



BOURKE

**DRAFT BOURKE SHIRE
COMMUNITY
STRATEGIC PLAN 2025- 2035**

JUNE 2025



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Images: Front cover with thanks to Andrew Hull.

MESSAGE FROM THE MAYOR

I am pleased to bring to you the Bourke Shire Community Strategic Plan for 2025-2035.

The Strategic Plan is one of our more important obligations under the State Government's Integrated Planning and Reporting legislation.

The previous plan, which was approved in 2022, was developed after the COVID pandemic and led to the improvement of much of our community infrastructure through stimulus grants.



The community consultation that was undertaken during early 2025 has proven to be most worthwhile with encouragement provided by the community for Council to continue its work on the improvements being made to the Bourke Shire. The feedback sessions also provided insights into the wishes of the community for future improvements, and these are captured throughout this plan and will be further captured in Council's 2025-2029 Delivery Plan.

A big thank you to the many community members that attended planning meetings in Bourke and in the Shire's villages of Enngonia, Fords Bridge, Louth, Wanaaring and Byrock. I also thank the younger members of the community for participating in the school's youth meeting held in February.

I also take the opportunity to thank the many State and Federal Government agencies that continue to engage with our community, Shire staff and Councillors.

Thank you for engaging with us as Council updates the Strategic Plan on behalf of the Bourke Shire Community.

Cr Lachlan Ford
Mayor



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.



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.

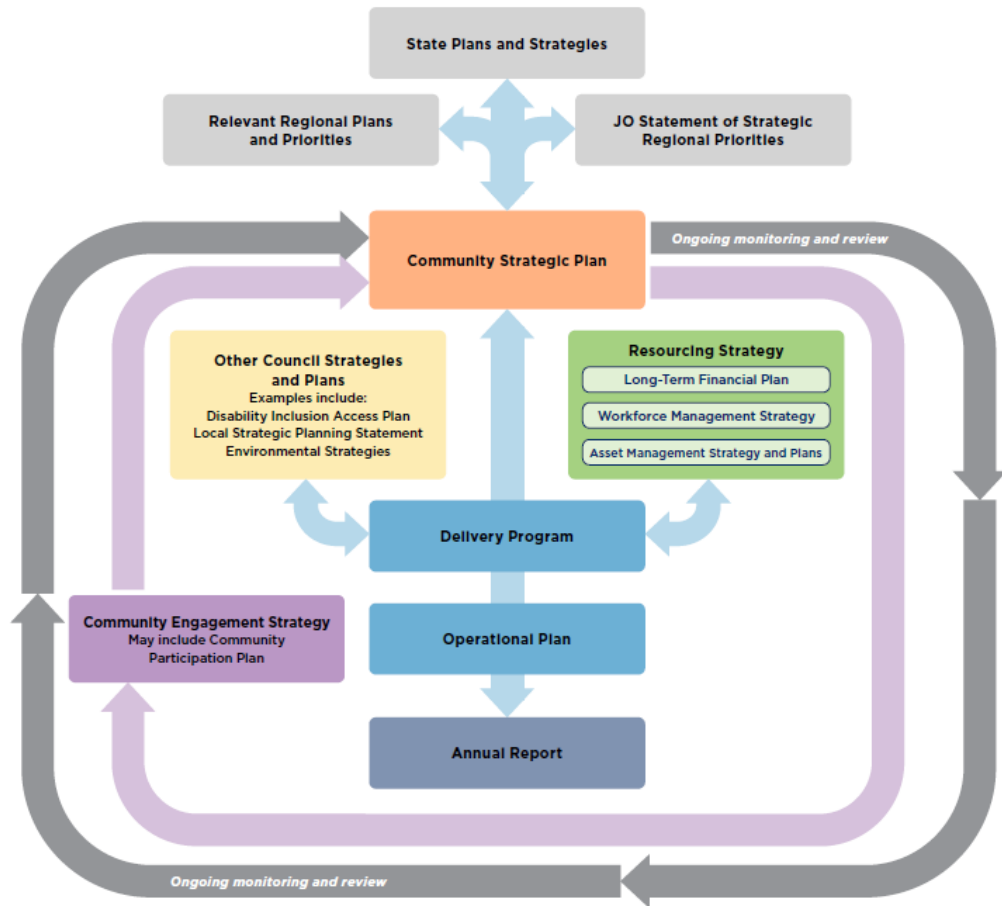
Apart from providing a clear picture for the future, the planning process can also help councils to better connect with their communities to gain a more detailed understanding of their area and its regional context. The process can also provide opportunities for councils to streamline their operations.

The Integrated Planning and Reporting process establishes a set of plans to outline the long-term vision for the future of the Bourke Shire community. This plan has been 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 2025 to 2035.
- Four (4) year Delivery Program (2025-2029) - establishes rolling strategies which outlines how the Council will deliver the outcomes proposed in the Community Strategic Plan.
- Annual Operational Plan (2025/2026) - outlines Bourke Shire Council's budget for the year ahead.

The diagram below shows the relationship between the Community Strategic Plan and the other planning documents that result from the plan. The Community Strategic Plan is informed not only by the Bourke Shire Community but also 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.



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 planning project. It is important that all Councillors support this aim and are fully committed to the value of the project.

LINKING COMMUNITY OUTCOMES TO ACTION

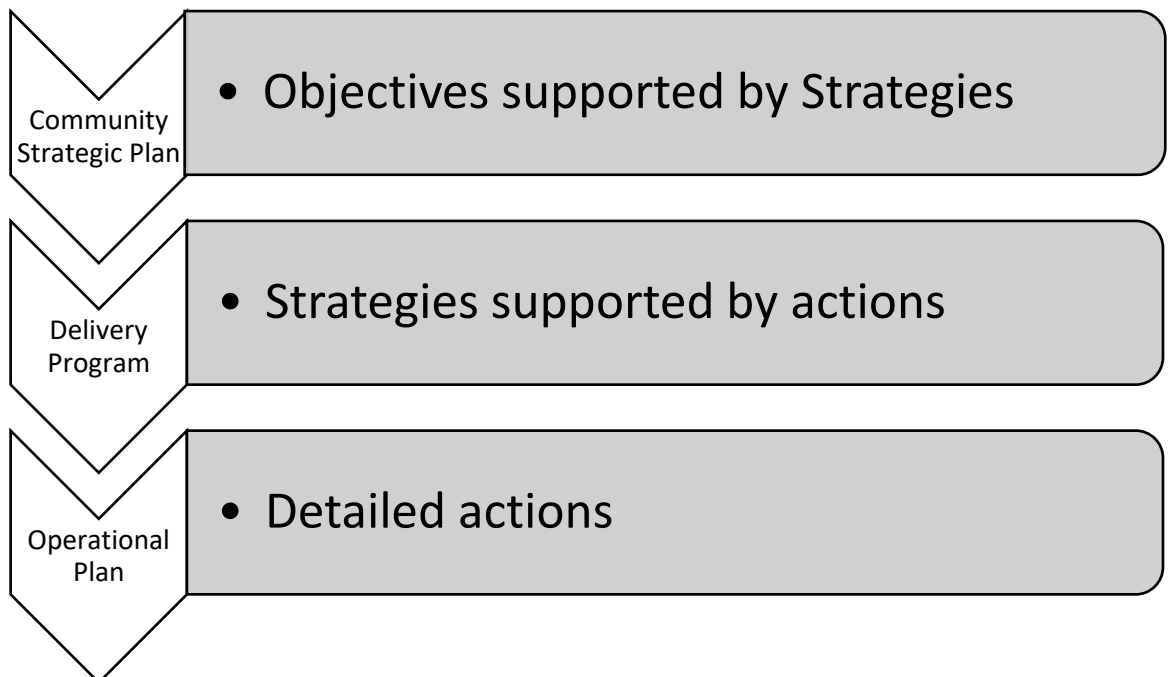
The Community Strategic Plan embodies the long-term vision for the community developed by the community. The review undertaken in 2025 has found that the five (5) key areas identified for action are as they were identified in the previous plan.

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



YOUR COUNCIL

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

Council elected representatives

Mayor: Cr Lachlan Ford

Deputy Mayor: Cr Sally Davis

Councillors: Cr Sarah Barton, Cr Patricia Bates-Canty, Cr Kylie Baty, Cr Frances Kerr, Cr Scott McAdam, Cr Maxim Nina, Cr Sam Rice, Cr Robert Stutsel,

Term of Office

Council members are generally elected for a term of four (4) years. The next general election will be held in September 2028.

Council Meetings

Council meetings are generally held on the fourth Monday of each month, commencing at 10.15am. 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



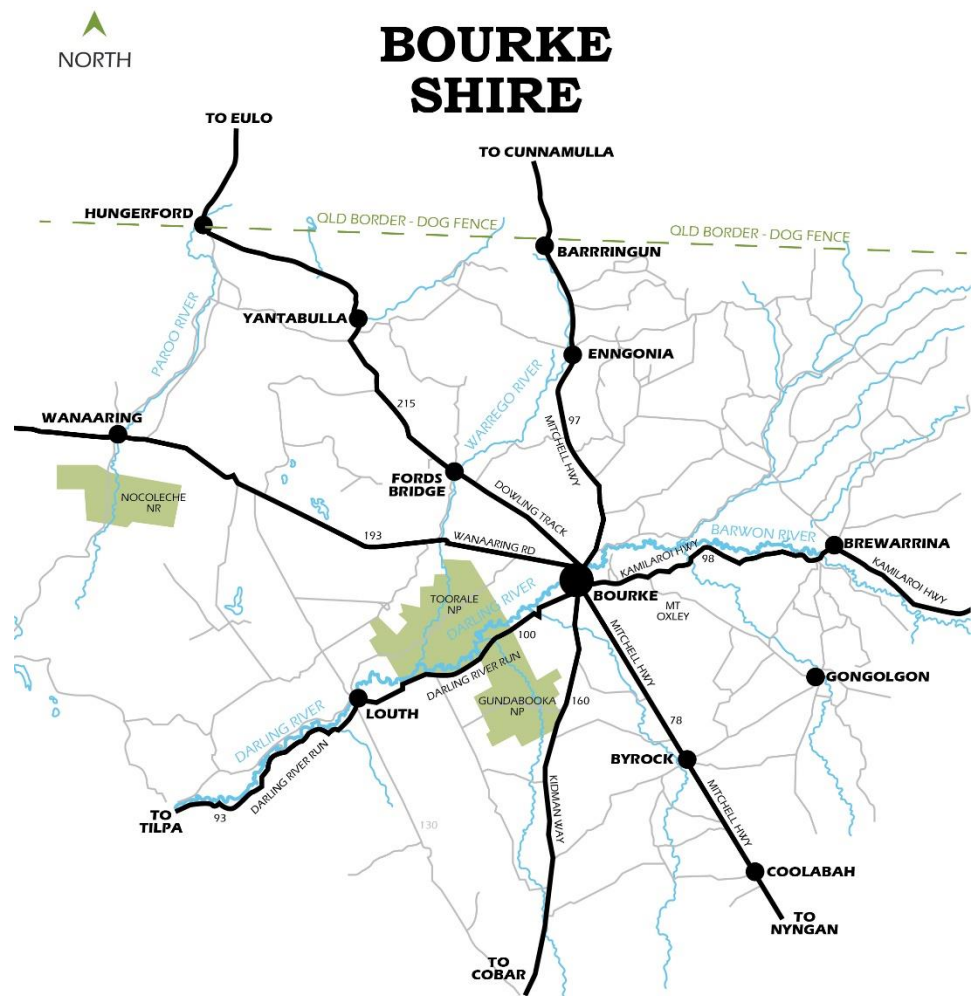
OVERVIEW

Regional Overview

Bourke Shire is located in North Western NSW and covers an area of 41,679 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 sectors 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 the 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 the group of Councils that form the Far North West Joint Organisation of Councils. This has been an important alliance in seeking out improvements for the Bourke Shire communities over the past five years.



WHERE ARE WE NOW: KEY DATA

The following data provides insight into 'where are we now' in terms of the Bourke Shire community. Data has largely been matched from the 2022 Community Strategic Plan to enable a comparison.

	Period	Value
Demographic		
Estimated resident population	2024	2,416
Projected population	2041	2,192
Median person income (weekly)	2024	\$1,000-\$1,249
Median Household income (weekly)	2021 (census)	\$1,559
Employment		
Number of people who work in the region	2024	1010
Largest employing industry	2024	Agriculture
Average unemployment rate	June 2024	6.2%
Economic Output		
Gross Regional Product	2024	\$210 M
Output	2024	\$377 M
Value Added	2024	\$194 M
Housing		
Building approvals (value)	2022-23	\$8.9M
Median weekly rent (3 bedroom)	2025	\$350
Median sales price (3 bedroom)	2024	\$145,000
Business Activity		
Count of businesses	2024	339
Industry with largest number of businesses	2024	Agriculture, Forestry and Fishing
Tourism		
Economic contribution of tourism	2024	\$10.5M
Proportion of local jobs attributable to tourism	2024	5.5%

POPULATION

The estimated resident population of Bourke is 2,416 (at 30 June 2024). Between 2006 and 2021, Bourke's (estimated resident) population contracted by around 800 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%.

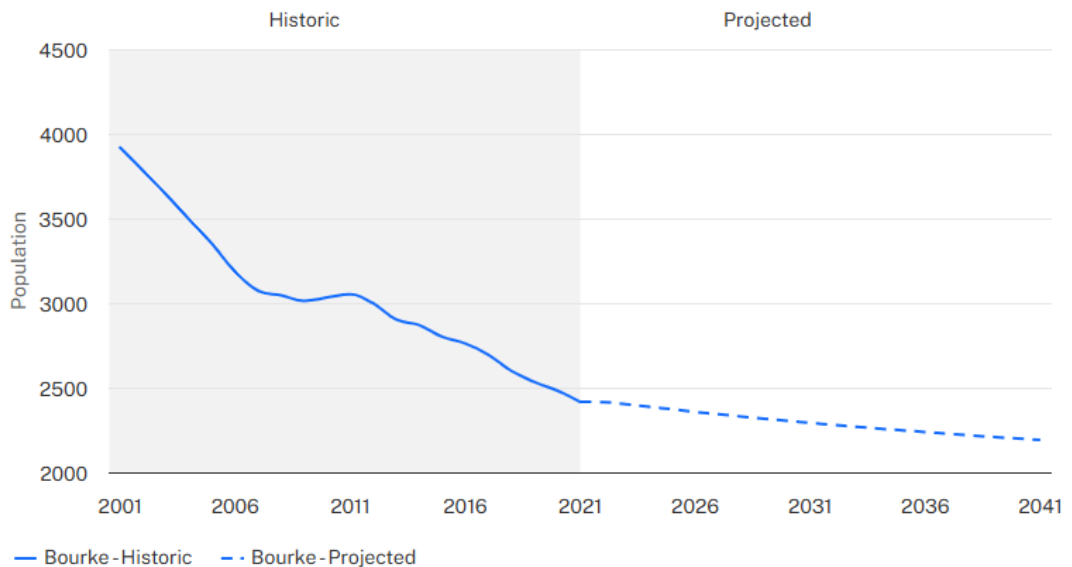
INDIGENOUS POPULATION

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 of those residents identifying as indigenous are aged 25-34 years or younger.

PROJECTED POPULATION

New South Wales and Local Government Area population projections were released in 2024 by the NSW Government.

The population of Bourke Shire is expected to decline slightly to 2041 (2,416 at present) falling to 2,192 by 2041. This represents a decline in population of 224 people on today's numbers.



It should be noted that the community continues to undertake positive initiatives to grow, evidenced by ongoing development in the agricultural sector, a focus on the tourism sector, improvements to the town's amenity and the development of the Thomas Foods International abattoir.

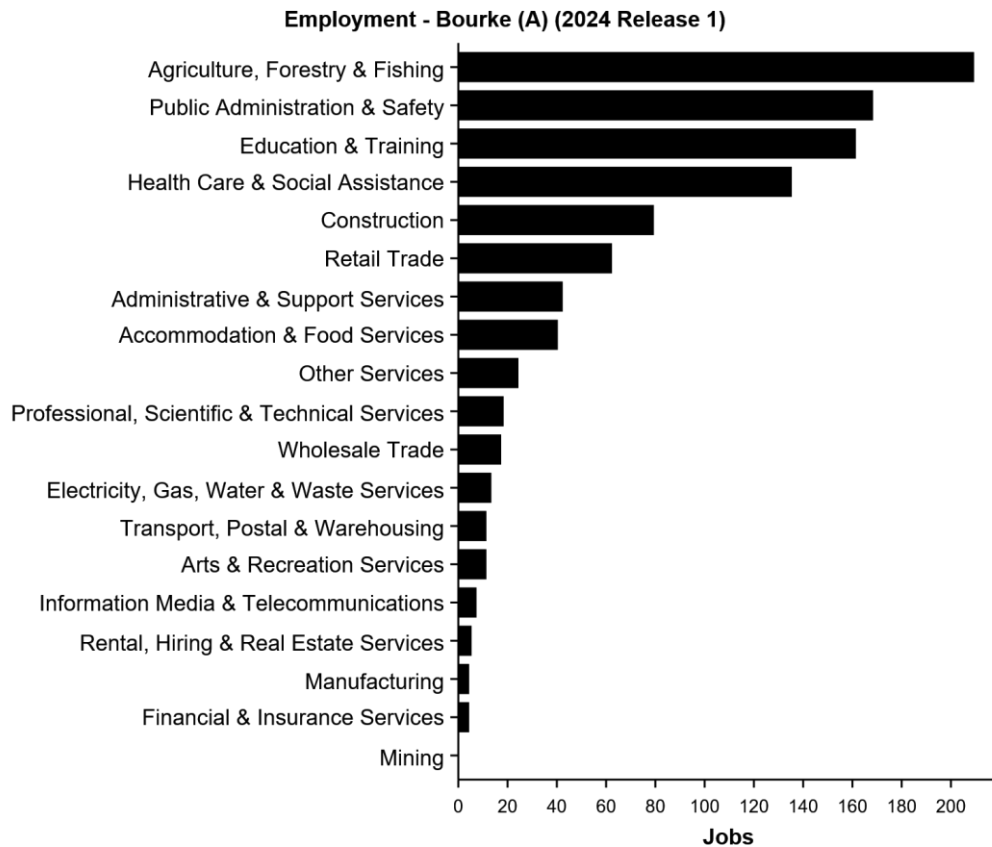


North Bourke
Poets Route

JOBS AND EMPLOYMENT

Local employment can be described using industry categories. These capture the number of people, 15 years and over, who are currently employed. The data identifies the industry sectors regardless of the geographical location of the work or where people live. For people working in the region, this data provides insights as to which industry sectors are driving the region from an employment perspective. The information can be used to determine what industry sectors are driving a particular region or precinct.

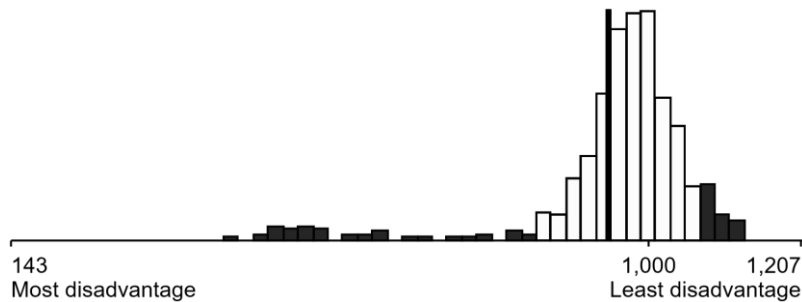
The workforce by industry is shown below for 2024.



SOCIO ECONOMIC INDEXES FOR AREAS (SEIFA)

SEIFA is a measure that has been created from Census information. For each index, every geographic area in Australia is given a SEIFA number. The number shows the degree of 'disadvantage' compared to other areas in Australia. The SEIFA score for Bourke in 2021 was 947. (note in 2016 the SEIFA score was 916).

Across Australia's local government areas SEIFA scores range from 143 (most disadvantaged) to 1207 (least disadvantaged).



Bourke:

- Ranks 151 out of 547 local government areas with SEIFA scores in Australia,
- There are 396 local government areas which are less disadvantaged, and
- There are 150 local government areas that are more disadvantaged.

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

It is also important to note that of all the statistical areas within the Bourke Shire the township of Bourke is seen as the most disadvantaged with a SEIFA score of 913. This compares to the more rural parts of the Shire with a SEIFA score of 1047.

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 (National Agreement on Closing the Gap) 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 at a regional level
5. Employment, business growth and prosperity.

Further to this, it is 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 OCHRE initiatives are:

- Aboriginal language and Cultural nests
- Connected communities
- Local Decision Making (LDM)
- Opportunity Hubs

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 with stakeholders to ensure all people have the best outcomes and opportunities.

GENERATIONAL CHANGE



SUMMARY

The period since the last Strategic Plan update has seen a decline in many of the metrics used to gauge improvements in the Shire area.

Of note:

- The population has declined by 209 people from 2020 to 2024
- The number of people employed has reduced in the past four years
- The median household income has reduced in the past four years
- Housing prices and rental costs have stayed consistent from 2020 to 2024

Against this declining trend the output of the local business community has increased from \$287M in 2020 to \$377M in 2024. The level of value adding to local business has also increased from \$155M to \$194M.

This shows that while the number of residents and employees has declined the output of business has increased.

It is also worth noting that while the level of disadvantage measured in the community is high when compared to the rest of Australia it has improved overall, and we can see that the level of disadvantage relative to the rest of Australia has improved.

Bourke township and Villages have enjoyed a higher level of community amenity over the past four years which is largely attributed to COVID stimulus. Many of our local facilities have been upgraded.

The Community Strategic Plan highlights improvements and priorities for Bourke Shire Council, all agencies and the community to seek.

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 to play a part in any change. Councils 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 participated in the development of the 2025 update of the Community Strategic Plan and Integrated Planning and Reporting framework.

During February 2025, 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. In all, some 110 local residents provided input into the plan via face to face consultation processes. In addition, 36 members of the Shire completed and returned a survey that also provided input into the strategic plan. 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 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 with 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, reach and engage a cross section of the community by using a wide range of communication methods. Specific target community groups, as identified in the project, will be invited to participate.

Participants' cultural and special needs will be accommodated where appropriate

Community groups who are sometimes hard to reach i.e. children, young people, people with disabilities, women, and people from Aboriginal and Torres Strait Islander backgrounds will be sought out and encouraged to be involved.

ENGAGEMENT WITH NSW STATE AGENCIES

In March 2025, a workshop was held with a number of state agencies in conjunction with other councils in Western NSW.

Presentations were made by 10 Government agencies and departments and for the Bourke region, these included:

NSW Premiers Department	Western NSW Local Health District
NSW Police	Department of Primary Industries and Regional NSW
Transport for NSW	Department of Planning, Housing and Infrastructure
Department of Climate Change, Energy the Environment and Water	Aboriginal Affairs
Energy Co	NSW Reconstruction Authority

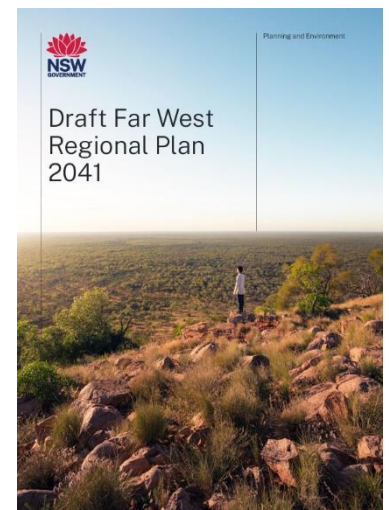
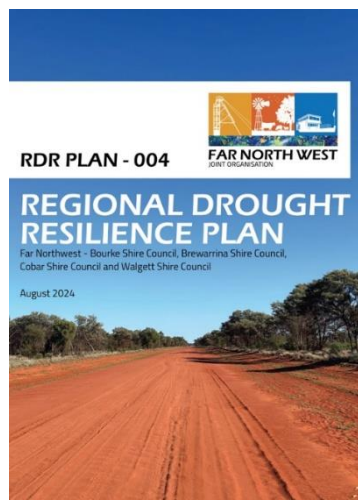
Of particular importance due to our community demographic was:

- The information provided by the Area Health Service and the issues of Aboriginal Health which is an important driver of the Community Strategic Plan. The Health Service highlight the importance of all aspects of a person's life in the context of improved health outcomes. This includes the importance of recreation, community connection, health, education and policing.
- The Department of Regional NSW has continued to show support to the Bourke Shire community through various grants and programs. The Department is a strong advocate for community driven initiatives.

Department of Regional NSW



Western Plains Regional Economic Development Strategy – 2023 Update



Where do we want to be in 10 years?

'more childcare spaces'

'Need population increase. Has the potential to be a great town'

'model of sustainable rural development, balancing economic growth, community well being and environmental resilience, including:

1. Sustainable agriculture and water security
2. Renewable energy hub
3. Digital and remote work innovation
4. Strong indigenous leadership and cultural tourism
5. Eco tourism and sustainable transport
6. Climate adaption and resilience
7. Close knit community'

COMMUNITY AND KEY STAKEHOLDER FEEDBACK

As a result of Council's engagement with its communities, a summary of the priority findings is shown below.

Key environmental issues

- Water security
- Drought
- Celebrating and acknowledging Aboriginal culture
- Recreation
- Suitable Local Environmental

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 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 community issues

- Ensure roads maintained and improved
- Emergency services access
- Land availability for growth
- Ensure improved Village amenity
- Ensure improved communications including phone and internet services
- Ensure village facilities are maintained
- Enable tourism opportunities across all Villages
- Ensure improved water supply, continued availability and filtration
- Ensure filling of Government staff positions within Villages
- Aged Care for elderly residents
- More transport options
- Local opportunities for education
- Policing

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 issues for government

- Ensure strong NGO sector where decisions can be made locally
- Improve telecommunications
- Ensure strong health, policing and education sectors
- Young offenders
- Law and Order
- Ensure workforce in maintained



COMMUNITY STRATEGIC PLAN

Guiding Principles

In developing its Community Strategic Plan, the following high-level principles have been applied. These principles provide direction and guide Council to take a sufficiently long-term view when establishing and prioritising community outcomes, making decisions and 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:

- A declining rural and town population
- Long term water security for Bourke and its Villages
- Management of Government owned lands

1.1 Managing the built environment sustainably				
Number	Strategy	Time	Partners	Role
1.1.1	Reduce the amount of waste to landfill	Medium	Community members, business	Leader
1.1.2	Increase the level of recycling within the Shire	Ongoing	Netwaste, Business, Community	Leader
1.1.3	Conserve water where possible	Ongoing	Community members, Government agencies	Partner
1.1.4	Ensure a relevant and up to date Local Environmental Plan (LEP)	Medium	Department of Planning	Leader
1.1.5	Maintain an active heritage advisory service	Ongoing	Community members, Office of Environment and Heritage	Leader
1.1.6	Encourage clean-up of vacant land	Short	Land owners, Non Government Organisations	Partner

1.2 Securing sustainable water and wastewater for all				
Number	Strategy	Time	Partners	Role
1.2.1	Upgrade water and wastewater infrastructure	Medium	Community members, business, Government departments	Leader
1.2.2	Maintain water supply at Bourke	Ongoing	Government departments	Leader
1.2.3	Villages have adequate access to non-potable water	Ongoing	Community members, Government departments	Leader

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

1.3 Ensuring our heritage and culture are respected				
Number	Strategy	Time	Partners	Role
1.3.1	Protect local heritage including significant architecture and indigenous heritage	Medium	Community members, business, Non government organisations	Partner
1.3.2	Encourage active local land care groups	Short	Landcare, Community members	Partner
1.3.3	Manage Council trusts and reserves to a high standard	Ongoing	Crown lands, Landholders	Partner
1.3.4	Maintain cemeteries	Ongoing	Community members	Leader



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:

- Declining population makes it difficult to staff existing businesses and provide opportunities to establish other businesses.
- Lower population means lower demand for local services
- Maintaining appropriate levels of service in a declining population.
- Maintaining a working population supporting our aging population.

2.1 Our community values its safe, healthy lifestyle and is caring towards each other				
Number	Strategy	Time	Partners	Role
2.1.1	Increase the local population	Long	Community members, business	Leader
2.1.2	Maintain a viable health system	Ongoing	Government, Western NSW Local Health District, Non Government Organisations	Partner
2.1.3	Respect and make welcome our senior citizens	Ongoing	Community members, local service clubs	Partner
2.1.4	Ensure a high level of youth services, amenities and activities	Medium	PCYC, Bourke Police, Government, Government agencies	Leader
2.1.5	Encourage youth leadership	Ongoing	Schools, Maranguka, Community Working Party, Community members	Partner
2.1.6	Improve disability access	Short	Community members, Business, Government Departments	Partner
2.1.7	Work collaboratively to improve law and order	Medium	Bourke Police, Maranguka, Community Working Party, Community members, Business	Partner

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

2.2 Enjoy a vibrant Bourke and Village community				
Number	Strategy	Time	Partners	Role
2.2.1	Grow and invest in our future leaders	Ongoing	Community members, business, Business groups	Partner
2.2.2	Foster a community that respects the diversity of our population and is supportive of cultural differences, ages and abilities of community members.	Ongoing	Community members, elders, Government agencies	Leader
2.2.3	Encourage sport and recreation activities	Ongoing	PCYC, Government agencies, Community members	Partner
2.2.4	Improve telecommunications services	Medium	Telstra, Government, NBN, Providers	Leader
2.2.5	Develop and enhance the arts and cultural partnerships	Ongoing	Outback Arts, Bourke Arts, Business, Maranguka, Community Working Party, Lands Council	Partner
2.2.6	Maintain our parks and ovals to a high standard	Ongoing	Local sporting clubs	Leader
2.2.7	Ensure a high standard of education and strong early childhood sector	Ongoing	Department of Education, local schools, Bourke and District Children's Services, Maranguka	Partner
2.2.8	Develop improved youth activities and facilities	Ongoing	PCYC, Government agencies, Community members	Partner
2.2.9	Improved access to aged care for all	Medium	Aged care providers, Government	Partner
2.2.10	Ensure adequate levels of public and community transport	Short	Community transport providers, Aged care providers, Government	Partner

COMMUNITY STRATEGIC PLAN OBJECTIVES AND STRATEGIES

3.0 Economic prosperity

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

There are new business opportunities emerging with the reopening of the Bourke abattoir, in accommodation and tourism services and agriculture related service.

3.1 Our community welcomes new residents and businesses				
Number	Strategy	Time	Partners	Role
3.1.1	Promote Bourke as a regional service centre	Medium	Government agencies, Business	Partner
3.1.2	Develop industry and business, seeking opportunities to provide value add to existing business	Ongoing	Business, Business groups, Government agencies	Partner
3.1.3	Provide new residents with information about the town, region and opportunities	Short	Community members, service groups	Partner
3.1.4	Ensure land availability across Bourke and its Villages	Medium	Department of Planning, Local Lands Council, Community members	Leader
3.1.5	Maximise NBN availability and mobile phone coverage	Ongoing	Telstra, NBN, Government	Partner
3.1.6	Ensure active community precincts	Short	Government agencies, Business	Partner

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

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

Number	Strategy	Time	Partners	Role
3.2.1	Seek opportunities to grow our tourism industry including within the Villages	Medium	Community members, business, Tourism NSW, Peak bodies	Leader
3.2.2	Seek opportunities to develop cultural tourism experiences	Ongoing	Maranguka, Elders, Community members, business, Tourism NSW, Peak bodies, Bourke Arts	Partner
3.2.3	Improve access to the North Bourke Bridge	Ongoing	Government agencies, Government	Leader
3.2.4	Encourage community events and Festivals	Medium	Community groups, Business, Government departments	Partner



COMMUNITY STRATEGIC PLAN OBJECTIVES AND STRATEGIES

4.0 Governance and Organisational performance

Long term strategies are needed to ensure effective community leadership.

Significant challenges and issues include:

- Youth engagement
- Social and economic disadvantage
- Impact of isolation and distance
- Maintaining Council's financial position with smaller local populations and increasing government needs
- Attracting, housing and retaining a skilled workforce

4.1 Advocating the benefits of living and working in the Bourke Shire Council area				
Number	Strategy	Time	Partners	Role
4.1.1	Promote participation and coordination between the community and Council	Medium	Community members, business	Partner
4.1.2	Provide strategic community leadership	Ongoing	Community members, Business, Non Government Organisations, Government departments	Leader
4.1.3	Improve amenity within Bourke and its Villages	Medium	Community members, Business	Partner

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

4.2 Seeking continuous improvement in the business of Council				
Number	Strategy	Time	Partners	Role
4.2.1	Improve communication between Council and residents through social media, web sites, newspaper and radio.	Medium	Community members, business	Leader
4.2.2	Participate in interagency forums and opportunities	Ongoing	Government agencies	Partner
4.2.3	Improve Shire offices in the medium term	Medium	Government	Leader
4.2.4	Maintain library services	Ongoing	Government, non government agencies, Community members	Leader
4.2.5	Deliver excellent customer service	Ongoing	Community members, Government agencies	Leader
4.2.6	Maintain working relationships with senior politicians and local members	Ongoing	Government	Partner
4.2.7	Ensure Council meets legislative governance standards	Ongoing	Audit Office, Office of Local Government	Leader
4.2.8	Maintain suitable Council owned housing	Medium	Government agencies	Leader

COMMUNITY STRATEGIC PLAN

OBJECTIVES AND STRATEGIES

5.0 Infrastructure

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

Significant challenges and issues include:

- Sustainable levels of depreciation
- Facilities that can be shared across the community
- Maintaining excellent levels of service
- Adequate village amenities

5.1 Ensuring adequate transport linkages				
Number	Strategy	Time	Partners	Role
5.1.1	Improve the road network in a sustainable way	Medium	Transport for NSW, Government	Leader
5.1.2	Maintain heavy vehicle replacement strategy	Ongoing	Government	Leader
5.1.3	Maintain Village runways where appropriate	Ongoing	Royal Flying Doctor Service, Civil Aviation Safety Authority, Government Agencies	Leader
5.1.4	Improve access to Village transport	Short	Community transport providers, Government agencies	Partner

5.2 Managing the infrastructure needs of the Villages				
Number	Strategy	Time	Partners	Role
5.2.1	Establish proactive and productive communication with Village committees	Short	Community members, Business	Leader
5.2.2	Maintain Village services, ensuring Village priorities are well understood	Ongoing	Village community members, Business,	Partner

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

5.3 Ensuring adequate levels of community amenities				
Number	Strategy	Time	Partners	Role
5.3.1	Village water supplies are adequate	Medium	Village residents, Government agencies	Leader
5.3.2	Community halls and other infrastructure including levee banks are maintained to a suitable standard	Ongoing	Village residents, Government agencies	Leader
5.3.3	Enhance recreation opportunities in all communities	Ongoing	Community members, NGO's, Government agencies, PCYC	Partner
5.3.4	Advocate for adequate levels of aged care facilities	Ongoing	Aged care providers, Government	Partner

MEASURING OUR PERFORMANCE

The performance of Council in achieving the aims and outcomes contained in the Community Strategic Plan will be periodically reviewed with progress reported in Council's annual report and quarterly performance reports.

OUR TARGETS

1.0 Sustaining the environmental qualities of the Shire- objectives 1.1, 1.2 & 1.3

Measure	Target
Increase recycling	Consistent or improved level of recycling to the Bourke Waste facility using 2024/25 as the base year.
Ensure a sustainable water supply for shire communities	Consistent or improved level of outages using 2024/25 as the base year.

2.0 Liveable and Vibrant Community- objectives 2.1, 2.2

Measure	Target
Increase the level of community participation	Consistent or improved level of community participation in Australia Day celebrations, Easter reunion activities and the Bourke Show using number from the events in 2024 as the base year. Consistent or improved level of library borrowings using 2024/25 as the base year.
Reduce the levels of crime	Improved levels of Youth crime as reported to BOCSAR using 2024 as a base year.

3.0 Economic prosperity- objectives 3.1 & 3.2

Measure	Target
Unemployment level	Consistent or improved level of unemployment for the Bourke local government area. As measured by the Australian Bureau of Statistics. Utilising 2024/25 as the base year.
Visitor numbers to Bourke Visitor Information Centre	Consistent or improved visitor numbers to the Bourke VIC as reported in Council business papers. Base year is 2024/25.

4.0 Governance and Organisational performance- objectives 4.1 & 4.2

Measure	Target
Local Government benchmarking	Consistent or improved debt service ratio of Bourke Shire Council using 2024/25 as the base year. Consistent or improved operating performance ratio of Bourke Shire Council using 2024/25 as the base year.
Community satisfaction with Council	Consistent or improved level of complaints made against Bourke Shire Council using 2024/25 as the base year.

5.0 Infrastructure- objectives 5.1, 5.2 & 5.3

Measure	Target
Road maintenance	Consistent or improved number of kilometres of road maintenance undertaken. Base year of 2024/25.
Communication with Village residents	At least one opportunity to meet directly with Village residents in every year.



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BOURKE SHIRE COUNCIL

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