

BOURKE SHIRE COUNCIL DELIVERY PROGRAM 2022

JUNE 2022





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 revised Delivery Program for the 2022-2026 period. The Delivery Program is one of our obligations under the State Government's Integrated Planning and Reporting legislation.

This new program continues on with much of the work started under the previous plan and again provides Council with a strategic document to help plan our community's future and guide our decisions.

Thank you 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 improved its economic sustainability over the past five years, and I am sure the strategies outlined in the Delivery Program will continue this long term improvement.

Cr Barry Hollman

Mayor



INTEGRATED PLANNING AND REPORTING

The Integrated Planning and Reporting framework allows councils to develop plans of appropriate size, scale and content for their communities. As each community in NSW is different, each council's Community Strategic Plan and Delivery Program 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.

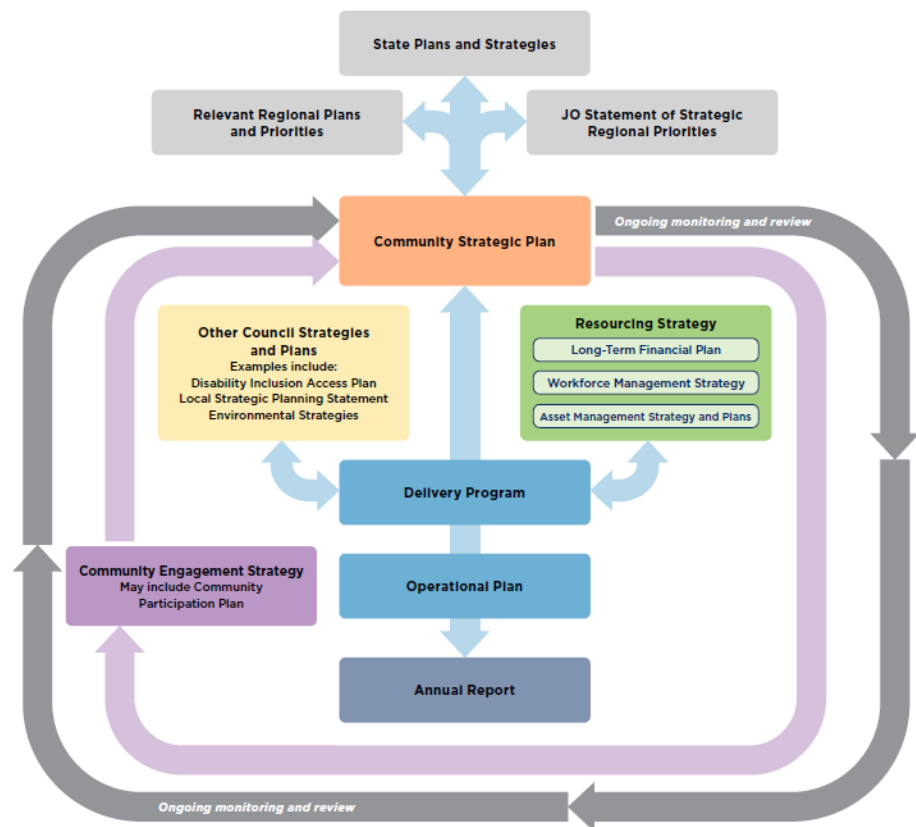


INTEGRATED PLANNING AND REPORTING

The Integrated Planning and Reporting process establishes a set of plans to outline the long term 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 Regional, State and Federal plans while the resourcing 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

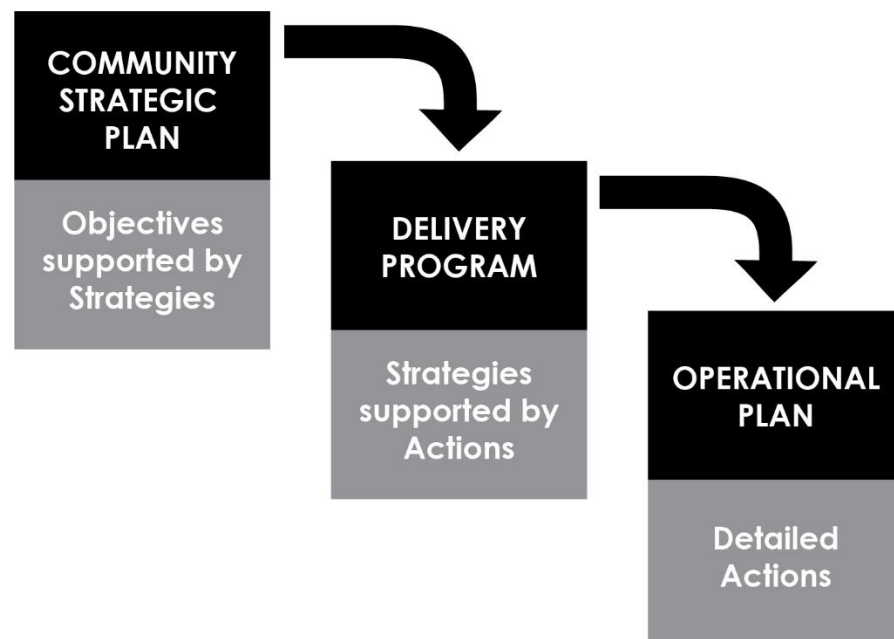
The Community Strategic Plan embodies the long-term vision for the community developed by the community. The review undertaken in 2022 has found that the five (5) key areas identified for action are as they were identified in the previous plan.

The key areas are:

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

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

- Environment
- Social
- Governance
- Economics



DELIVERY PROGRAM

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

OBJECTIVE 1.1: MANAGING THE BUILT ENVIRONMENT SUSTAINABLY

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Reduce the amount of waste to landfill	BSC, Netwaste	At least one bulk pickup of stockpiled waste per year in conjunction with other Netwaste Councils	MES	✓	✓	✓	✓
Increase the level of recycling within the Shire	BSC, Netwaste, community groups, businesses	Reduction in the level of cardboard to landfill	MES, GM	✓	✓	✓	✓
		Develop recycling function in partnership with private business or community group					
Seek to conserve water where possible and effective	BSC	Hold yearly public awareness campaign about watering in hot climate	MW	✓	✓	✓	✓
Ensure a relevant and up to date Local Environmental Plan (LEP)	BSC, Business group	Review LEP as per legislation	MES	✓	✓	✓	✓
Maintain an active Heritage Advisory Service	BSC	Maintain minimum of 2 visits by Heritage Advisor to Bourke each year	MES	✓	✓	✓	✓
Encourage clean up of vacant blocks	BSC	Clean up of at least two long term overgrown blocks each year	MES	✓	✓	✓	✓

OBJECTIVE 1.2: SECURE SUSTAINABLE WATER AND WASTEWATER FOR ALL

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Ensure upgraded water and wastewater infrastructure	BSC, Public Works, Village Committees	Incremental water and wastewater renewal each year	MW	✓	✓	✓	✓
	BSC, Public Works	New Water Treatment Plant operational	MW, GM	✓			
Ensure an adequate water supply for Bourke	BSC, OWUA	Meet the standard guidelines as detailed by the Orana Water Users Alliance	MW	✓	✓	✓	✓
	BSC, DPIE	Increased weir height for Bourke	MW, GM	✓	✓		
Ensure all Villages have adequate access to non potable water	BSC, Village Committees	Ensure all repairs are undertaken as soon as possible	MW	✓	✓	✓	✓
Ensure reliable sewer system	BSC, OWUA, Public Works	Conform to EPA license requirements	MW	✓	✓	✓	✓
		Respond to sewer chokes and boundary trap blockages within 2 hours					
	BSC, Public Works, EPA	New sewerage treatment plant operational				✓	

OBJECTIVE 1.3: ENSURING OUR HERITAGE AND CULTURE ARE RESPECTED

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Ensure active local land care groups	BSC, Local Land Services, OEH	Co support at least one activity per year in regards to either land care or another community group achieving environmental outcomes	MES	✓	✓	✓	✓
Manage Council trusts and reserves to a high standard	BSC, Local Land Services	Review and update Bourke Shire Council's trust register every second year or when required	MES	✓		✓	
Ensure maintenance of cemeteries	BSC	Maintain the new cemetery to a high level	MES	✓	✓	✓	✓
		Maintain older portion of the cemetery to a satisfactory standard					
		Maintain Village cemeteries as required					

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.

OBJECTIVE 2.1: OUR COMMUNITY VALUES ITS SAFE, HEALTHY LIFESTYLE AND IS CARING TOWARDS EACH OTHER

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Increase our local population	BSC, RDA Orana, Premier and Cabinet	Population is increasing	GM, EDM	✓	✓	✓	✓
Maintain a viable health system	Western Area Health Service	6 monthly formal meetings held with health providers to discuss needs and improvements The number of Doctors in town is maintained	GM	✓	✓	✓	✓
Improve access to dental services	BSC, Western Area Health Service,	Increased visitation for dental services to broad community	EDM	✓	✓	✓	✓
Respect and make welcome our senior citizens	BSC, Seniors	Actively participate in seniors week each year	MCS	✓	✓	✓	✓
Ensure a high level of youth services, amenities and activities	BSC, Maranguka, Youth Council	Support youth activities quarterly	EDM	✓	✓	✓	✓
		Encourage greater amount of youth sport					
	BSC, Maranguka, Youth Council	Investigate opportunity for local bike track	EDM	✓			
	BSC, Maranguka, Youth Council	Ensure maximum access to sport facilities	EDM	✓			

Encourage youth leadership	BSC, Sporting Clubs, Churches, Indigenous groups	Actively support PCYC and other NGO youth agencies	GM, EDM	✓	✓	✓	✓
Improve disability access	BSC	Number of strategies implemented from DIAP	MW	✓	✓	✓	✓
Work collaboratively to improve law and order	BSC, Police, Maranguka, PCYC, Elders	Reduced Crime statistics, less engagement by youth in crime activity	GM, EDM	✓	✓	✓	✓

OBJECTIVE 2.2: ENJOY A VIBRANT BOURKE AND VILLAGE COMMUNITY

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Grow and invest in our future leaders	BSC, Maranguka	Support at least 1 youth initiative each quarter	GM, Council	✓	✓	✓	✓
Foster a community that respects diversity and is supportive of cultural differences, ages and liabilities of community members	BSC, Community groups eg CWA, Show Society, SES,	Participate in interagency, department meetings as requested and required Fund initiatives included in the DIAP	GM	✓	✓	✓	✓
Encourage sport and recreation activities	BSC, Industry and Investment	Maintain grounds to a high standard Support at least 2 youth initiatives each year	EDM	✓	✓	✓	✓
Improve telecommunications services	BSC, Industry and Investment, RDA Orana, Local Members	Tangible improvements to mobile and data coverage	GM, EDM	✓	✓	✓	✓
Develop and enhance the arts	BSC, Outback Arts, Bourke Arts Council	Number of meetings attended with Regional Arts Board Number of activities held locally	EDM	✓	✓	✓	✓
Develop cultural partnerships	BSC, Sporting Clubs, Churches, Indigenous groups	Hold a number of functions/activities yearly Implementation and coordination of Australia Day celebrations Coordination of Seniors Week activities	GM, EDM	✓	✓	✓	✓
Enhance our parks and ovals	BSC	Maintain our parks and ovals to a high standard	MW	✓	✓	✓	✓
		Complete and implement the Davidson Oval Masterplan Complete the Learn to Swim Pool at the pool complex Review the Bourke Memorial Pool Masterplan	MW	✓	✓		
Ensure a high level of education	Education Department, TAFE	Meet with Educational leaders as least once per year and as part of the Interagency to discuss community feedback in regards to education issues	GM	✓	✓	✓	✓

Ensure adequate Ranger services	BSC	Report monthly on the Ranger activities and issues arising	MES	✓	✓	✓	✓
Develop improved youth activities and facilities	BSC, PCYC, YOTS, All NGO's, Police, CWP	At least 1 youth related activity or co supporter activity each quarter	EDM	✓	✓	✓	✓
Ensure a strong early childhood sector	BDCS, Early Years Transition	Meet yearly with the BDCS committee to discuss issues and feedback	GM, EDM	✓	✓	✓	✓
Minimise the amount of graffiti	BSC, Community	Focus quarterly on graffiti hotspots	MW	✓	✓	✓	✓
Ensure adequate levels of public transport	Interagency, ALL NGO and Departments	Minimum 6 day per week reliable community transport service	GM, EDM	✓			
Improve lighting throughout township	BSC	Seek continuous improvement in town lighting	MW	✓	✓	✓	✓

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 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.

OBJECTIVE 3.1: OUR COMMUNITY WELCOMES NEW RESIDENTS AND BUSINESSES

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Promote Bourke as a regional service centre	BSC ,CWP, RDA Orana, Business Group	Number of enquiries and information sent out	EDM, GM	✓	✓	✓	✓
Develop industries and business development opportunities	BSC ,CWP, RDA Orana, Business Group	New business opportunities	EDM, GM	✓	✓	✓	✓
Promote population growth	BSC, Industry and Investment, RDA Orana	New industry development opportunities	EDM	✓	✓	✓	✓
Ensure new residents have information about the town, region and opportunities	BSC, Sporting Clubs, Churches, Rotary, Indigenous groups	Population growing	EDM	✓	✓	✓	✓
		New employment opportunities	GM, EDM	✓	✓	✓	✓
		Host welcome to Bourke function	GM, EDM	✓	✓	✓	✓
		Update new residents' information	GM, EDM	✓	✓	✓	✓
Ensure land availability across Bourke and its Villages	BSC, Office of Planning	Actively ensure land is available for residential development	MES, EDM	✓		✓	
Ensure opportunities with regards to the NBN and mobile connectivity are maximised	BSC, NBN Co	Information available in newspapers and direct mail	EDM	✓			
Ensure active community precincts	BSC	Complete works in Mitchell St, Wharf precinct, Central Park		✓	✓		
		Review other potential precincts					

OBJECTIVE 3.2: OUR COMMUNITY VALUES ITS HISTORY AND HERITAGE AND SEEKS TO DEVELOP THE TOURISM INDUSTRY

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Seek opportunities to grow our tourism industry	BSC, Destination NSW, Far North West Joint Organisation	Participate in regional promotional committees Host at least one training opportunity each year Include all Villages in tourism initiatives	EDM, GM	✓	✓	✓	✓
Seek opportunities to develop cultural tourism experiences	BSC, Industry and Investment, Maranguka	Work with at least one group each year to expand this potential	EDM	✓	✓	✓	✓
Improve signage	BSC	Signage updated	EDM	✓			
Improve access to the North Bourke Bridge	BSC	North Bourke Bridge reopened to vehicular and pedestrian traffic	EDM	✓	✓	✓	✓
Encourage community events and festivals	BSC, Sporting Clubs, Churches, Indigenous groups	Hold at least two functions/activities yearly Implementation and coordination of Australia Day celebrations Coordination of Seniors Week activities Participate in Carers Awards	GM, EDM	✓	✓	✓	✓

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

OBJECTIVE 4.1: ADVOCATING THE BENEFITS OF LIVING AND WORKING IN THE BOURKE SHIRE COUNCIL AREA

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Promote participation and coordination between the community and Council	BSC, NGO's, Maranguka, Community	Number of meetings participated with interagency stakeholders Weekly column in paper	GM, Council	✓	✓	✓	✓
Provide strategic leadership to the community	BSC, NGO's, Maranguka, Community	BSC Financial sustainability indicators improving Host yearly Village meetings Chair Local Emergency Management Committee meetings	GM	✓	✓	✓	✓
Improve amenity within Bourke and the Villages	BSC, Village Committees	Noted improvements each year Improvements prioritised by Village committees	GM, All Managers	✓	✓	✓	✓

OBJECTIVE 4.2: SEEK CONTINUOUS IMPROVEMENT IN THE BUSINESS OF COUNCIL

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Ensure Council activity is promoted	Community groups, BSC	Weekly newspaper columns Improved social media Promote resolutions and activities of Council	EDM, MCS	✓	✓	✓	✓
Participate in interagency forums and opportunities	BSC, Industry and Investment	Host at least two interagency forums each year	GM	✓	✓	✓	✓
Seek to improve shire offices in the medium term	BSC	Finalise the development of a new Council Chambers or undertake major improvements	MW			✓	✓
Maintain library services	BSC, Bourke Arts Council, Seniors Groups	Library open for 5.5 days per week	MCS	✓	✓	✓	✓
Ensure excellent customer service	BSC	No reasonable customer complaints	GM, MCS	✓	✓	✓	✓
Maintain working relationships with senior politicians and local members	BSC	At least 2 meetings held each with State and Federal Member each year	GM	✓	✓	✓	✓
Ensure Council meets legislative governance standards	BSC, Office of Local Government, Auditor	Annual report completed on time No significant audit issues reported Report progress on other functions such as Business continuity,	GM, MCS	✓	✓	✓	✓
Maintain suitable owned Council housing	BSC	Review strategic needs of Council each budget period for year ahead	GM, MCS	✓			

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

OBJECTIVE 5.1: ENSURE ADEQUATE TRANSPORT LINKAGES

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Maintain and seek to improve the road network in a sustainable way	BSC, RMS	Roads schedule completed each year At least 2 sections of our Local and Regional Roads improved Finalise last 36 Km of Wanaaring Road sealing	MRS	✓	✓ ✓	✓	✓
Investigate potential for heavy vehicle by pass of town	BSC, TfNSW, Feds	By pass in place if required	MRS		✓	✓	
Maintain heavy vehicle replacement strategy	BSC	Implement Heavy Vehicle Replacement strategy	MRS	✓	✓	✓	✓
Maintain the Bourke airport to a high standard	BSC	Adequate resources are provided to maintain the Bourke airport	MW	✓	✓	✓	✓
Maintain Village runways where appropriate	BSC	Adequate resources are provided to maintain the Village airport as required	MW	✓	✓	✓	✓

OBJECTIVE 5.2: MANAGING THE INFRASTRUCTURE NEEDS OF THE VILLAGES

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Ensure good communication with Village committees	BSC	Yearly Village meetings held prior to operational plans being developed	GM, Council	✓	✓	✓	✓
Ensure Village priorities are well understood	BSC	Yearly Village meetings held prior to operational plans being developed	GM, Council	✓	✓	✓	✓

OBJECTIVE 5.3: ENSURE ADEQUATE LEVELS OF COMMUNITY AMENITIES

Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
				2022/23	2023/24	2024/25	2025/26
Ensure Village water supplies are adequate	BSC, Village committees	Attend to break downs as required	MW	✓	✓	✓	✓
Ensure community halls are maintained to a suitable standard	BSC, Village Committees	Audit needs of Hall each second year prior to budget process for consideration	MES	✓		✓	
Ensure other community infrastructure is well maintained where appropriate	BSC	Ensure asset management plans are up to date	MCS	✓	✓	✓	✓
Enhance walking tracks along the levee bank	BSC, Sporting groups, Seniors groups	Finalise development of levee bank walk	MW	✓			
Ensure levee banks maintained to a high standard	BSC	Undertake review prior to each major flood event	MW	✓	✓	✓	✓
Ensure adequate levels of aged care facilities	BSC, NGO's	Ensure communication with aged care providers	GM, EDM	✓			

Glossary

2CUZ FM- Local radio station
2WEB- Local radio station
AG- NSW Department of Attorney General
AMS- Aboriginal Medical Centre
BDCS- Bourke and District Children's Services
BSC- Bourke Shire Council
CASA- Civil Aviation Safety Authority
CWP- Bourke Community Working Party
DADHC- Department of Ageing, Disabilities and Home Care
DECCW- Department of Environment, Climate Change and Water
DNSW- Destination New South Wales
OLG- NSW Office of Local Government
EDM- Economic Development Manager
EPA- NSW Environment Protection Agency
GM- General Manager
GWAHS- Greater Western Area Health Service
I and I-NSW Department of Industry and Investment
JJ- Juvenile Justice
LEMC- Local Emergency Management Committee
MCS- Manager Corporate Services
MES- Manager Environmental Services
MW- Manager Works
MPRC- Murdi Paaki Regional Council
NBN- National Broadband Network
NPWS- National Parks and Wildlife service
PCYC- Police Citizens Youth Club
Orana RDA- Regional Development Australia
SES- State Emergency Service
TAFE NSW- Technical and Further Education
TfNSW- Transport for New South Wales



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