

Bogan
SHIRE

Delivery Program 2022 - 2025



Comfortable Country Living

Adopted 28th April 2022



Introduction

The Delivery Program and Operational Plan and Budget are where the community's long-term strategic goals, expressed in the Bogan Shire 2032 Community Strategic Plan, are systematically translated into actions.

The Delivery Program is a statement of commitment to the community from the elected council. In preparing the program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. The Delivery Program (2022-2025) provides detailed information on the Council's specific actions and projects that will be implemented for each service.

The Delivery Program replaces the former Management Plan requirements. It is designed as the single point of reference for all activities undertaken by Council during each term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

Supporting the Delivery Program is an annual Operational Plan. It spells out the details of the Program – the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

Council must review its Delivery Program each year when preparing the Operational Plan. Any significant amendments to the Program must be re-exhibited.

Each new council is responsible for preparing a new Delivery Program in response to Bogan Shire 2026 and will be held accountable for implementing the program within its term. Each outgoing council is required to report to the community on what it has achieved.

Table of Contents

About Bogan Shire	4
Message from the Mayor	5
Council Values.....	6
Corporate Information	7
Planning and Reporting Framework.....	8
Our Vision, Our Mission.....	9
Strategic Priorities	10
1 Social	12
1.1 Social and Cultural	13
1.2 Community Centres	15
1.3 Inclusive Communities	18
1.4 Education	20
1.5 Public Health.....	21
1.6 Emergency Services	22
2 Infrastructure.....	23
2.1 Transport Networks	24
2.2 Rail Services	25
2.3 Water	26
2.4 Sewerage	27
2.5 Communication Networks	28
3 Environmental.....	29
3.1 Built Environment	30
3.2 Waste and Recycling	32
3.3 Natural Environment	33
3.4 Health, Safety and Regulation	35
4 Economic.....	36
4.1 Local Industries and Business	37
4.2 Tourism	38
4.3 Public Transport and Air Services	39
5 Civic Leadership	40
5.1 Leadership, Advocacy and Governance	41
5.2 Managing our Business	43
5.3 Disaster Management.....	45

About Bogan Shire

Bogan Shire, situated in Western New South Wales, has an area of 14,610 square kilometres, equivalent to about 1.8% of the State's land surface. The geographical centre of the State lies within the Shire boundaries. The Shire has an estimated population of around 3000. Nyngan, the Shire's Administrative Centre, is located on the Bogan River at the junction of the Mitchell and Barrier Highways - an ideal rest point for the weary traveller.

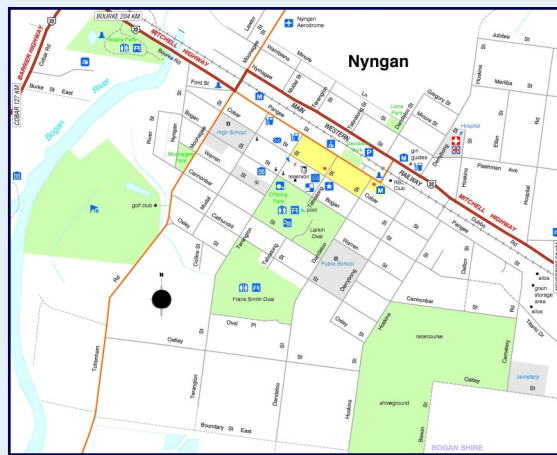
There is an abundance of productive agricultural land for sheep and cattle production and large scale cropping enterprises. Nyngan's farmers are highly competitive on local and international markets and the large quantity of agricultural produce is conducive to the development of value adding industries and marketing ventures.

Nyngan offers warm hospitality and all the facilities of a modern rural township. Three Motels, two Caravan Parks and Hotels provide a choice of accommodation options. Three licensed Clubs cater for entertainment and relaxation. The town also boasts a selection of cafes, restaurants and take-away food outlets for dining.

The Bogan Shire has 1 high school, four primary schools, 1 pre-school, a mobile pre-school, and a TAFE Campus. In addition, Bogan Shire Council operates a Council-run Early Learning Centre to cater for children aged 0-5.

Nyngan's medical needs are catered for by the Nyngan Health Service (Multi-purpose Health Centre which incorporates a nursing home complex). In addition, Bogan Shire Council operates the Bogan Shire Medical Centre, providing GP services as well as a range of other health care services.

The recreational and sporting facilities in Nyngan are excellent and include facilities for bowls, golf, tennis, swimming, rugby union, rugby league, touch football, cricket, netball, fishing, boating, canoeing, water-skiing, soccer, little athletics and pony club. Whether you are looking for an outback experience or a place to escape the hectic pace of the city life, we hope that a visit to the Bogan Shire will show you what real *"Comfortable Country Living"* is all about.



Message from the Mayor

The Bogan Shire community's vision for the future is "Comfortable Country Living". Our Bogan Shire 2032 Community Strategic Plan (CSP) sets out the goals we want to achieve towards reaching this vision and the strategies that will help get us there.

In turn, our 2022-2025 Delivery Program sits beneath the Bogan Shire 2032 CSP and details the activities Council will undertake over the next few years to achieve the strategic priorities identified within the CSP.

Our community consultation highlights that people relate to and support a range of activities across all five themes covered by this Delivery Plan. Strong support was expressed during the consultation process for the following, in particular:

- Increased availability of housing to purchase and to rent
- Continued focus on health care, both in operations of the Bogan Shire Medical Centre as well as ensuring a range of services are available at the Nyngan MPS
- Supporting local business and tourism, including main street improvements, museums and Visitor Information Centre
- Continuing to have a tidy and vibrant town
- Promoting more employment particularly for local youth leaving school
- Further cultural opportunities for all residents

In conjunction with our Resourcing Plan, Council has considered and adopted this Delivery Program which covers three financial years, 2022/2023 to 2024/2025.

I would like to thank all community members who participated in the development of this Program; your input is vital to ensuring that Council delivers on those things that are important to you and I would encourage you and others to continue to contribute to our Delivery Program as it develops over the next four years.

On behalf of Council I commend the Delivery Program to all residents.

Glen Neill

Mayor

Council Values

Statement of Business Ethics

Bogan Shire Council is committed to the highest standards of honesty, fairness and integrity in all its business dealings.

Council operates according to an adopted Code of Conduct that sets out the standards of behaviour that Councillors and staff are expected to abide by when dealing with customers, suppliers, members of the community and public and when interacting with work colleagues.

It is important given increasing interaction between Council and the business community that standards of ethical behaviour expected of Councillors and staff are also maintained by members of the business community in their dealings with Council. Compliance with the standards contained within the document will ensure the best level of service can be provided to the community.

Values

Bogan Shire Council has seven corporate values that guide our thinking, actions and decision making:

1. Having respect for other people

We treat everyone equally and work to build and maintain mutual respect amongst ourselves, as Shire staff and councillors, as well as with our customers.

2. Providing responsive customer service

We recognise that our main function is to serve our local community and we make every effort to deliver quality services in a way that meets, or exceeds, their expectations .

3. Taking pride in Nyngan and the greater Bogan Shire

We take pride in doing what we do well to make a difference for the benefit of the whole Bogan Shire community to preserve and improve our "comfortable country living".

4. Working together as a team to get things done

We build teams that work together in a positive and supportive way to get the job done. Teams know that they rely on each individual to do their part and we encourage healthy two-way feedback.

5. Being accountable for our decisions and actions

We accept responsibility for the decisions and actions that are taken on behalf of our community. Individually, all Council staff have ownership of their tasks and duties to make sure that we get the job done to the best of our ability.

6. Acting with integrity and honesty

Our dealings are open and transparent. We can be trusted to do the right thing and we strive to provide the best value for money to the community, our customers.

7. Demonstrating strong leadership

Together with our community we have established a vision for the future of our Shire and we are committed to planning for and leading the achievement of our community's strategic goals.

Corporate Information

MAYOR

Glen Neill

DEPUTY MAYOR

Victoria Boag

COUNCILLORS

Karl Bright

Greg Deacon

Jodi Douglas

Tony Elias

Graham Jackson

Doug Menzies

Richard Milligan

MANAGEMENT TEAM

General Manager - Derek Francis

Director People and Community Services - Debb Wood

Director Engineering Services - Graeme Bourke

Director Finance and Corporate Services - Steph Waterhouse

Director Development and Environmental Services - Cathy Black

AUDITOR

Audit Office of NSW

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SYDNEY NSW 2000

COUNCIL OFFICES

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Planning & Reporting Framework



Our Vision, Our Mission

*"Comfortable
Country
Living"*

*To provide a
comfortable country lifestyle
by progressively improving
the level of appropriate facilities
and services and encouraging
growth and economic development
that is responsive to the needs of
the community*

Strategic Priorities

Bogan Shire's Community Strategic Plan 2032

The Community Strategic Plan is the highest level plan that a council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

Themes and Goals Expressed in Bogan Shire 2032

Social

Goal: An inclusive community that works together and is able to access services and opportunities to support our comfortable country living.

Infrastructure

Goal: Construct and manage reliable and efficient community assets that provide access to quality services.

Environmental

Goal: To support, enhance and preserve the environment of our shire through sound planning and management practices to ensure a sustainable, healthy and safe community.

Economic

Goal: A vibrant local economy with a diversity of successful businesses that provide local employment opportunities and contribute to a prosperous community.

Civic Leadership

Goal: Strong, transparent and effective governance with an actively engaged community to ensure we remain Fit For The Future.

Working with the NSW State Government

The NSW State Government's 10 year strategic plan (NSW 2021) has the following areas identified as a priority for the Government:

- Rebuild the Economy
- Return Quality Services
- Renovate Infrastructure
- Strengthen our Local Environment and Communities
- Restore Accountability to Government

The themes and goals expressed in Bogan Shire 2032 link in with these priorities and provide a basis for Council and the State Government to work together for the benefit of our community.

The following goals relating to the Return Quality Services section are of particular significance to the Bogan Shire:

- Drive economic growth in regional NSW
- Strengthen the NSW skill base
- Keep people healthy and out of hospital
- Improve road safety
- Build liveable centres
- Secure potable water supplies
- Protect our natural environment
- Enhance cultural, creative, sporting and recreational opportunities

1-Social

Goal - An inclusive community that works together and is able to access services and opportunities to support our comfortable country living.

Key Performance Indicator
Measure of success
Our community events continue to be well-supported
We receive positive feedback on the standard of community facilities
Older people and people with disabilities are able to participate in community life
We receive positive community feedback, including from government agencies, on the development of young people
The community makes good use of the Library
We have positive levels of enrolment in education and training facilities
We receive positive community feedback on the operation of the Bogan Shire Medical Centre
We receive positive community feedback on the operation of the Bogan Shire Early Learning Centre

Budget Summary	2021-22 approved	2022-23 projected	2023-24 projected	2024-25 projected
Operating				
Expenses	4,593,511	4,621,409	4,760,051	4,902,853
Income	-2,227,523	-2,304,623	-2,373,762	-2,444,975
Result	2,365,988	2,316,786	2,386,290	2,457,878
Capital				
Expenses	119,446	321,026	117,000	115,000
Income	0	-201,524	0	0
Result	119,446	119,502	117,000	115,000
Bottom line	2,485,434	2,436,288	2,503,290	2,572,878

1.1 Social and Cultural

Outcome: Our community enjoys and actively participates in our rich culture, social environment and communal vibe.

Strategy 1.1.1

Continue to support and create opportunities for community festivals, events and cultural activities through direct involvement and various forms of assistance.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Hold Australia Day and ANZAC Day events and activities	Ongoing	Ongoing	Director People and Community Services
ii	Seek sponsorship for and organise the Christmas Lights and Rural Mailbox Competitions	Ongoing	Ongoing	Director People and Community Services
iii	Provide facilities for the Nyngan Show, Ag Expo, Anzac Day, Australia Day, Duck Creek and other community events	Ongoing	Ongoing	Director Engineering Services
iv	Support a range of local community organisations and events	Ongoing	Ongoing	Director People and Community Services
v	Support and encourage arts and culture, including membership of Outback Arts and funding from Bogan Shire Council Arts Fund	Ongoing	Ongoing	Director People and Community Services
vi	Conduct citizenship ceremonies	Ongoing	Ongoing	General Manager

Strategy 1.1.2

Promote, support and preserve connections to local heritage and culture recognising the role they play in tourism and economic development of the Shire.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Continue to support the Nyngan Museum and Mid-State Shearing Shed Museum in the identification, preservation and display of European and Aboriginal heritage items	Ongoing	Ongoing	Director People and Community Services

1-Social

Strategy 1.1.3 Identify, respect and preserve sites and items of historical significance.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain and preserve Council owned historic buildings	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 1.1.4 Develop and support volunteer groups to carry out functions and projects for the benefit of the community and volunteers.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work with volunteer groups to support their activities. (e.g. administrative support and assistance with grant applications)	Ongoing	Ongoing	Director People and Community Services
ii	Support National Tree Day	Ongoing	Ongoing	Director Development and Environmental Services
iii	Produce and update the Community Directory - both the hard copy and on Council's website	Ongoing	Ongoing	Director People and Community Services
iv	Administer and support Section 355 Committees of Council	Ongoing	Ongoing	General Manager

1.2 Community Centres

Outcome: Our community uses and values the educational, recreational and social opportunities provided by our community centres.

Strategy 1.2.1

Provide and maintain Nyngan Pool facilities to cater for a variety of users.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Operate the Nyngan Pool and maintain best practice standards	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 1.2.2

Maintain and improve our parks, gardens and playgrounds to promote their use and enjoyment by the whole community and our visitors.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Continue to maintain and upgrade main street and other key gardens and parks	Ongoing	Ongoing	Director Development and Environmental Services
ii	Continue to maintain and upgrade parks and reserves	Ongoing	Ongoing	Director Engineering Services
iii	Management and maintenance of the cemetery in accordance with the Plan of Management	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 1.2.3

Maintain and improve our sports grounds and active recreational facilities to promote the good health and well-being of the community through the diversity of sport and recreation on offer.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain sporting grounds to a high standard	Ongoing	Ongoing	Director Engineering Services
ii	Consult with user groups to ensure that facilities are maintained and improved to suit their requirements	Ongoing	Ongoing	Director Engineering Services

1-Social

Strategy 1.2.4 Provide well maintained community halls and other similar facilities for community use.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Develop progressive maintenance and repair program for all Shire halls and community facilities	Implement progressive maintenance and repair program for all Shire halls and community facilities	Ongoing	Director Engineering Services

Strategy 1.2.5 Provide well maintained Shire showground and equestrian facilities for community use.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Consult with Showground user groups on facility requirements and programming of events	Ongoing	Ongoing	General Manager
ii	Investigate opportunities for grant funding to improve existing ground facilities for all user groups	Ongoing	Ongoing	Director Engineering Services
iii	Maintain showground and equestrian landscape areas and buildings to acceptable standard	Ongoing	Ongoing	Director Engineering Services

Strategy 1.2.6 Support operation of a Youth Centre that is maintained for recreational, educational and cultural activities.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Support the operation of the Bogan Shire Youth and Community Centre	Ongoing	Ongoing	Director People and Community Services

Strategy 1.2.7 Provide and promote quality Library services.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Provide and promote well maintained facilities and access to printed and online information and other resources	Ongoing	Ongoing	Director People and Community Services
ii	Maintain North Western Regional Library Service partnership and carry out all obligations under the partnership agreement	Ongoing	Ongoing	Director People and Community Services

1.3 Inclusive Communities

Outcome: Children, older people and people with disabilities are supported, feel secure, valued and are engaged in our community.

Strategy 1.3.1 Provide childcare facilities, preschools, after hours care and playgroups that meet the needs of the whole community.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Operate Bogan Shire Early Learning Centre	Ongoing	Ongoing	Director People and Community Services
ii	Continue to provide the Bush Mobile playgroup and childcare service.	Ongoing	Ongoing	Director People and Community Services
iii	Lobby Government to address the need for before and after school care	Ongoing	Ongoing	Director People and Community Services

Strategy 1.3.2 Provide opportunities for young people to be actively engaged in the community, including input into development, design and planning for programs, services and infrastructure in which they are a stakeholder or user group.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work with the community and Government agencies to understand issues and lobby Government to address them	Ongoing	Ongoing	General Manager
ii	Work with Bogan Shire Youth and Community Committee to develop, design and plan programs, services and infrastructure	Ongoing	Ongoing	Director People and Community Services
iii	Source funding for Youth Week activities and/or events including StormCo	Ongoing	Ongoing	Director People and Community Services

1-Social

Strategy 1.3.3

Identify and support the social services needs of people with disabilities in the community and provide infrastructure to support assisted and independent living and social interaction.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Monitor and review the DIAP to support the community	Ongoing	Ongoing	Director People and Community Services

Strategy 1.3.4

Identify and support a range of recreational, sporting and other opportunities for personal development, interaction and healthy lifestyle for seniors through education, support networks and facilities.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work with community organisations to develop a program of workshops and/or events in Seniors Week, depending on funding.	Ongoing	Ongoing	Director People and Community Services
ii	Sponsor and organise Senior Citizen of the Year Awards, Morning Tea and Concert in Seniors Week	Ongoing	Ongoing	Director People and Community Services

Strategy 1.3.5

Identify and support the social services needs of older people and active seniors in the community and provide infrastructure to support assisted and independent living and social interaction.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Operate the Bogan Shire Seniors Living Units	Ongoing	Ongoing	Director Finance and Corporate Services
ii	Lobby service providers and government on behalf of the community	Ongoing	Ongoing	General Manager

1.4 Education

Outcome: Access to opportunities for education at all levels.

Strategy 1.4.1				
Provide a range of high quality primary and secondary education and vocational training facilities and opportunities.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work with the schools, TAFE, community and Government agencies to understand issues and lobby Government to address them	Ongoing	Ongoing	General Manager
ii	Provide scholarships to all schools at annual awards nights	Ongoing	Ongoing	General Manager

Strategy 1.4.2				
Provide support and encouragement for local people to obtain work in Bogan Shire after completing tertiary education.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work with the community and Government agencies to understand issues and lobby Government to address them	Ongoing	Ongoing	General Manager

1-Social

1.5 Public Health

Outcome: Our community has access to the medical services, facilities and programs it needs to enhance and protect our health.

Strategy 1.5.1

Work with the community and governments to ensure health services and facilities meet the needs of residents and visitors.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work closely with community groups to lobby on behalf of the community	Ongoing	Ongoing	General Manager
ii	Liaise with Western LHD to resolve relevant issues	Ongoing	Ongoing	General Manager
iii	Operate the Bogan Shire Medical Centre	Ongoing	Ongoing	Director People and Community Services
iv	Provide facilities for dental services in Nyngan	Ongoing	Ongoing	Director Finance and Corporate Services

1.6 Emergency Services

Outcome: Our fire, police and ambulance services provide effective and efficient services to the community to protect property and the safety of our community.

Strategy 1.6.1 Protect people and property from fire related incidents.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Support the activities of Fire and Rescue NSW, SES and RFS and lobby in response to community issues and concerns	Ongoing	Ongoing	General Manager
ii	Implement hazard reduction program for villages and rural properties	Ongoing	Ongoing	Director Engineering Services

Strategy 1.6.2 Provide an appropriate level of ambulance services for the community.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Monitor availability of a 24 hour Ambulance Service for the Shire	Ongoing	Ongoing	General Manager

Strategy 1.6.3 Improve community safety and maintain low crime levels.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Participate in meetings with NSW Police to discuss and address any issues	Ongoing	Ongoing	General Manager
ii	Support by agreement with NSW Police the recruitment of Police through provision of housing at market rental	Ongoing	Ongoing	General Manager

2-Infrastructure

Goal - Construct and manage reliable and efficient community assets that provide access to quality services.

Key Performance Indicator
Measure of success
We receive positive feedback on the standard of our roads
Bitumen sealed State Roads, Regional Roads and local roads are maintained to an all-weather standard
Unsealed Regional Roads and local roads are trafficable in dry weather conditions
We receive positive feedback on public transport within Nyngan
There is an increase in numbers of people using active transport
We receive positive feedback on airport usage and rail linkages
Airport safety standards are maintained to provide a structurally sound runway and safe approach paths

Budget Summary	2021-22 approved	2022-23 projected	2023-24 projected	2024-25 projected
Operating				
Expenses	11,969,897	13,041,101	13,432,334	13,835,304
Income	-10,345,186	-11,212,410	-11,548,782	-11,895,246
Result	1,624,711	1,828,691	1,883,552	1,940,058
Capital				
Expenses	3,256,341	3,973,316	2,776,774	2,800,000
Income	-1,347,524	-2,745,048	-1,261,524	-1,300,000
Result	1,908,817	1,228,268	1,515,250	1,500,000
Bottom line	3,533,528	3,056,959	3,398,802	3,440,058

2-Infrastructure

2.1 Transport Networks

Outcome: Our well-constructed and maintained transport network enables safe and efficient movement of people and freight throughout the Shire.

Strategy 2.1.1 Efficient local and regional transport networks that meet community and business needs.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Adopt and implement the asset management plan for all shire roads	Ongoing	Ongoing	Director Engineering Services
ii	Maintain Shire Roads in accordance with standards expressed in our asset management plan and our annual maintenance program	Ongoing	Ongoing	Director Engineering Services
iii	Construct Shire Roads in accordance with community and council priorities	Ongoing	Ongoing	Director Engineering Services
iv	Maintain supporting infrastructure such as parking, footpaths, kerbs and gutters, and street furniture to current standards	Ongoing	Ongoing	Director Engineering Services
v	Design and construct bikeways and footpaths incorporating tree shade cover	Ongoing	Ongoing	Director Engineering Services
vi	Investigate funding for development of Active Transport Plan and develop the plan	Implement the ATP	Ongoing	Director Engineering Services

2-Infrastructure

Strategy 2.1.2 Maintain state road networks to ensure provision of efficient transport links.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain State Roads on behalf of RMS	Ongoing	Ongoing	Director Engineering Services
ii	Work with the RMS to ensure current standards of road safety are maintained	Ongoing	Ongoing	Director Engineering Services

2-Infrastructure

2.2 Rail Services

Outcome: Our rail connection remains a cost-effective and reliable method of transporting agricultural and mining freight.

Strategy 2.2.1 Encouraged increased use of rail for transporting agricultural and mining products.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work with and lobby State Government and UGL Linx to maintain and improve reliable freight transport network	Ongoing	Ongoing	General Manager
ii	Work with UGL Linx, the RMS and NSW Police to ensure current standards of rail and crossing safety are maintained and promoted within the community	Ongoing	Ongoing	General Manager

2-Infrastructure

2.3 Water

Outcome: We have access to a secure water supply that is well-managed to provide us with a reliable, safe and cost effective service as well as raw water supply to villages.

Strategy 2.3.1

Provide a financially viable, efficient, permanent potable water supply for Nyngan that meets best practice and has sufficient capacity for current and projected growth requirements.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain water supply to best practice standards	Ongoing	Ongoing	Director Engineering Services
ii	Implement an ongoing program of capital works improvements and enhancements and asset management to ensure the responsible management of water supply to the area and surrounding villages	Ongoing	Ongoing	Director Engineering Services
iii	Maintain water supply infrastructure to relevant NSW Government Standards	Ongoing	Ongoing	Director Engineering Services
iv	Continue active involvement in Lower Macquarie Water Utilities Alliance	Ongoing	Ongoing	Director Engineering Services
v	Develop regional Water Quality Improvement Plans	Ongoing	Ongoing	Director Engineering Services

Strategy 2.3.2

Enhance the security of our water supply, ensuring long term drought management plans are developed and water losses are minimised.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Continue construction of infrastructure to ensure security of Nyngan's water supply, subject to government funding	Ongoing	Ongoing	Director Engineering Services

2-Infrastructure

2.4 Sewerage

Outcome: We have a reliable, safe and cost effective sewerage service.

Strategy 2.4.1

Provide a financially viable and efficient sewerage system that meets best practice and has sufficient capacity for current and projected growth requirements.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain sewer infrastructure to relevant NSW Government standards	Ongoing	Ongoing	Director Engineering Services
ii	Monitor and review the development of a database of all sewerage management systems within the Local Government Area	Ongoing	Ongoing	Director Development and Environmental Services
iii	Ensure our compliance with the EPA license by regularly testing the waste water for treated effluent re-use and disposal	Ongoing	Ongoing	Director Engineering Services

Strategy 2.4.2

Ensure effective management of liquid trade waste.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Continue implementation of Trade Waste Policy, including licencing practices and inspections	Ongoing	Ongoing	Director Development and Environmental Services

2-Infrastructure

2.5 Communication Networks

Outcome: The community has access to the latest communications infrastructure and technology to facilitate communications for learning, business and providing services to our community.

Strategy 2.5.1

Maximise the coverage and availability of telecommunications infrastructure across the Shire.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Lobby service providers and government on behalf of the community	Ongoing	Ongoing	General Manager

3-Environmental

Goal - To support, enhance and preserve the environment of our shire through sound planning and management practices to ensure a sustainable, healthy and safe community.

Key Performance Indicator
Measure of success
Our LEP and DCP are contemporary and used to make appropriate decisions
We reduce our kerbside waste to landfill
We maintain and even grow our rate of recycling
We receive positive feedback on our reserves and public places
We maintain 100% compliance with the weed act
Non-compliance to water supply quality guidelines are within acceptable limits
We maintain compliance with EPA licence conditions for effluent quality and effluent reuse
We stage the implementation of the Liquid Trade Waste Policy

Budget Summary	2021-22 approved	2022-23 projected	2023-24 projected	2024-25 projected
Operating				
Expenses	3,412,254	3,366,408	3,467,400	3,571,422
Income	-1,402,359	-1,454,650	-1,498,290	-1,543,238
Result	2,009,895	1,911,758	1,969,111	2,028,184
Capital				
Expenses	132,948	645,187	146,000	150,000
Income	0	-510,000	0	0
Result	132,948	135,187	146,000	150,000
Bottom line	2,142,843	2,046,945	2,115,111	2,178,184

3-Environmental

3.1 Built Environment

Outcome: Our Shire is enhanced through respectful planning processes and facilitation of development in accordance with statutory requirements.

Strategy 3.1.1

Conduct periodic reviews of Council's planning instruments to ensure that land use planning supports the long term sustainability of our local communities and our economy.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Implement and monitor the operations of the LEP 2011 and DCP 2012, proposing amendments where necessary	Ongoing	Ongoing	Director Development and Environmental Services
ii	Define and prioritise plans of management for public land	Ongoing	Ongoing	Director Finance and Corporate Services
iii	Develop Rural Residential Strategy	Implement Rural Residential Strategy	Implement Rural Residential Strategy	Director Development and Environmental Services

Strategy 3.1.2

Development complies with Planning legislation, Local Government Act, Building Code of Australia and Local Council Policies.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Ensure all development complies with LEP and DCP	Ongoing	Ongoing	Director Development and Environmental Services
ii	Effectively manage development applications, construction certificate process, Principal Certifying Authority process, and orders processed for lawful development	Ongoing	Ongoing	Director Development and Environmental Services

3-Environmental

Strategy 3.1.3				
Ensure our community's buildings are safe, healthy and maintained.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	All essential services measures to be inspected and the register maintained	Ongoing	Ongoing	Director Developmental and Environmental Services
ii	Develop an asset management plan for Council's buildings	Ongoing	Ongoing	Director Finance and Corporate Services
iii	Issue planning and building certificates including effective customer service	Ongoing	Ongoing	Director Development and Environmental Services
iv	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 3.1.4				
Develop and implement flood management plans for all urban flood plain areas.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain stormwater management infrastructure	Ongoing	Ongoing	Director Engineering Services
ii	Review requirements under LEP and DCP for Flood Management	Ongoing	Ongoing	Director Development and Environmental Services
iii	Develop, review and implement Flood Risk Management Plan in accordance with NSW Government Guidelines	Ongoing	Ongoing	Director Development and Environmental Services

3-Environmental

3.2 Waste and Recycling

Outcome: Our waste stream is effectively managed, reducing waste to landfill and maximising resource recovery through recycling.

Strategy 3.2.1 Provide efficient and cost effective kerbside collection of solid and recyclable waste.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Provide, monitor and review kerbside waste service collections and volumes	Ongoing	Ongoing	Director Development and Environmental Services
ii	Provide, monitor and review kerbside recycling service in order to reduce contamination rates	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 3.2.2 Provide Bogan Shire waste facilities to comply with standards, regulations and licence requirements.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Implement and review Waste Facility Operations Management Plan	Ongoing	Ongoing	Director Development and Environmental Services
ii	Operate the Nyngan Waste and Resource Recovery Facility in accordance with the Operations Management Plan	Ongoing	Ongoing	Director Development and Environmental Services
iii	Operate village landfill sites to meet requirements	Ongoing	Ongoing	Director Development and Environmental Services
iv	Participate in Netwaste initiatives and activities to reduce waste and promote recycling	Ongoing	Ongoing	Director Development and Environmental Services

3-Environmental

3.3 Natural Environment

Outcome: Our open space areas are protected and appropriately managed to preserve their valued use and biodiversity whilst minimising the impact of pollution and weeds on the environment.

Strategy 3.3.1 Protect and improve the amenity of the river corridor to enhance and increase utilisation for a range of recreational activities.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Involve and support the local community in the rehabilitation and improvements of the river corridor	Ongoing	Ongoing	Director Development and Environmental Services
ii	Identify locations and programs to reduce waste along the river corridor	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 3.3.2 Provide a clean and pleasant streetscape, ensuring regular street sweeping and cleaning of public spaces.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Undertake and monitor Cleaning Program for all public areas	Ongoing	Ongoing	Director Engineering Services
ii	Review street bin containers and emptying procedures	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 3.3.3 Implement programs which foster responsible and protective behaviours towards reducing waste and litter pollution.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Engage and seek community feedback on areas of concern of waste and litter control	Ongoing	Ongoing	Director Development and Environmental Services
ii	Enforce breaches of environmental legislation in order to reduce the incidence of littering	Ongoing	Ongoing	Director Development and Environmental Services

3-Environmental

Strategy 3.3.4 Protect, preserve and enhance Bogan Shire's natural environments, waterways, flora and fauna through responsible development and management.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Ensure all development complies with conditions of DA Consents in relation to environmental protections	Ongoing	Ongoing	Director Development and Environmental Services
ii	Engage with and support the Central West Local Land Services and other government bodies	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 3.3.5 Meet Council's obligations under the Biodiversity Act 2015 in respect of maintenance of noxious weeds.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Council to meet Noxious Weeds Control obligations	Ongoing	Ongoing	Director Development and Environmental Services
ii	Ensure Council operations are undertaken in accordance with Council's Weed Action program	Ongoing	Ongoing	Director Development and Environmental Services
iii	Undertake enforcement activities on private property for noxious weeds as required	Ongoing	Ongoing	Director Development and Environmental Services

3-Environmental

3.4 Health, Safety and Regulation

Outcome: Council meets its compliance and regulatory obligations concerning public health.

Strategy 3.4.1 Liaise with Local Liquor Accord to ensure compliance strategies are maintained to maximise public health and safety.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Provide information regarding new Liquor License applications, and make submissions on new applications to the State Government as required	Ongoing	Ongoing	Director Development and Environmental Services
ii	Provide advisory services to the Liquor Accord	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 3.4.2 Ensure compliance with Safe Foods Standards.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Monitor and review food premises register	Ongoing	Ongoing	Director Development and Environmental Services
ii	Undertake annual food premises Inspections to ensure food handlers compliance with standards	Ongoing	Ongoing	Director Development and Environmental Services

Strategy 3.4.3 Continue ongoing management and control of companion animals and ensure owner compliance with NSW Companion Animals Act 1998.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Improve public awareness of companion animal control including lifetime registration.	Ongoing	Ongoing	Director Development and Environmental Services
ii	Carry out enforcement activities relating to dog control measures	Ongoing	Ongoing	Director Development and Environmental Services
iii	Carry out Council's administrative responsibilities under NSW Companion Animals Act 1998	Ongoing	Ongoing	Director Development and Environmental Services

4- Economic

Goal - A vibrant local economy with a diversity of successful businesses that provide local employment opportunities and contribute to a prosperous community.

Key Performance Indicator
Measure of success
We have increased levels of business tenancy / investment / development
Tourist numbers increase
We receive positive feedback on appearance of the main street and town services
We have effective NBN and mobile network connectivity

Budget Summary	2021-22 approved	2022-23 projected	2023-24 projected	2024-25 projected
Operating				
Expenses	214,724	262,862	270,748	278,870
Income	-12,736	-12,946	-13,334	-13,734
Result	201,988	249,916	257,413	265,136
Capital				
Expenses	50,000	27,000	28,000	30,000
Income	0	0	0	0
Result	50,000	27,000	28,000	30,000
Bottom line	251,988	276,916	285,413	295,136

4.1 Local Industries and Business

Outcome: Local industries, including tourism, and the business that support them continue to grow and prosper.

Strategy 4.1.1				
Support and promote our local business and industry, to identify gaps and develop initiatives for sustainable economic growth and local employment opportunities.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work with local businesses to identify issues	Ongoing	Ongoing	Director People and Community Services
ii	Maintain and develop relationship with Regional Development Australia (RDA) Orana	Ongoing	Ongoing	General Manager
iii	Prepare an Economic Development Plan for Bogan Shire	-	-	Director People and Community Services
iv	Council continues to commit to shopping locally for services and products wherever possible and in the best interests of Council	Ongoing	Ongoing	Director Finance and Corporate Services
v	Continue the implementation of Council's streetscape master plan	Ongoing	Ongoing	Director Engineering Services

Strategy 4.1.2				
Support agricultural businesses so that they have the capacity to be a significant contributor to the local, regional and national economy.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain relationships with local agricultural businesses and lobby on behalf of local issues	Ongoing	Ongoing	General Manager

Strategy 4.1.3				
Work in conjunction with mining companies to obtain mutual benefit from an abundance of natural mining resources which provide our shire with opportunities for local economic growth and employment.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain relationships with mining companies to explore opportunities for mutual benefit and lobby on behalf of local issues	Ongoing	Ongoing	General Manager
ii	Negotiate Voluntary Planning Agreements with mining companies to ensure financial contributions are made to local infrastructure requirements	Ongoing	Ongoing	General Manager

4- Economic

4.2 Tourism

Outcome: Bogan Shire is regarded as a welcoming and attractive place for people to live and visit, producing services, cultural experiences and recreational opportunities.

Strategy 4.2.1

Develop and implement a tourism strategy which includes the identification of potential opportunities for growth and new tourism products through consultation with stakeholders.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Develop a tourism strategy	Ongoing	Ongoing	Director People and Community Services
ii	Provide and maintain a quality Visitor Information Centre which encourages and supports growth across many sectors of the local economy	Ongoing	Ongoing	Director People and Community Services
iii	Continue to update, produce and distribute the Official Tourist Guide to local businesses and VICs in neighbouring shires	Ongoing	Ongoing	Director People and Community Services
iv	Continue to advertise Nyngan and Bogan Shire in print media, on appropriate websites and via relevant social media platforms	Ongoing	Ongoing	Director People and Community Services

Strategy 4.2.2

Provide a welcoming aesthetic on the approaches to town.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Continue beautification along main roads into town	Ongoing	Ongoing	Director Engineering Services

4.3 Public Transport and Air Services

Outcome: We have reliable, cost-effective and regular public transport and air services linking the Shire to Dubbo and beyond.

Strategy 4.3.1

Identify gaps and opportunities and engage with stakeholders, to investigate options for improved public transport.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Work with the community to understand gaps and opportunities and lobby appropriate bodies for improvements	Ongoing	Ongoing	General Manager

Strategy 4.3.2

Maintain airport facilities to meet required standards.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Undertake regular maintenance activities on the runway and surrounding areas to CASA regulations	Ongoing	Ongoing	Director Engineering Services
ii	Maintain airport buildings to acceptable standards	Ongoing	Ongoing	Director Engineering Services

5-Civic Leadership

Goal - Strong, transparent and effective governance with an actively engaged community to ensure we remain Fit For The Future.

Key Performance Indicator
Measure of success
Our corporate reporting is on time and to required standard
We have 100% compliance with our statutory obligations
We receive positive customer satisfaction feedback
Annual statutory audits are positive

Budget Summary	2021-22 approved	2022-23 projected	2023-24 projected	2024-25 projected
Operating				
Expenses	2,931,617	3,052,162	3,143,727	3,238,039
Income	-7,067,426	-7,390,073	-7,611,775	-7,840,128
Result	-4,135,809	-4,337,911	-4,468,048	-4,602,090
Capital				
Expenses	153,960	51,260	40,000	50,000
Income	0	0	0	0
Result	153,960	51,260	40,000	50,000
Bottom line	-3,981,849	-4,286,651	-4,428,048	-4,552,090

5-Civic Leadership

5.1 Leadership, Advocacy and Governance

Outcome: Open, transparent and effective local government.

Strategy 5.1.1

Facilitate purposeful engagement and consultation with the community and other stakeholders to progress the outcomes of the Community Strategic Plan.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain a community consultation database (from CSP implementation)	Ongoing	Ongoing	Director People and Community Services
ii	Undertake community engagement regarding major Council plans and projects	Ongoing	Ongoing	Director People and Community Services

Strategy 5.1.2

Provide accountability to the community by regularly reporting on Council activities through the publication of statutory reports, business papers, meeting minutes and general information.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Provide accurate and timely meeting agendas and minutes	Ongoing	Ongoing	General Manager
ii	Proactively release appropriate Council information e.g. Council Business Paper and Minutes through the website and council column	Ongoing	Ongoing	General Manager
iii	Complete Annual Report	Ongoing	Ongoing	Director Finance and Corporate Services
iv	Complete statutory financial accounts	Ongoing	Ongoing	Director Finance and Corporate Services
v	Produce Council's quarterly reports, delivery program and budget and operational plans	Ongoing	Ongoing	Director Finance and Corporate Services

5-Civic Leadership

Strategy 5.1.3

Councillors represent the interests of the community through strong and positive leadership and advocacy.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Hold regular Council meetings	Ongoing	Ongoing	General Manager
ii	Ensure Councillors make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor	Ongoing	Ongoing	General Manager

Strategy 5.1.4

Maintain effective partnerships through regional and industry bodies to collaborate on matters of mutual interest and lobby collectively on behalf of the community.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Maintain regional partnerships including Alliance of Western Councils	Ongoing	Ongoing	General Manager
ii	Undertake lobbying as appropriate	Ongoing	Ongoing	General Manager
iii	Continue contracting alliance with RMS	Ongoing	Ongoing	Director Engineering Services

Strategy 5.1.5

Councillors take pride in our community, are inclusive and respectful, work together to get things done and contribute positively to our culture.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Ensure that Councillors are aware of the Code of Conduct and Council's Values	Ongoing	Ongoing	General Manager

5-Civic Leadership

5.2 Managing our Business

Outcome: Effective and responsive management of Council's resources and activities to deliver on our goals and strategies.

Strategy 5.2.1				
Undertake sound financial planning, management and reporting to fulfil our stewardship responsibilities and ensure that Bogan Shire Council remains financially viable.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Develop and implement Council's Long Term Financial Strategy	Ongoing	Ongoing	Director Finance and Corporate Services
ii	Prepare and present Council's Operational Plan and Budget to Council for Approval within set timeframes	Ongoing	Ongoing	Director Finance and Corporate Services
iii	Prepare and present quarterly budget reviews to Council for approval within set timeframes	Ongoing	Ongoing	Director Finance and Corporate Services
iv	Accurately record all Council's financial transactions	Ongoing	Ongoing	Director Finance and Corporate Services
v	Present periodic financial reports to assist with monitoring budget performance	Ongoing	Ongoing	Director Finance and Corporate Services
vi	Maximise recovery of all revenue due to Council in accordance with policy	Ongoing	Ongoing	Director Finance and Corporate Services

Strategy 5.2.2				
Manage our people effectively to ensure Council meets its goals and can implement its mission and deliver on its vision.				
	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Develop Council's Workforce Plan	-	-	Director People and Community Services
ii	Manage Council's Workplace Health and Safety obligations	Ongoing	Ongoing	Director People and Community Services
iii	Conduct effective staff recruitment and induction processes	Ongoing	Ongoing	Director People and Community Services
iv	Continuously develop and maintain Council's organisational structure, salary system and related processes	Ongoing	Ongoing	Director People and Community Services
v	Manage Council's Employee Development Planning process	Ongoing	Ongoing	Director People and Community Services
vi	Promote Council's Values and Code of Conduct to ensure staff uphold and contribute positively to our social environment and culture	Ongoing	Ongoing	General Manager

5-Civic Leadership

Strategy 5.2.3

Implement sound asset management practices to ensure adequate provision is made for the maintenance and long-term replacement of Council's infrastructure assets.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Develop and adopt Council's Asset Management Strategy and Asset Management Policy	-	-	Director Finance and Corporate Services
ii	Develop and implement Asset Management Plans for the major categories of Council's assets: Transport and Stormwater, Water Supply and Sewerage and Buildings	Ongoing	Ongoing	Director Finance and Corporate Services
iii	Provide periodic asset management reports to inform decision-making	Ongoing	Ongoing	Director Finance and Corporate Services

Strategy 5.2.4

Manage Council's operations effectively and on business-like principles to maximise service delivery for the community.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Monitor and review customer service charter	Ongoing	Ongoing	Director Finance and Corporate Services
ii	Initiate a customer service training program	Ongoing	Ongoing	Director People and Community Services
iii	Monitor Council's complaint management system to identify and rectify issues	Ongoing	Ongoing	Director Finance and Corporate Services
iv	Identify and manage Council's risks, including insurance cover	Ongoing	Ongoing	Director Finance and Corporate Services
v	Manage Council's record management system to support our business	Ongoing	Ongoing	Director Finance and Corporate Services
vi	Manage Council's communication with the community through a variety of media including electronic	Ongoing	Ongoing	General Manager
vii	Manage Council's ICT resources including disaster recovery to support our business	Ongoing	Ongoing	Director Finance and Corporate Services
viii	Manage Council's procurement system to ensure probity and best value for money	Ongoing	Ongoing	Director Finance and Corporate Services
ix	Develop Council's governance capability, including reviewing and updating Council's policies and procedures	Ongoing	Ongoing	Director Finance and Corporate Services

Strategy 5.3.1

Facilitate the Local Emergency Management Committee to ensure a co-ordinated response by all agencies having responsibilities and functions in emergencies.

	Activities 2022/23	Activities 2023/24	Activities 2024/25	Council Lead
i	Continue to fulfil Council's statutory obligations relevant to the State Emergency & Rescue Management Act 1989	Ongoing	Ongoing	General Manager
ii	Provide a support role through the LEMC to the SES and other involved agencies	Ongoing	Ongoing	Director Engineering Services
iii	Regularly maintain the Nyngan levee bank and associated infrastructure to ensure protection from potential flooding	Ongoing	Ongoing	Director Engineering Services

5-Civic Leadership

5.3 Disaster Management

Outcome: We have the capability to plan, arrange, and implement measures for the prevention of, preparation for, response to and recovery from emergencies.

Strategy 5.3.1 Facilitate the Local Emergency Management Committee to ensure a co-ordinated response by all agencies having responsibilities and functions in emergencies.						
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Activities 2021/22	Council Lead
i	Continue to fulfil Councils statutory obligations relevant to the State Emergency & Rescue Management Act 1989	Ongoing	Ongoing	Ongoing	Ongoing	General Manager
ii	Provide a support role through the LEMC to the SES and other involved agencies	Ongoing	Ongoing	Ongoing	Ongoing	Director Engineering Services
iii	Regularly maintain the Nyngan levee bank and associated infrastructure to ensure protection from potential flooding	Ongoing	Ongoing	Ongoing	Ongoing	Director Engineering Services

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