village committees

Transport for NSW

Bourke Police

Community Working Party

Maranguka

All Non Government Organisations

Department of Sport and Recreation

RDA Orana

Town event committees

Sporting Clubs

MEASURING OUR PERFORMANCE

The performance of Council in achieving the aims and outcomes contained in the Community Strategic Plan will be annually via Council's annual report and quarterly performance reports.

OUR TARGETS

1.0 Sustaining the environmental qualities of the Shire

Increase in recycling

Increased use of alternative energy

Ensure sustainable water supply for the Shire communities

2.0 Liveable and Vibrant Community

An increased level of community participation

An increase in the number of events

A reduction in all levels of crime

3.0 Economic prosperity

Increase in business numbers

Increase in employment opportunities

Increase in visitor numbers

Growth in existing businesses

Displaying leadership and innovation in dealing with change

4.0 Governance and Organisational performance

Satisfaction with Council's overall performance including customer service

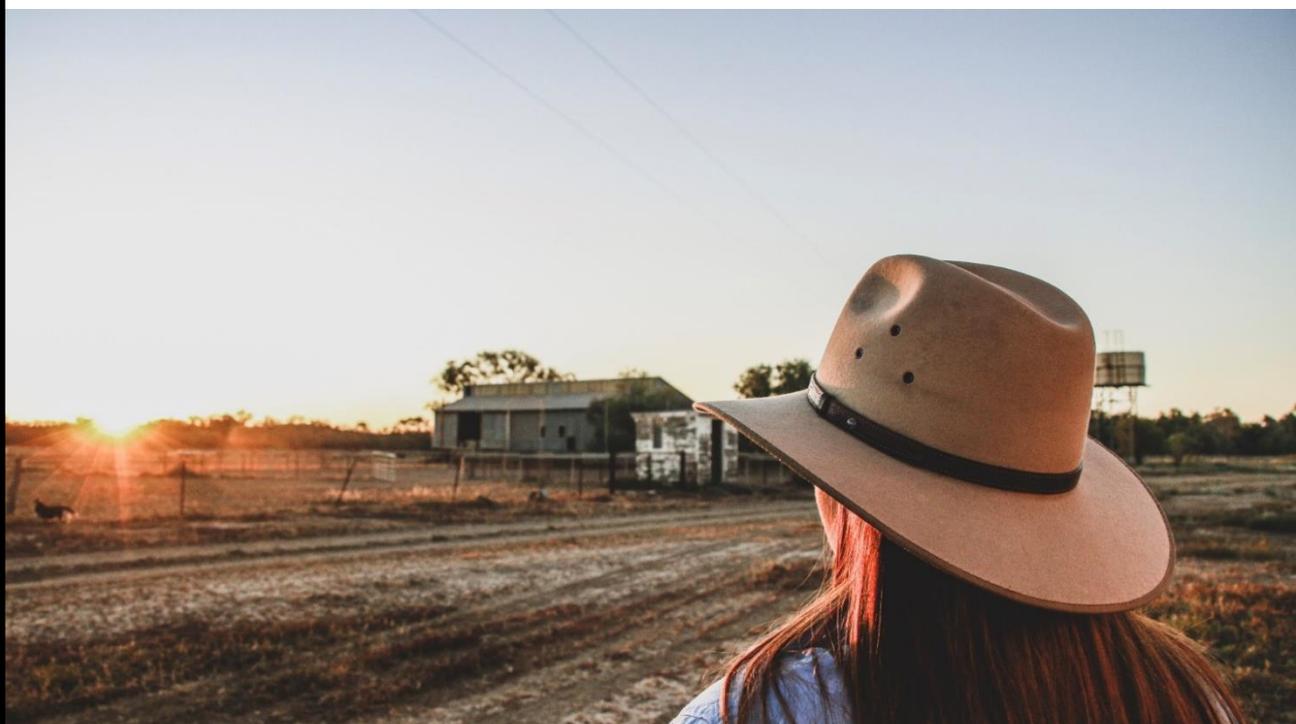
Improved Local Government benchmarking levels

Council's statutory obligations met

5.0 Infrastructure

Provide for the whole of life costs of infrastructure

Ensure levels of renewal are adequate



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**BOURKE
SHIRE
COUNCIL**

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