

Berrigan Shire 2027



Berrigan Shire 2027 Our Community Strategic Plan

Our Vision

In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists

Creating our Preferred Future

Berrigan Shire 2027 is the third Community Strategic Plan developed by the Council in partnership with our communities. It is a common strategic planning lens or framework that can be used by other agencies, our local community and the Council to demonstrate the steps we are taking to realise the aspirations of our community. It is also the Shire Council's statement about how it will work with local communities and other levels of government.

Contents

Creating our Preferred Future	2
Our Vision	2
Foreword	4
Council's Corporate Values	5
Integrated Planning and Reporting	6
Berrigan Shire 2027 Community Engagement	6
Integrated Planning and Reporting Principles	7
Berrigan Shire: The Local Government Area	8
Berrigan Shire 2027: Policy Context	8
What does this mean for Berrigan Shire Communities?	9
Our Challenges	9
What does the future look like for Berrigan Shire Communities?	9
Plan Framework & Outcome Hierarchy	12
Monitoring & Reporting on our Performance	13
Strategic Outcome 1	14
Strategic Outcome 2	16
Strategic Outcome 3	18
Strategic Outcome 4	20
How we are contributing to NSW State and Regional Plans	22



Cr Matthew Hannan
Mayor
Berrigan Shire Council

Foreword

Berrigan Shire 2027 and its Vision reflect the comments, views and preferred future of our communities.

It is also an example of our communities, Council and community groups' willingness to think about our future despite the continuing challenge and uncertainty of the Murray-Darling Basin Plan. In particular, the ongoing impact its reforms have on the management of the River and our agriculture and tourism industries.

Our Community Strategic Plan **Berrigan Shire 2027** is a common framework for measuring the achievement of **Berrigan Shire 2027** strategic outcomes of:

1. Sustainable natural and built landscapes
2. Good government
3. Supported and engaged communities
4. Diverse and resilient business

The Community Strategic Plan describes what Council and our community can and is doing to make the Vision that underpins **Berrigan Shire 2027** happen and why the actions we take are important.

Priority projects and initiatives include:

- Continued investment by the Council in the maintenance and further development of the Shire's network of critical physical infrastructure: levees, roads, storm water, water, sewer and waste management facilities
- Redevelopment of the Tocumwal Foreshore Reserve
- Engaging communities in the implementation of **Berrigan Shire 2027** projects and initiatives
- Marketing and promoting the lifestyle and liveability of our communities
- Continuing to plan for the diverse needs of our community which include families with young children and our older residents
- Working in partnership with the NSW State Government and the Commonwealth Government on the development of the Shire's regional / freight and industry infrastructure – Tocumwal Intermodal Facility and Tocumwal Aerodrome

Berrigan Shire 2027 provides an opportunity for our communities, other levels of government, business and Council to work together on the achievement of our communities' Vision.

Continuing the journey commenced with our communities (2011) **Berrigan Shire 2027** is our roadmap for the next ten years describing where are we now?; where do we want to be and how we are going to get there?

Council's Corporate Values

Council values

- Integrity
- Leadership
- Selflessness
- Objectivity
- Accountability
- Openness
- Honesty
- Respect
- Trust and Teamwork
- Advocacy
- Partnership

Integrated Planning and Reporting

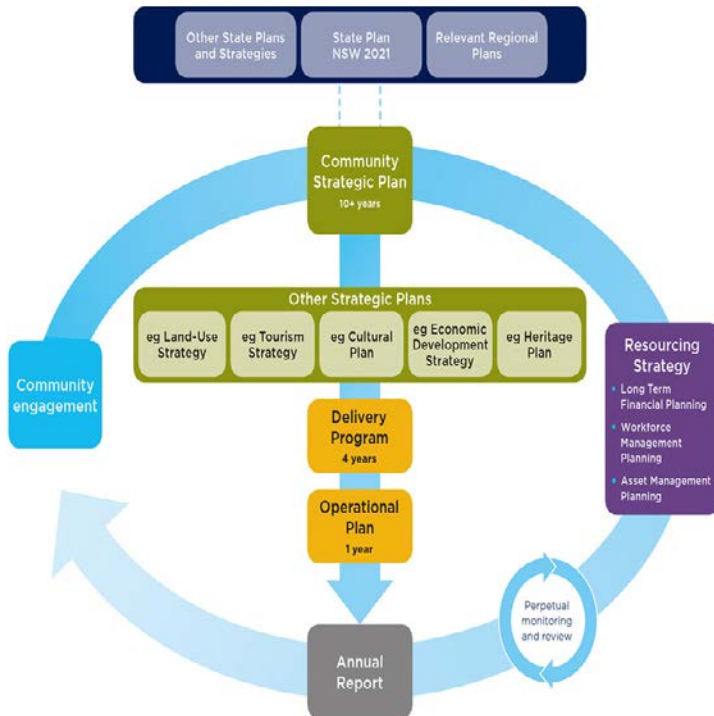


Figure 1: Integrated Planning and Reporting Framework

Source: Office of Local Government NSW (2016)

Councils in NSW are required to plan and report on local government activities by the Local Government Act 1993. **Berrigan Shire 2027** is an essential element of the integrated planning and reporting framework for NSW local government. A strategic framework which includes

- 10 year+ Community Strategic Plan
- Ten-year Resourcing Strategy
- Four-year Delivery Program
- Annual Operational Plan; and
- Annual Report

Berrigan Shire 2027 is the Council's and our communities' 10-year strategic plan. A Strategic Plan that considers and is integrated with the plans and the regional priorities of State Government Agencies (Figure 1). It is also a plan which can be used by our communities, Council and other agencies to identify, influence, and respond to the issues that contribute to the social and economic wellbeing of our communities, the productiveness of our farms and sustainable use of the River and its environs.

Developed in consultation with our communities **Berrigan Shire 2027** describes not only big picture change but also local actions, projects and initiatives with the potential to leverage resourcing and support from Regional and State Agency plans.

Berrigan Shire 2027 Community Engagement

The newly elected Council November 2016 reviewed the previous Council's, and our communities' progress in implementing our Community Strategic Plan. Resolving at the October 2016 Council Meeting that in addition to the engagement undertaken by the Council 2012 - 2016 and which informs the ongoing development of Council Strategies and Plans that a 4-week community engagement program would be conducted to guide the development of **Berrigan Shire 2027**. A copy of the [Community Engagement Report Berrigan Shire 2027](#) is available on the Council's website.

Held November 2016 the Council's community engagement program invited comment and the participation of residents and local business in the development of **Berrigan Shire 2027**. Council subsequently considered survey responses and feedback from community members at street stalls. Also, the outcome of the review conducted as part of the previous Council's End of Term Report, and the result of a desktop review of the external environment – State and Regional Plans. Noting that this review and the Council's community engagement program identified no significant issues warranting changes to the Vision, Strategic Outcomes and Objectives of the LGAs Community Strategic Plan.

Integrated Planning and Reporting Principles

Council will

- Identify and prioritise key local community needs and aspirations and in doing so consider regional priorities.
- Identify strategic goals to meet those needs and aspirations.
- Develop activities, and prioritise actions, to work towards the strategic goals.
- Ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- Regularly review and evaluate progress towards achieving strategic goals.
- Maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- Collaborate with others to maximise achievement of strategic goals.
- Manage risks to the local community or area or to the council effectively and proactively.
- Make appropriate evidence-based adaptations to meet changing needs and circumstances



Berrigan Shire: The Local Government Area

Berrigan Shire (pop 8416) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney. A rural community with Murray River tourism and exceptional recreation, social and health services and facilities in its four towns (Berrigan, Barooga, Finley and Tocumwal) the Shire's towns also service surrounding dry land and irrigated farming districts.

European settlement dates from the late 1840s with land used mainly for cropping and grazing. When the Shire of Berrigan was established in 1906 the fortunes of and the population of the Shire, in its early years fluctuated in response to economic and environmental conditions. This uncertainty, however, changed with the expansion in the 1960s of irrigated agriculture.

Today continued development is most evident in the Murray River (NSW and Victorian) border townships of Barooga and Tocumwal. These are towns and communities that attract families to rural lifestyle blocks and also retirees from metropolitan Melbourne. While the towns of Berrigan and Finley remain important sub-regional service centres servicing the outlying communities (e.g.: Blighty, Jerilderie, Savernake) of the neighbouring LGAs of Edward River, Murrumbidgee and Federation Councils.

Berrigan Shire 2027: Policy Context

The system of local government in NSW is changing. Recent reforms reinforce the need for all levels of government including local government to plan and be responsive to change in the social, economic and environmental expectations and needs of our local communities.

Within this system of local government the Council's role includes:

- Facilitating engagement with the local community by the Council, Councillors; and also
- Promoting the local community's engagement in and that of the agencies which make up the NSW system of local government.

What does this mean for Berrigan Shire Communities?

What we know is that service planning and decisions about the retention and development of services used by our communities depend on population forecasts and the assessment of other levels of government about the capacity of rural communities to adapt and be resilient in the face of social, economic and environmental change.

Further rural communities that are distant from or outside the periphery of a NSW regional service centre will continue to experience significant difficulty in attracting state government investment therefore, new private investment.

Berrigan Shire 2027, therefore, envisions a whole of community response to jobs creation and enterprise to support:

- The attraction and retention of young people and families.
- The provision of social and health services.
- The maintenance and redevelopment of existing facilities and infrastructure.
- Sustainable use and the development of our natural resources.

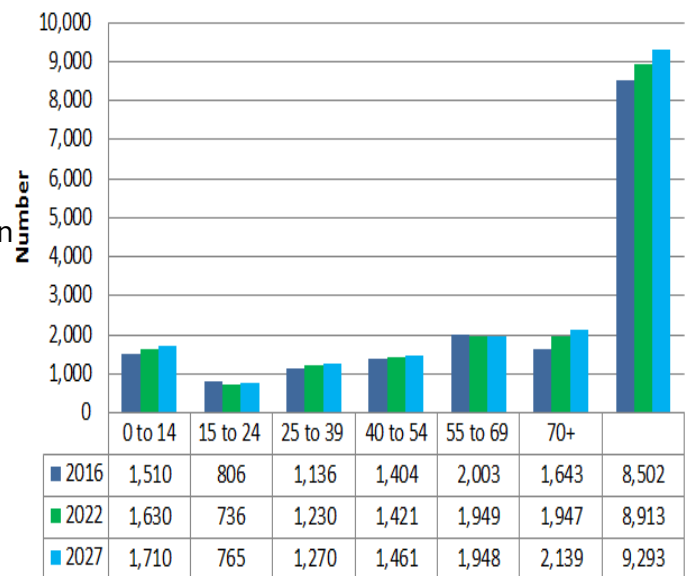
What does the future look like for Berrigan Shire Communities?

Our Shire is expected to experience steady growth, particularly in the towns of Barooga and Tocumwal. In 2027 there will be:

- 792 more people living in the Shire.
- 4,087 people 55 years of age and older
- Continued increase in the number of people living in the Shire; and
- Inward migration will also continue

(Source: <http://forecast.id.com.au/Berrigan>)

Forecast Population Change x Age



Our Challenges

- Ageing population and how we re-prioritise current expenditure to meet community needs
- Sustainability of the Shire’s current expenditure on essential and current infrastructure
- Impact of **The Murray Darling Basin Plan** on irrigated agriculture and the Visitor Economy
- Cost of energy and fuel
- Impact of external political environment on the Shire’s industries and jobs
- Lower than Murray Darling Basin average per capita income
- Ageing demographic and access to social services and public transport
- NSW community awareness, public safety and health promotion campaigns are not broadcast via Victorian media outlets



A Vision for Berrigan Shire

In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

Reviewed with our communities in 2016 through street stalls and an online survey the vision reflects the top 3 preferred futures of our communities that

1. Families with young children will want to live in or come to the area
2. People will be more concerned about their health and wellbeing
3. Tourists will go out of their way to come to the area

Online Survey and Street Stall Respondents

- 23% Berrigan
- 11 % Barooga
- 34% Finely
- 32 % Tocumwal

The overwhelming message from our communities in 2011 and in 2016 remains that our communities valued the Shire's natural assets and advantages:

- Lifestyle
- The Murray River
- Irrigated Agriculture; and
- Tourism

Further, there is continued support and a belief in the promotion and development of these natural assets and advantages. To create the economic prosperity needed to meet the challenges posed by an ageing population, and increasing demands and expectations that visitors to the area experience a high level and standard of public amenity. And that the Council and other levels of government invest in the infrastructure needed by our agriculture and transport industry, and visitors to the region.

Berrigan Shire 2027 is, therefore, and the achievement of its Vision and priorities, a collaboration requiring the involvement of our communities, individuals within our communities, local businesses, and Council. Also, it requires engagement and partnership with other levels of government and the non-government service providers that outreach to and provide services in our towns.

Plan Framework & Outcome Hierarchy

Berrigan Shire 2027 strategic outcomes describe the improvement or change in the social, economic, civic leadership and environmental conditions envisaged by Berrigan Shire communities.

The Plan's 'logic' of strategic outcomes and supporting objectives, Council outputs and resourcing (defined in the following table) describes what will be done. Why it is important and the effect / change that it will have on the local area, our economy, council operations and our natural environment.

Focus	Outcome	Description
Aspirational	Vision for Berrigan Shire	Preferred Future to be created in the environment, economic and social conditions influencing or impacting our preferred future
10 year Outcome (Long term) Social, Civic Leadership, Economic & Environmental	'Improvement or change in the social, economic, environmental, civic conditions	Describes what will be done, why it is important and the effect or change that it will have on local area / economy / council operations / natural environment. The results to be achieved. Observed outcomes are measured against benchmarks – indicators.
Inputs 10 year Resourcing Strategy Core Council Activities	Resources needed to achieve the Vision and in doing so Deliver Core Council Activities	Inputs or resources (human, economic and natural) needed to achieve the vision which include: <ul style="list-style-type: none"> • Time • Money / physical assets/plant • Staff • Plans/Policies Systems that monitor and report on progress
Outputs 4 yr Delivery Program	Improvement or Change in how community / Council assets are managed or Core Council activities or services are delivered	The result of what is planned and implemented – Delivery Program in Outputs. Outputs are measured in the number of hours, number of service users, cost of delivery, etc. Can also include service level issues such as accessibility, response time, and overall satisfaction. Intermediate outcomes. Events or results that contribute to lead to long-term outcomes – milestones.
Council Actions Annual Operational Plan	Council activities/services or CSP Projects	What is done – the strategies used and actions taken that contribute to the social, economic, or environmental conditions of Berrigan Shire communities.
Council's Role	In accordance with the Berrigan Shire 2027: Resourcing Strategy Council provides services, facilitates community engagement, advocates and partners with our local communities in the development of projects and activities that progress Berrigan Shire 2027 objectives	

Monitoring & Reporting on our Performance

Berrigan Shire 2027 strategic outcomes describe the improvement or change in the social, economic, civic leadership and environmental conditions envisaged by Berrigan Shire communities.

The Council's **Berrigan Shire 2027 Monitoring Framework** incorporating NSW Office of Local Government Fit for the Future benchmarks and the Financial Management principles described in the Local Government Act 1993 is used to:

1. Measure and report on the implementation of the Community Strategic Plan: **Berrigan Shire 2027**
2. Inform the preparation of Council's End of Term Report
3. Measure and report on the implementation, financial sustainability and effectiveness of the Council's Delivery Program
4. Fulfil statutory requirements pursuant to **Local Government Act 1993**



Strategic Outcome 1

Sustainable natural and built landscapes

Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural land and water will shape the future of our communities.

The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities.

Why is this important?

Shire communities are custodians of Australia's natural, cultural and economic heritage: the Murray River. Our communities look after the health of its creeks, lagoons and forests.

Historically the River and its forests have supported the economic and social wellbeing of the people who live in our region.

Ecologically sensitive development and control of environmental hazards (waste, flood and fire) will continue this tradition and ensure that future generations and tourists enjoy the social, economic and environmental benefits of the River and its forests.

Our landscape is characterised by irrigation, cropping and grazing. Therefore, protecting and conserving the biodiversity of remnant vegetation and the wildlife it supports is critical if we are to retain and preserve the diversity and health of our natural landscapes and the wildlife it supports.

Our built landscape and its impact on our natural and social environment like our natural landscape need future-focused stewardship and management.

Visually attractive communities that embrace their heritage, welcome visitors/tourists and strengthen the social ties that connect people to place are places where people want to live, work, stay and play.

Safe local roads and walkways contribute to community health and wellbeing. Reducing the risks posed to our natural and social environment through accident, injury and the costs associated with moving about our Shire.

Strategic Objectives

- 1.1 Support sustainable use of our natural resources and built landscapes
- 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife
- 1.3 Connect and protect our communities

Actions

- 1.1.1 Coordinate strategic land-use planning
- 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework
- 1.1.3 Enhance the visual amenity, heritage and liveability of our communities

- 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife

- 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning
- 1.3.2 Manage and landfill, recycling and waste disposal

Priority Projects & Initiatives

- Invest in town entrances and the visual amenity of our streetscapes and River foreshore Reserves
- Preserve and further develop the Shire's cultural heritage and local history
- Invest in the maintenance and development of the Shire's network of critical physical infrastructure: levees, roads, stormwater, sewer and waste management facilities

Measuring Progress

- Waste diverted from landfill
- Participation rates in environmental projects
- Value of works planned and undertaken
- Service levels and standards roads
- Condition reporting of critical infrastructure and assets

What our communities can do

- Reduce, re-use and recycle organic and domestic waste
- Use energy and water efficiently
- Plant more trees, control weeds and pests
- Maintain nature strips /private reserves
- Remove graffiti from private property
- Volunteer and support Local Land Services or similar initiatives
- Participate in Development Application and Statutory Planning engagement and participation processes



Strategic Outcome 2

Good government

The development of a Community Strategic Plan establishes a pathway for Councils, other levels of government and our communities and individuals to become engaged and active in planning for the future wellbeing of our communities. Increasing therefore, the transparency of day to day Council operations and Council accountability for how we connect with, and report to our communities. And just as important as the plan, is the process which facilitates partnership, shared resourcing and the development of new opportunities.

Why is this important?

Good government is about making good decisions over time. Decisions which consider that what we do today will impact on future generations. Moreover, those decisions also involve managing associated financial, economic and environmental risks, and the social implications of decision making.

Local government is the level of government that other agencies, state and the federal government look to for localised knowledge, information, allocation of resources, implementation of programs and policies and the maintenance of productive local and regional relationships.

There are also many ways to define corporate governance and good government. Factors that influence good government include:

- Technical and managerial competence
- Strategic and organisational capacity
- Decision making that is reliable and predictable following the rule of law
- Accountability and sustainability
- Transparency and open information systems
- Participation by elected representatives and constituents

In the context of **Berrigan Shire 2027** the Berrigan Shire Council is responsible for:

- Local roads and paths
- Water, sewerage and drainage
- Environmental health
- Animal Control
- Land use planning and development
- Community and library services
- Business and economic development
- Strategic planning
- Council governance, enterprise risk management, financial and business operations

Strategic Objectives

- 2.1 **Berrigan Shire 2027** objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- 2.2 Strengthen strategic relationships and partnerships with community, business and government

Actions

- 2.1.1 Council operations, partnerships and coordination of resources contribute toward the implementation of **Berrigan Shire 2027**
 - 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting
 - 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance
- 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery

Priority Projects & Initiatives

- Fit for the Future Improvement Plan
- Financial Sustainability of Council operations and its capacity to invest in or redevelop community assets e.g.: implementation of the Tocumwal Foreshore Masterplan
- Engaging communities in the implementation of **Berrigan Shire 2027** projects and initiatives
- Participation in regional and cross-border forums and initiatives e.g.: Joint Organisations, Emergency services, etc.

Measuring Progress

- Surveys of community satisfaction
- Internal and External Performance Reporting
- Council Meetings
- Annual Report
- End of Council Term Report

What our communities can do

- Vote at Council elections, attend Council meetings and or write to the Council
- Use Snap, Send and Resolve app – to report and send customer requests to Council
- Be a Council facilities or reserve Committee member
- Participate in community engagement activities, surveys, polls, and or reviews of Council strategies and plans
- Pay their Rates on time or negotiate a payment plan



Strategic Outcome 3

Supported and engaged communities

Supported and engaged communities' welcome new members and value the wellbeing of all residents and the social connections that connect people to each other and place. Community wellbeing is fostered through every day involvement in community activities. Community resources are also equitably used to improve community health, individual wellbeing and to celebrate community creativity and innovation – past, present and future.

Why is this important?

Safe, accessible and inclusive communities are child and older person friendly. Healthy child and youth development is facilitated in communities that are safe, inclusive and welcoming. Lifelong learning, cultural expression and recreational activities provide opportunities for people with a diverse range of interests and backgrounds to become involved and engaged in their local communities – the sharing of their knowledge; skills, resources and experiences enrich and strengthen the social connections that are fundamental to community wellbeing and sustainability.

In previous years the Shire experienced an increasing trend toward more families and young people leaving the Shire. Our public schools and High School reported a decline in enrolments. But we are beginning to see change. In the past two years, a new early years' centre has opened in Finley, and our public schools report an increase in enrolments. And while our communities continue to be older than the many other Australian communities over 30% of our residents are active volunteers and engaged in local clubs or Council Section 355 Committees. Committees charged with the day to day operation of our pools, halls, public reserves and parks.

There is, however, more work to be done as the young people, aged 16 - 25 years who want to stay and who are needed to ensure the sustainability of sporting clubs and recreation facilities continue to find it difficult to do so. Primarily because of poor or limited access to rental accommodation and costs associated with independent living due to the seasonality and casual nature of the jobs available to this age group.

Strategic Objectives

- 3.1 Create safe, friendly and accessible communities
- 3.2 Support community engagement through life-long learning, culture and recreation

Actions

- 3.1.1 Build communities that are home to more families and young people
- 3.1.2 Facilitate all age healthy lifestyles and ageing in place
- 3.1.3 Strengthen the inclusiveness and accessibility of our community
- 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
- 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation
- 3.2.2 Facilitate and partner with local communities in the development of township plans

Priority Projects & Initiatives

- Redevelopment of the Tocomwal Foreshore and its facilities
- Splash Park at Tocomwal
- Support for volunteers
- Market and promote the lifestyle and liveability of our communities
- Planning for an Ageing Population and Disability Inclusion
- Walking / bike trails connecting our towns

Measuring Progress

- Surveys of community satisfaction and safety
- Use of Council libraries, parks, recreation reserves, pools
- Attendance at community events
- School enrolments
- Participation rates
 - Volunteerism
 - Physical Activity
 - Active Transport

What our communities can do

- Promote and participate in community events
- Be a volunteer
- Visit a library
- Use a park
- Look out for each other and welcome new residents
- Initiate, lead or support a town plan project
- Join a club



Strategic Outcome 4

Diverse and resilient business

Local job creation driven by investment in innovation (new products/services) is needed to retain and attract skilled professionals and young people. Rural communities that offer lifestyle and professional opportunities are more successful in attracting and retaining a skilled workforce. A strong local economy is a buffer against globally exposed commodity agribusiness during drought or economic downturn. Tourism is a competitive industry sector with the drivers for growth being: a diverse range of local / regional experiences supported by Destination product development, marketing and promotion.

Why is this important?

Research commissioned by Regional Development Australia – Murray 2010 suggests that targeted investment by business and government in employment growth drivers is needed to create jobs and promote innovation. For example, our transport and storage industries will create more jobs if there is investment in actions that strengthen the advantages of our proximity to transport and freight infrastructure. Construction, health, aged care and community services will also create more jobs if there is investment in centres of excellence, local training and research.

Actions and projects that support collaborative planning shared resourcing, land use controls, water security, Regional Branding and Promotion will promote the conditions needed by local business to invest and leverage the external funding required to realise the potential of national freight infrastructure projects; local innovation and value added agricultural product development. Moreover, our agricultural industry will create more jobs if we leverage growth from regional, state and industry initiatives.

Our lifestyle, climate, existing sporting facilities and proximity to Melbourne presents micro business development opportunities capable of generating high levels of local investment and retained retail, goods and services spending. Similarly, Tourist or Visitor Economy initiatives offering an all-inclusive experience or series of experiences that can be accessed from a central base, will in a competitive market increase the attractiveness of the Murray Region as a Destination and encourage visitors to stay longer.

Strategic Objectives

- 4.1 Strengthen and diversify the local economy and invest in local job creation and innovation
- 4.2 Diversify and promote local tourism
- 4.3 Connect local, regional and national road and rail infrastructure and networks

Actions

- 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs
- 4.1.2 Support local enterprise through local economic and industry development initiatives and projects
- 4.2.1 Implement the Berrigan Shire Tourism Strategy
- 4.2.2 Partner with regional Tourism Boards (Murray Regional Tourism Board or similar)
- 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

Priority Projects & Initiatives

- Investment in the infrastructure needed to drive jobs growth in the Visitor Economy e.g.:
Redevelopment of the Tocumwal Foreshore
- Development of Shire's regional and freight and industry infrastructure – Tocumwal Intermodal Facility and Tocumwal Aerodrome
- Truck Parking – all towns
- Upgrade of National Highway 39 to Tocumwal

Measuring Progress

- Business confidence surveys
- Industry and Employment data
- Visitor numbers
- Regional Competiveness Index Ranking

What our communities/business can do

- Buy local and re-spend locally – stop funds leaking out of our communities
- Business increase your buying power – form a local and bulk buying group
- Pay local suppliers 'on time'
- Invest in regional marketing and promotion
- Lobby government for equitable access to energy infrastructure

How we are contributing to NSW State and Regional Plans

NSW 2021 State Plan	Regional Plans Relevant to Berrigan Shire 2027 Outcomes	Berrigan Shire 2027 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
Local Environment and Communities	RAMROC Regional Waste Strategy 2014 - 2020 Local Land Services Murray Strategic Plan 2016 - 2021 Draft Riverina Murray Regional Plan 2016 Murrumbidgee- Murray Regional Transport Plan 2013 NSW Long Term Transport Master Plan Murray- Murrumbidgee Region	1.0 Sustainable natural and built landscapes	% of Waste Diverted from Landfill	Source: Council	70% or NSW Waste Plan Target
Accountability to Government	Office of Local Government – Strengthening Local Government	2.0 Good Government	Resident and Business Overall Satisfaction Rating BSC	Nexus Research (2015) BSC 2015 Satisfaction Survey 2015 – Residents 6.45 2015 – Business 6.48	No reduction Resident & Business Satisfaction in mean rating BSC 2019

NSW 2021 State Plan	Regional Plans Relevant to Berrigan Shire 2027 Outcomes	Berrigan Shire 2027 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
Quality Services	Murrumbidgee Local Health District Strategic Plan 2016 - 2021 State Library NSW Strategic Plan 2015 - 2019	3.0 Supported and Engaged Communities	Combined SEIFA (Advantage / Disadvantage)	SEIFA (ABS) 2011 938	Net increase in SEIFA 2016 (Advantage/ Disadvantage Score)
Rebuild the Economy	NSW Dept. Primary Industries Strategic Plan 2015 - 2019 NSW Freight and Ports Strategy (2013) Murray Regional Tourism Strategic Plan 2015 - 2020	4.0 Diverse and Resilient Business	Regional Institute Australia (LGA) Competitiveness Index rating (CI)	Regional Institute Australia (2014) CI – Berrigan Shire 315 out of 500	2020 No decrease in Regional Institute CI rating