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**BOURKE
SHIRE
COUNCIL**

DRAFT

**BOURKE SHIRE COUNCIL
DELIVERY PROGRAM 2025**

JUNE 2025

ATHLETICS

**1st Place
Men's
High Jump**

**P.F. HOBSON
Australia**

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 2025-2029 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, providing Council with a strategic document to help plan our community's future and guide our decisions.

Your input has been important, and we thank all involved with the many community meetings over the past several months. Once again all of the Village meetings were well attended providing an opportunity to introduce many of our new Councillors. We also thank the Government agencies that continue to support our Shire communities and provide input into our future.

Cr Lachlan Ford

Mayor



BILLABONG

MUNTLYS
EQUIPMENT

FULL
DIESEL

WOL BALE
ESTER FESTIVAL
BOURKE

BOMBLING

BOURKE



HARLING PARK

NO PARKING
EXCEPT FOR
EMERGENCY
VEHICLES

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.

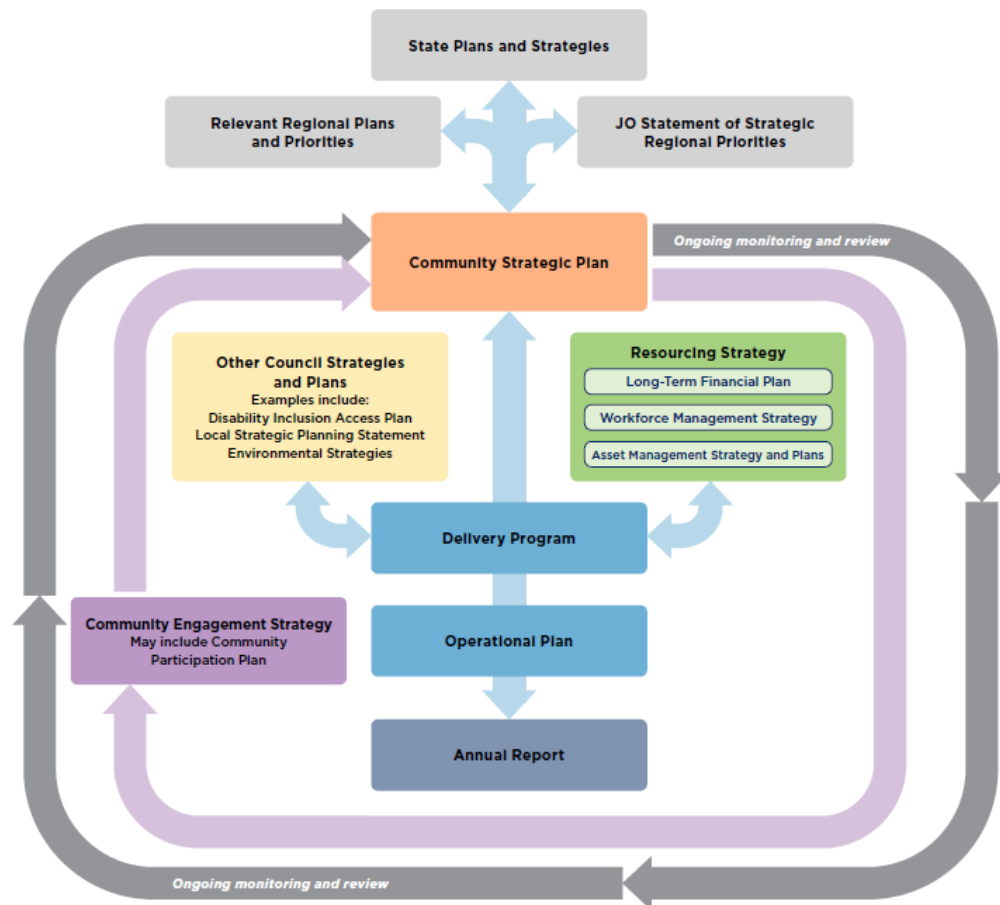
Apart from providing a clear picture for the future, the planning process can also help councils to better connect with their communities to gain a more detailed understanding of their area and its regional context. The process can also provide opportunities for councils to streamline their operations.

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.





LINKING COMMUNITY OUTCOMES TO ACTION

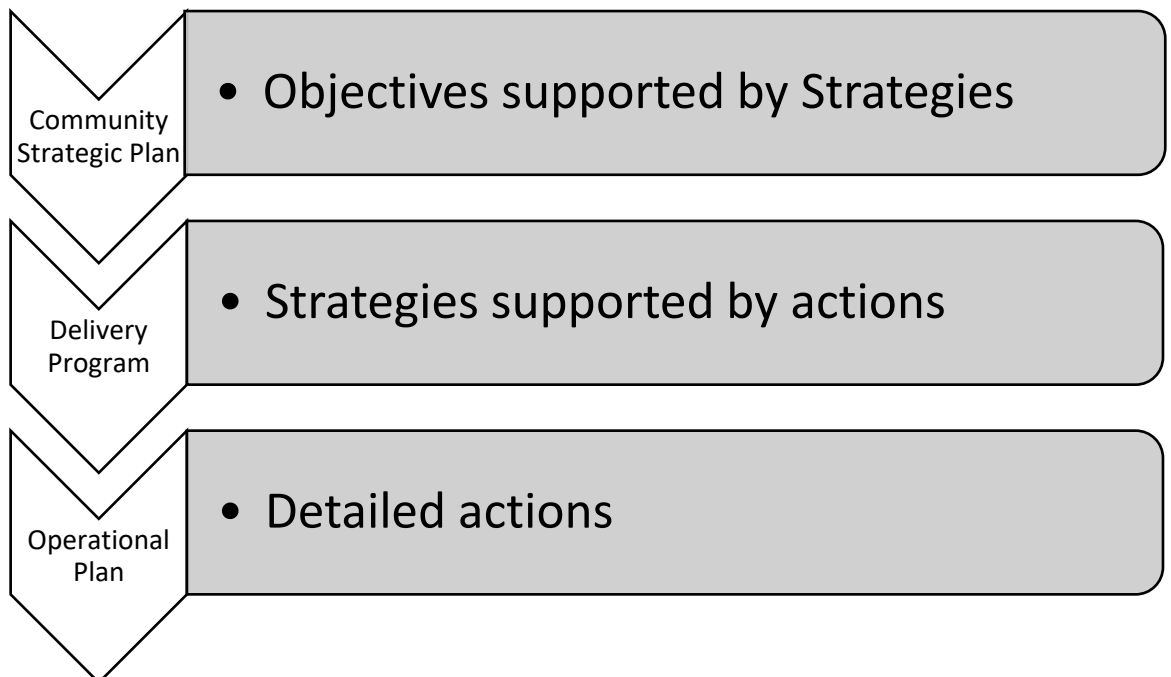
The Community Strategic Plan embodies the long-term vision for the community developed by the community. The review undertaken in 2025 has found that the five (5) key areas identified for action are as they were identified in the previous plan.

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



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:

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

OBJECTIVE 1.1: MANAGING THE BUILT ENVIRONMENT SUSTAINABLY

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
1.1.1	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	✓	✓	✓	✓
1.1.2	Increase the level of recycling within the Shire	BSC, Netwaste, community groups, businesses	Reduction in the level of cardboard to landfill	MES, GM	✓	✓	✓	✓
1.1.3	Conserve water where possible	BSC	Hold yearly public awareness campaign about watering in hot climate	MW	✓	✓	✓	✓
1.1.4	Ensure a relevant and up to date Local Environmental Plan (LEP)	BSC, Business group	Review LEP as per legislation	MES	✓	✓	✓	✓
1.1.5	Maintain an active Heritage Advisory Service	BSC	Maintain minimum of 2 visits by Heritage Advisor to Bourke each year	MES	✓	✓	✓	✓
1.1.6	Encourage clean-up of vacant land	BSC	Clean up of at least two long term overgrown blocks each year	MES	✓	✓	✓	✓

OBJECTIVE 1.2: SECURE SUSTAINABLE WATER AND WASTEWATER FOR ALL

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
1.2.1	Upgrade water and wastewater infrastructure	BSC, Public Works, Village Committees	Incremental water and wastewater renewal each year	MW	✓	✓	✓	✓
1.2.2	Maintain 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	✓	✓		
1.2.3	Ensure all Villages have adequate access to non potable water	BSC, Village Committees	Ensure all repairs are undertaken as soon as possible	MW	✓	✓	✓	✓

OBJECTIVE 1.3: ENSURING OUR HERITAGE AND CULTURE ARE RESPECTED

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
1.3.1	Protect local heritage including significant architecture and indigenous heritage	BSC, E&H	Review local heritage register and update	MES			✓	
1.3.2	Ensure active local land care groups	BSC, Local Land Services, E&H	Co support at least one activity per year regarding either land care or another community group achieving environmental outcomes	MES	✓	✓	✓	✓
1.3.3	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	✓	✓		
1.3.4	Maintain cemeteries	BSC	Maintain the new cemetery to a high level Maintain older portion of the cemetery to a satisfactory standard Maintain Village cemeteries as required	MES	✓	✓	✓	✓

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.

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

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
2.1.1	Increase our local population	BSC, RDA Orana, Premier and Cabinet	Population is increasing	GM, EDM	✓	✓	✓	✓
2.1.2	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	✓	✓	✓	✓
2.1.3	Respect and make welcome our senior citizens	BSC, Seniors	Actively participate in seniors week each year	EDM	✓	✓	✓	✓
2.1.4	Ensure a high level of youth services, amenities and activities	BSC, Maranguka, Youth Council	Support youth activities quarterly Encourage greater amount of youth sport	EDM	✓	✓	✓	✓
		BSC, Maranguka, Youth Council	Investigate opportunity for local bike track	EDM	✓			
2.1.5	Encourage youth leadership	BSC, Sporting Clubs, Churches,	Actively support PCYC and other NGO youth agencies	GM, EDM	✓	✓	✓	✓

		Indigenous groups						
2.1.6	Improve disability access	BSC	Number of strategies implemented from DIAP	MW	✓	✓	✓	✓
2.1.7	Work collaboratively to improve law and order	BSC, Police, Maranguka, Community Working Party, PCYC, Elders	Reduced Crime statistics, less engagement by youth in crime activity	GM, EDM	✓	✓	✓	✓

OBJECTIVE 2.2: ENJOY A VIBRANT BOURKE AND VILLAGE COMMUNITY

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
2.2.1	Grow and invest in our future leaders	BSC, Maranguka, Community Working Party	Support at least 1 youth initiative each quarter	GM, Council	✓	✓	✓	✓
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	BSC, Community groups eg CWA, Show Society, SES,	Participate in interagency, department meetings as requested and required Fund initiatives included in the DIAP	GM	✓	✓	✓	✓
2.2.3	Encourage sport and recreation activities	BSC, Premiers Department	Maintain grounds to a high standard Support at least 2 youth initiatives each year	EDM	✓	✓	✓	✓
2.2.4	Improve telecommunications services	BSC, Invest NSW, RDA Orana, Local Members	Tangible improvements to mobile and data coverage	GM, EDM	✓	✓	✓	✓
2.2.5	Develop and enhance the arts and cultural partnerships	BSC, Outback Arts, Bourke Arts Council	Number of meetings attended with Regional Arts Board Number of activities held locally	EDM	✓	✓	✓	✓
2.2.6	Maintain our parks and ovals to a high standard	BSC	Maintain our parks and ovals to a high standard	MW	✓	✓	✓	✓
2.2.7	Ensure a high standard of education and strong early childhood sector	Education Department, TAFE, BDCS	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	✓	✓	✓	✓
2.2.8	Develop improved youth activities and facilities	BSC, PCYC, All NGO's, Police, CWP	At least 1 youth related activity or co supporter activity each quarter	EDM	✓	✓	✓	✓

2.2.9	Improved access to aged care for all		Meet yearly with the aged care providers to discuss issues and feedback	GM, EDM	✓	✓	✓	✓
2.2.10	Ensure adequate levels of public and community transport	Interagency, ALL NGO and Departments	Minimum 6 day per week reliable community transport service	GM, EDM	✓			

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.

OBJECTIVE 3.1: OUR COMMUNITY WELCOMES NEW RESIDENTS AND BUSINESSES

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
3.1.1	Promote Bourke as a regional service centre	BSC ,CWP, RDA Orana, Business Group	Number of enquiries and information sent out	EDM, GM	✓	✓	✓	✓
3.1.2	Develop industry and business seeking opportunities to provide value add to existing business	BSC , CWP, RDA Orana, Business Group	New business opportunities New industry development opportunities	EDM, GM	✓	✓	✓	✓
3.1.3	Provide new residents with information about the town, region and opportunities	BSC, Sporting Clubs, Churches, Rotary, Indigenous groups	Host welcome to Bourke function Update new residents' information	GM, EDM	✓	✓	✓	✓
3.1.4	Ensure land availability across Bourke and its Villages	BSC, Planning NSW	Actively ensure land is available for residential development	MES, EDM	✓		✓	
3.1.5	Maximise opportunities with regards to the NBN and mobile connectivity are maximised	BSC, NBN Co	Information available in newspapers and direct mail	EDM	✓			
3.1.6	Ensure active community precincts	BSC	Complete works in Mitchell St, Wharf precinct, Central Park Review other potential precincts	EDM, GM	✓	✓		

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

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
3.2.1	Seek opportunities to grow our tourism industry including within the Villages	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	✓	✓	✓	✓
3.2.2	Seek opportunities to develop cultural tourism experiences	BSC, Investment NSW, Maranguka, CWP	Work with at least one group each year to expand this potential	EDM	✓	✓	✓	✓
3.2.3	Improve access to the North Bourke Bridge	BSC	North Bourke Bridge reopened to vehicular and pedestrian traffic	GM, EDM	✓	✓	✓	✓
3.2.4	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	GM, EDM	✓	✓	✓	✓

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

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

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
4.1.1	Promote participation and coordination between the community and Council	BSC, NGO’s, Maranguka, Community, CWP	Number of meetings participated with interagency stakeholders Weekly column in paper	GM, Council	✓	✓	✓	✓
4.1.2	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	✓	✓	✓	✓
4.1.3	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: SEEKING CONTINUOUS IMPROVEMENT IN THE BUSINESS OF COUNCIL

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
4.2.1	Improve communication between Council and residents through social media, web sites, newspaper and radio	Community groups, BSC	Weekly newspaper columns Promote resolutions and activities of Council	EDM, MCS	✓	✓	✓	✓
4.2.2	Participate in interagency forums and opportunities	BSC, Industry and Investment	Host at least two interagency forums each year	GM	✓	✓	✓	✓
4.2.3	Improve shire offices in the medium term	BSC	Finalise the development of a new Council Chambers or undertake major improvements	MW. GM		✓	✓	
4.2.4	Maintain library services	BSC, Bourke Arts Council, Seniors Groups	Library open for 5.5 days per week	MCS	✓	✓	✓	✓
4.2.5	Ensure excellent customer service	BSC	No reasonable customer complaints	GM, MCS	✓	✓	✓	✓
4.2.6	Maintain working relationships with senior politicians and local members	BSC	At least 2 meetings held each with State and Federal Member each year	GM	✓	✓	✓	✓
4.2.7	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	✓	✓	✓	✓
4.2.8	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, 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

OBJECTIVE 5.1: ENSURE ADEQUATE TRANSPORT LINKAGES

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
5.1.1	Improve the road network in a sustainable way	BSC, TfNSW	Roads schedule completed each year At least 2 sections of our Local and Regional Roads improved	MRS	✓	✓	✓	✓
5.1.2	Maintain heavy vehicle replacement strategy	BSC	Implement Heavy Vehicle Replacement strategy	MRS	✓	✓	✓	✓
5.1.3	Maintain Village runways where appropriate	BSC	Adequate resources are provided to maintain the Village airport as required	MW	✓	✓	✓	✓
5.1.4	Improve access to Village transport	BSC	Explore options to enhance community transport	EDM	✓			

OBJECTIVE 5.2: MANAGING THE INFRASTRUCTURE NEEDS OF THE VILLAGES

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
5.2.1	Establish proactive and productive communication with Village committees	BSC	Yearly Village meetings held prior to operational plans being developed	GM, Council	✓	✓	✓	✓
5.2.2	Maintain Village services, ensuring Village priorities are well understood	BSC	No significant outages for services provided.	GM, MW, Council	✓	✓	✓	✓

OBJECTIVE 5.3: ENSURE ADEQUATE LEVELS OF COMMUNITY AMENITIES

Number	Strategies	Responsibility	Key Performance Indicators	Management Responsibility	Delivery Plan			
					2025/26	2026/27	2027/28	2028/29
5.3.1	Ensure Village water supplies are adequate	BSC, Village committees	Attend to break downs as required	MW	✓	✓	✓	✓
5.3.2	Community halls and other infrastructure including levee banks are maintained to a suitable standard	BSC, Village Committees	Audit needs of Hall each second year prior to budget process for consideration	MES	✓		✓	
5.3.3	Enhance recreation opportunities in all communities	BSC, Sporting groups, Seniors groups	Finalise development of levee bank walk	MW	✓			
5.3.4	Advocate for 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
DECCEW- Department of Climate Change, Energy the Environment and Water
DNSW- Destination New South Wales
OLG- NSW Office of Local Government
E&H- NSW Environment and Heritage
EDM- Economic Development Manager
EPA- NSW Environment Protection Agency
GM- General Manager
GWAHS- Greater Western Area Health Service
INSW-Investment NSW
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
OWUA- Orana Water Users Alliance
SES- State Emergency Service
TAFE NSW- Technical and Further Education
TfNSW- Transport for New South Wales

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FORDS BRIDGE

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