



Berrigan Shire
Community
STRATEGIC PLAN
2040



BERRIGAN SHIRE, CREATE YOUR

tuture.

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Acknowledgement of country

Berrigan Shire Council acknowledges the Traditional Custodians of the lands on which we live and thrive. We pay our respects to their elders; past, present and emerging. The peoples of these great Nations, their spirits and ancestors will always remain with our waterways and lands.

Contact us

Please contact Council with any enquiries regarding the Berrigan Shire Community Strategic Plan 2040:

📞 **Phone:** (03) 5888 5100

✉️ **Email:** mail@berriganshire.nsw.gov.au

Message from the *Mayor*



Cr Julia Cornwell McKean
Mayor, Berrigan Shire Council

On behalf of Berrigan Shire Council, I am pleased to share the Berrigan Shire Community Strategic Plan 2040 (CSP) with you. The CSP outlines our shared vision for the Berrigan Shire's future.

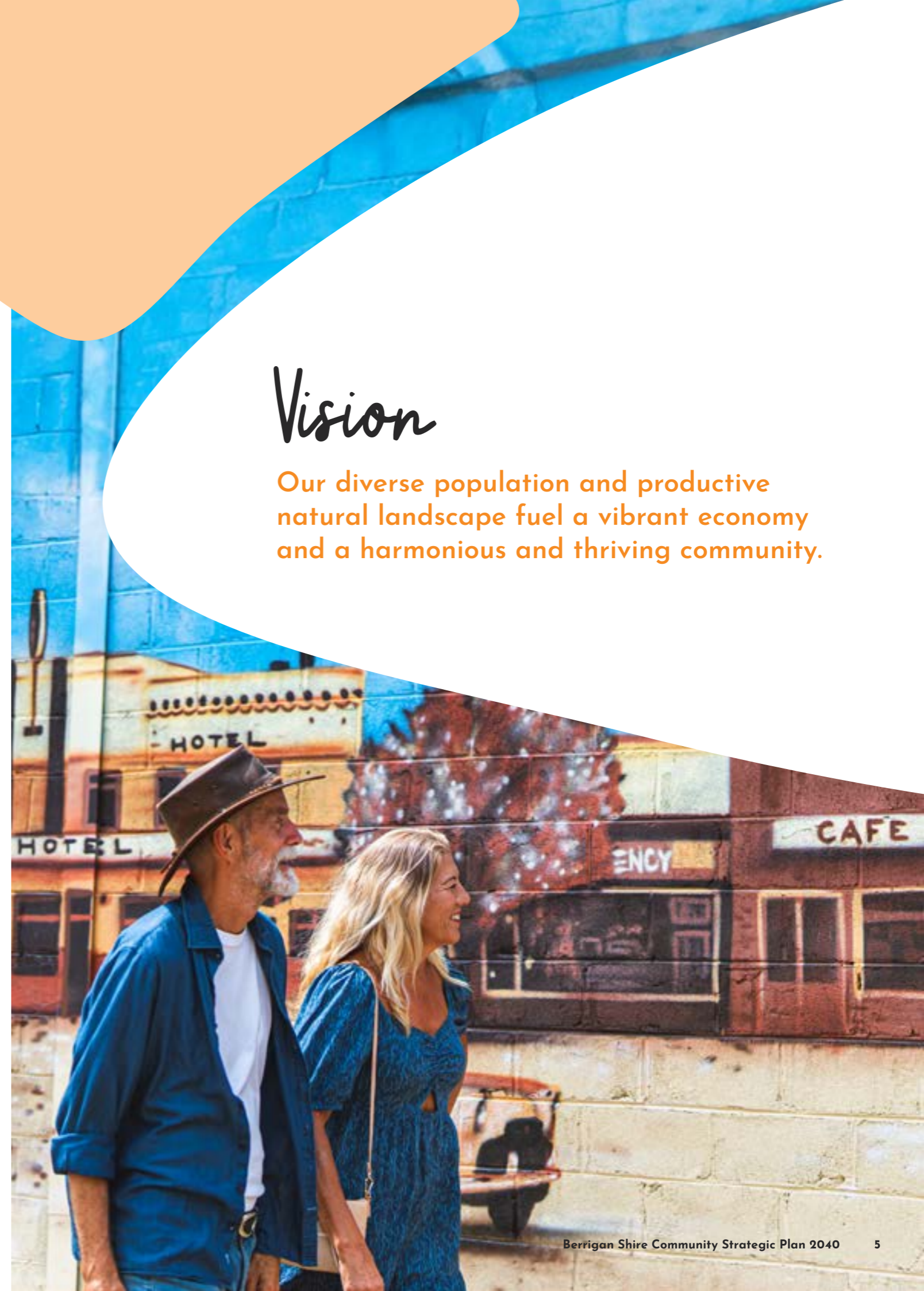
We've undertaken extensive community consultation to develop this plan. This plan recognises the vital role Council plays in achieving the aspirations set out in the CSP. However, we also acknowledge that it will take working collaboratively with state agencies, businesses, industry groups, community groups and individuals to make them happen.

The ongoing impacts of significant floods and the COVID-19 pandemic have challenged Berrigan Shire, reshaping our community's landscape and priorities. Despite these hurdles, our commitment to the future vision of our area remains unwavering. This plan highlights the partnerships, advocacy and coordination with other tiers of government to help ensure everyone in our community thrives into the future.

I extend my heartfelt thanks to the more than 740 community members who engaged with us, sharing valuable insights into the challenges, opportunities, and priorities facing our area. Your input is instrumental in the continuous evolution of our Community Strategic Plan, ensuring it reflects the diverse needs and aspirations of our community.

Vision

Our diverse population and productive natural landscape fuel a vibrant economy and a harmonious and thriving community.



Our plan

About our plan

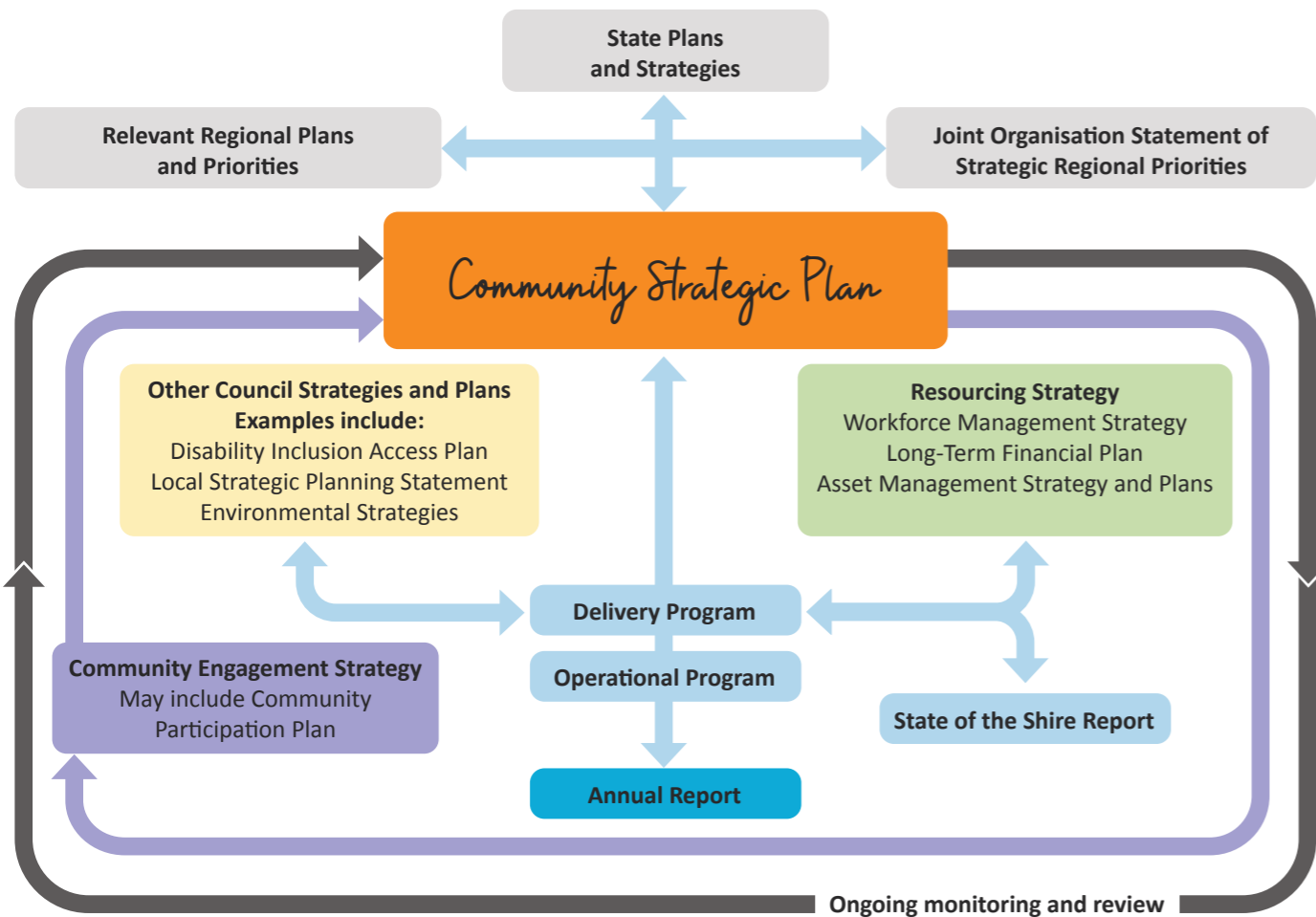
The Berrigan Shire Community Strategic Plan 2040 (CSP) documents the aspirations and priorities of our community. It sets out a long-term vision for the shire to 2040 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not a council plan. Berrigan Shire Council has a lead role in preparing the CSP; however, many other external agencies and stakeholders also contribute to achieving the vision and strategic priorities.

Integrated Planning and Reporting Framework

An integrated approach to planning and reporting is required under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. The Community Strategic Plan is based on the social justice principles of equity, access, participation and rights.



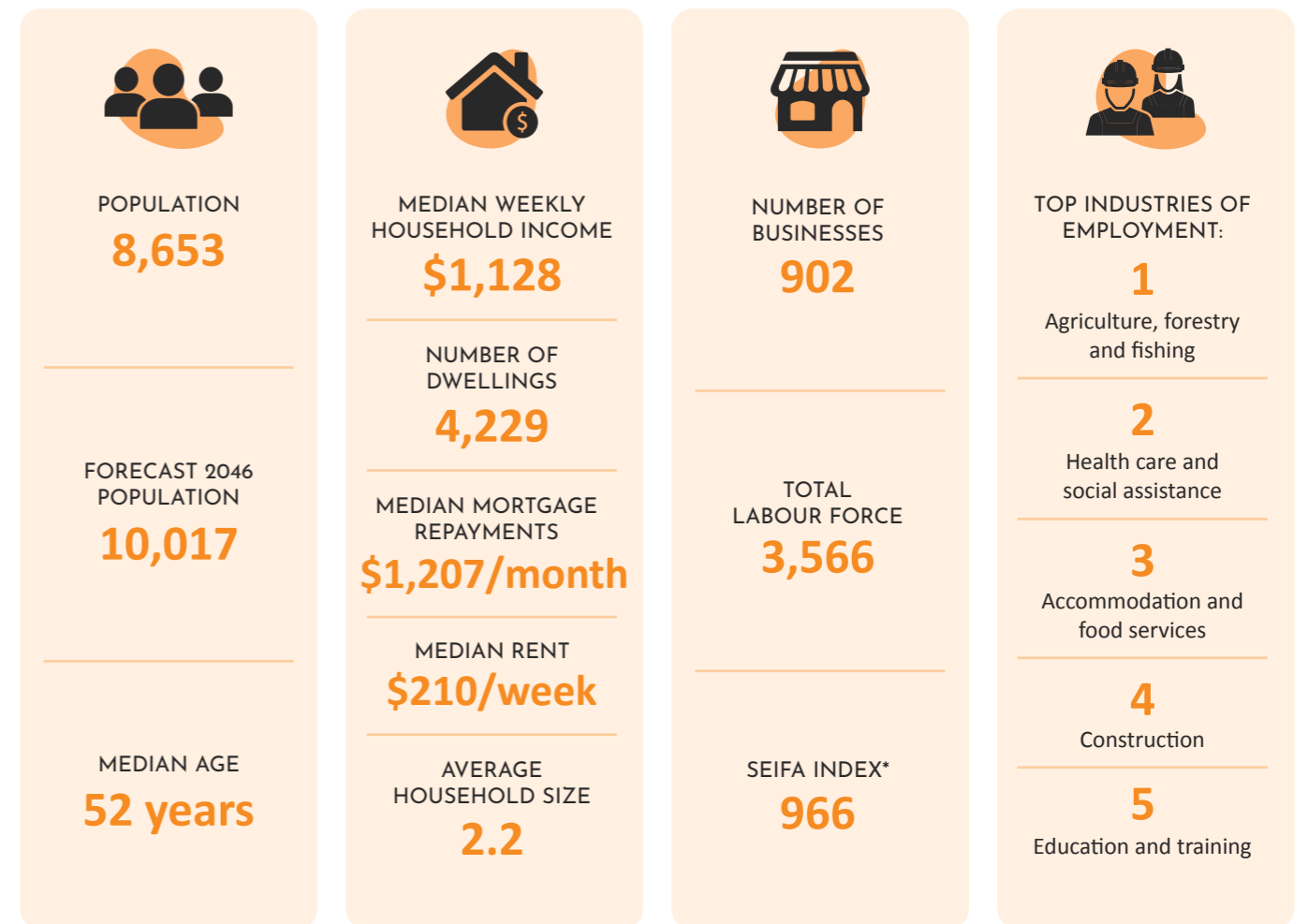
Source: Office of Local Government NSW (2021).

Our community

The Berrigan Shire is located in the south-western region of New South Wales. Bordering Victoria with the Murray River as its natural divide, the shire is a 3.5-hour drive north of Melbourne. Home to over 8,600 people, the Shire is expected to grow to a population of 10,000 by 2046, through natural increase and migration.

Berrigan Shire is distinguished by its spectacular natural environment and rich agricultural lands. Anchoring this rural landscape are the towns of Barooga, Berrigan, Finley, and Tocumwal—each a hub of community life, local business, and leisure activities. The local economy thrives on diverse sectors such as agriculture, healthcare, construction, and education, underpinning a robust tourism sector that draws visitors to this scenic part of Australia.

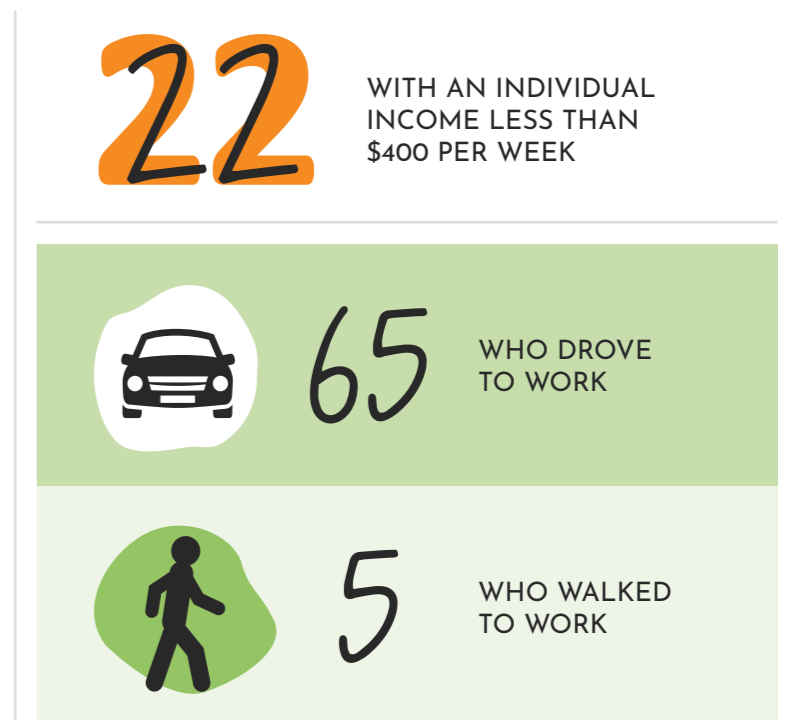
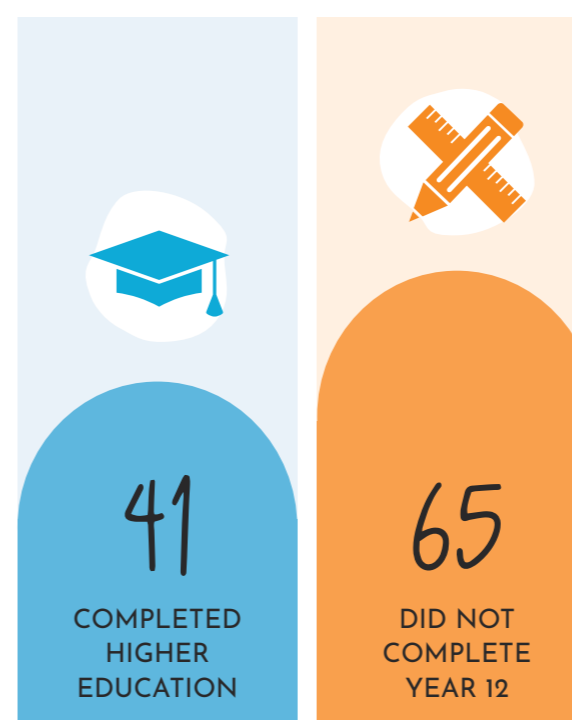
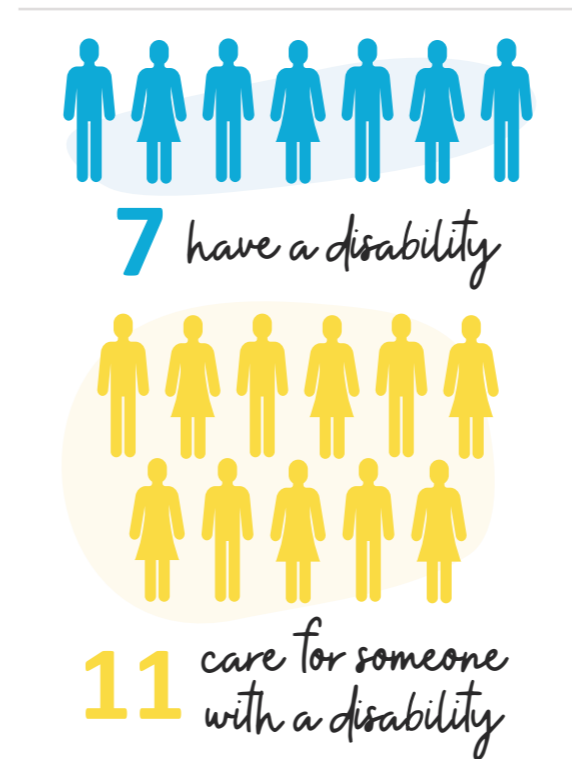
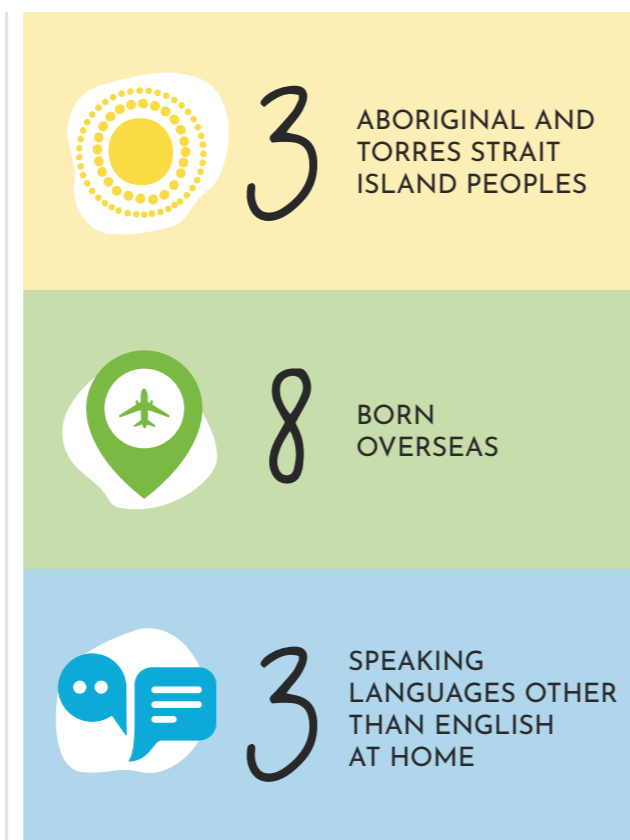
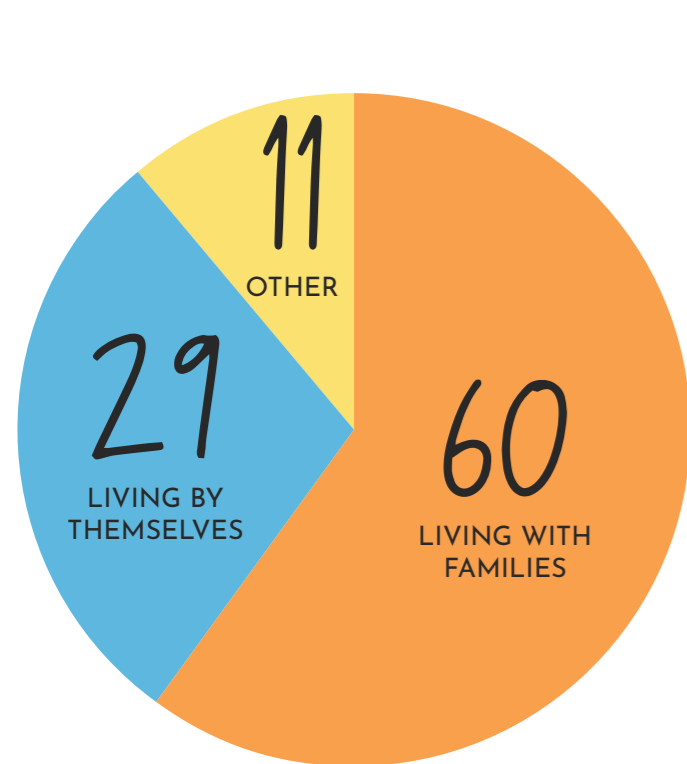
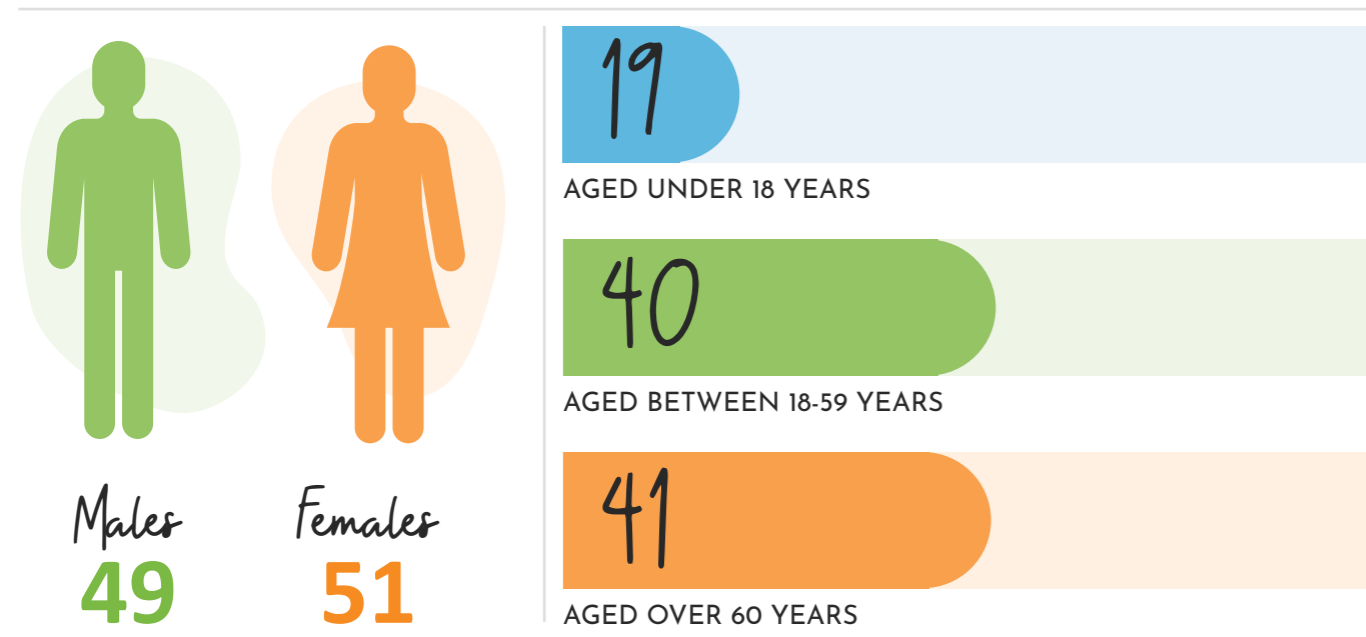
Key stats



Source: Profile.id. Economy.id. ABS Census 2020. NSW Health stats. NSW Population Health Survey.

Our community

If Berrigan Shire consisted of 100 people, there would be:



Source: Profile.id. Economy.id. ABS Census 2020. NSW Health stats. NSW Population Health Survey.

Community engagement

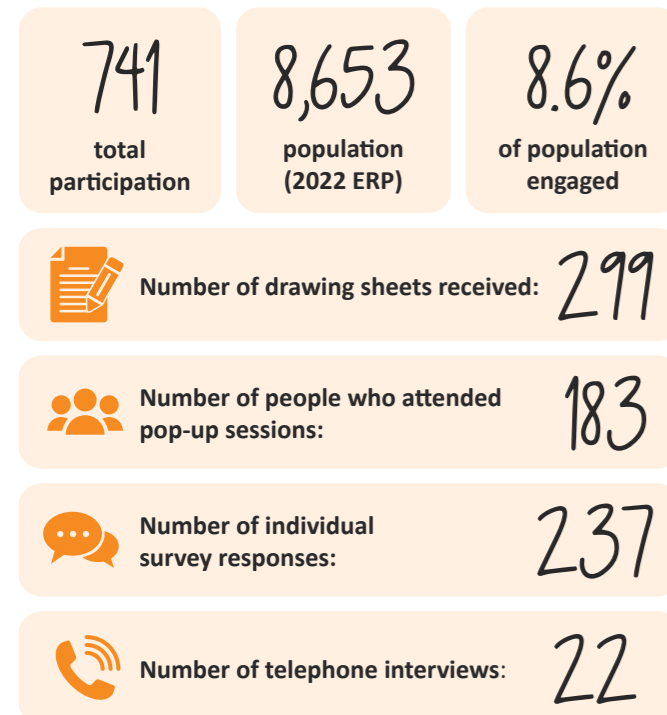


Participation

Over 740 people from Berrigan Shire participated in the Berrigan Shire 2040 Stage 1 engagement from 15 November 2023 to 15 January 2024. The community's people contributed their thoughts and opinions through an online survey, drawing sheets, pop-up sessions, and telephone interviews.

What we asked

1. What makes your community a great place to live?
2. What do you think are the main challenges facing your community?
3. What have you seen in another area/shire that you think would work well in your community?
4. What is one thing you would like to see achieved in your community in the next ten years?
5. What services or projects should be prioritised for the shire?



Strengths

In planning for Berrigan Shire's future, a strengths-based approach revealed the community's cherished aspects. The relaxed and safe lifestyle, enhanced by the area's family-friendly atmosphere and ideal location, was highly valued. The rich culture and strong community spirit, underpinned by a close-knit social fabric and a celebration of arts and heritage, stood out. The beauty of the natural environment, especially the cherished Murray River and Finley Lake, along with plentiful outdoor recreation and leisure opportunities, was also celebrated as a cornerstone of life in the Shire.

Challenges

Community feedback has identified several challenges within the Berrigan Shire. The rising cost of living is a concern, with increases in the prices of groceries, utilities, and the stress associated with rentals and mortgages. Infrastructure needs are pressing, particularly regarding water management and the maintenance of roads and footpaths. There's a crucial need to retain and support the youth through employment, training, and engaging services. Additionally, the housing market poses challenges in terms of supply, availability, diversity, and affordability, affecting the Shire's ability to attract and retain residents.



What is important to you

Participants told us that our shire could be enhanced through:

1. **Economic growth:** Tourism, job availability, industrial land availability, improved retail mix, access to qualified staff, better night economy.
2. **Sports and recreation:** Splash parks and improved aquatic facilities, dog-friendly spaces, playgrounds, sports facilities and skateparks.
3. **Infrastructure:** Improved roads and stormwater management, agricultural water supply, better wi-fi and mobile, and waste management.
4. **More activities and events:** Events and festivals, indoor attractions, entertainment, Aboriginal culture, and public art.
5. **Parks and green open spaces:** Murray River access and amenities, Finley Lake upgrade, parks and gardens, paths, more trees and shade.
6. **Services:** Health services and facilities, public and community transport, mental health services, aged care, childcare, police presence.
7. **Housing for all:** Diverse housing available for affordable prices, land supply, better quality housing and better planned new communities.
8. **Beautification:** Beautified streetscapes and townships.
9. **Education and training:** More tertiary education opportunities, and more schools.

Services and projects to prioritise

People who participated in the engagement indicated they would like the Council to prioritise health services, business and industry attraction, event delivery, improved internet and mobile, housing affordability and availability, aged and disability services, tourism and visitors, roads and parking, recreation management, and business support.

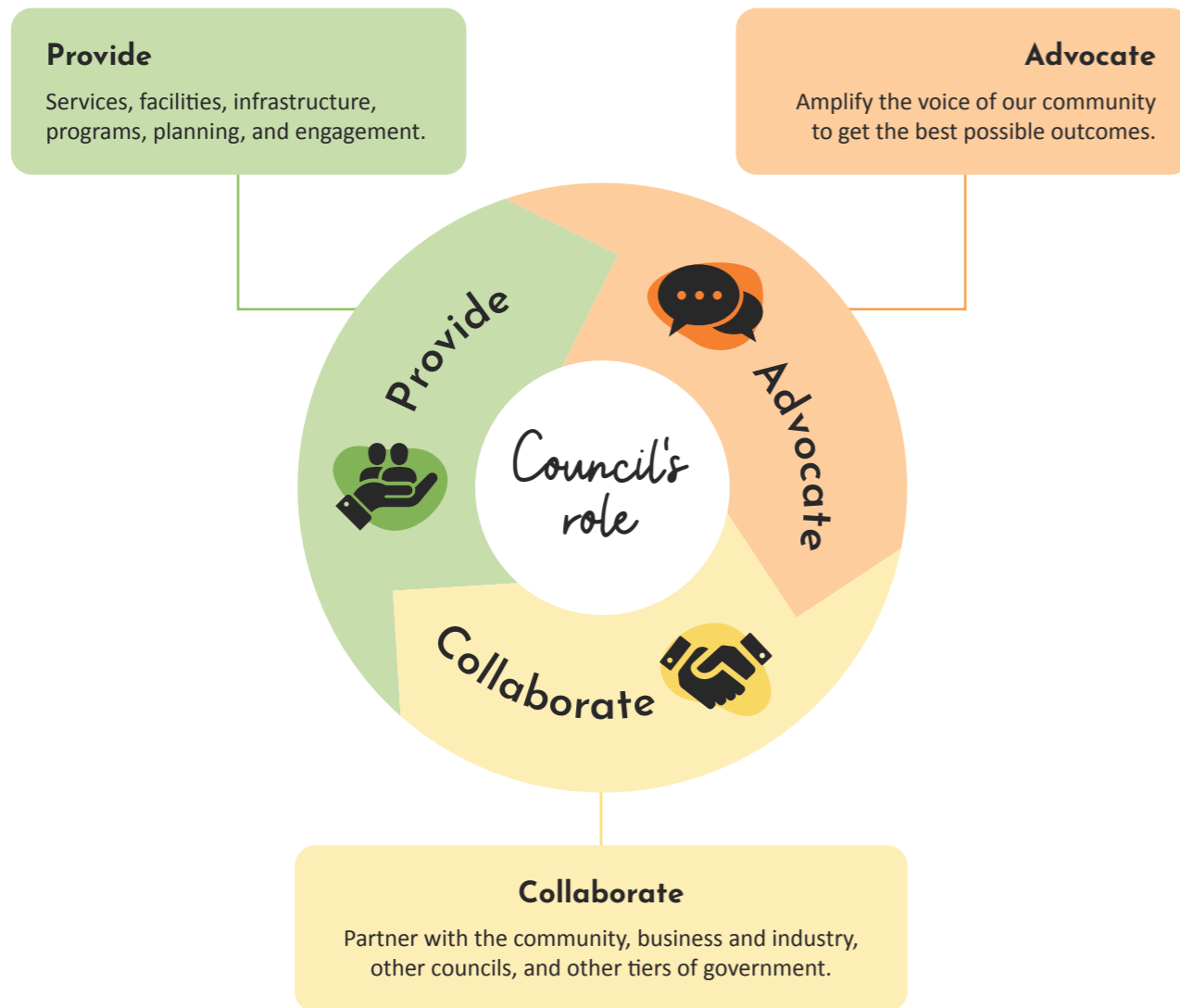
More to do for families, make our town worth visiting."

Council's role

Council is committed to understanding the community's priorities, concerns and needs in critical services, facilities and programs.

Whilst Berrigan Shire Council takes the lead as the preparer and custodian of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:



United Nations Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy. The goals include:



Source: United Nations - Sustainable Development Goals (<https://sdgs.un.org>).

Vision

Our diverse population and productive natural landscape fuel a vibrant economy and a harmonious and thriving community.

Council's role

Provide

Services, facilities, infrastructure, programs, planning, and engagement.



Advocate

Amplify the voice of our community to get the best possible outcomes.



Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.



CO. Our community

An inclusive, resilient community with a strong sense of belonging and pride.

We're healthy and well with equitable access to services.

- CO.1** Deliver initiatives, facilities and services to advance health and wellbeing priorities.
- CO.2** Strengthen community safety and disaster resilience.
- CO.3** Support recreation, sporting and health pursuits.

We have a vibrant, inclusive, and creative community life.

- CO.4** Respect, promote and celebrate our heritage, identity, diversity, and culture.
- CO.5** Acknowledge and embed Aboriginal culture and stories within our community.
- CO.6** Support young people to be empowered and resilient and to stay in our shire.
- CO.7** Our community groups are supported.

EC. Our economy

A resilient and prosperous economy that supports employment and learning opportunities.

An economy characterised by growth, diversification, and a skilled workforce.

- EC.1** Encourage and support projects that diversify the economic base and provide local jobs.
- EC.2** Attract new local employment opportunities across the area.
- EC.3** Ensure sufficient and appropriate land is zoned for business and industrial purposes.
- EC.4** Advocate for accessible education, training, and employment pathways.
- EC.5** Support existing businesses to adapt and respond to economic shocks.

A destination with a strong tourism sector and a resilient, innovative agricultural industry.

- EC.6** Develop and promote local attractions and experiences.
- EC.7** Market the shire as a tourist destination, highlighting the unique rural character, natural environment, culture, and lifestyle.
- EC.8** Foster a diverse, adaptive and innovative agricultural industry.

EN. Our environment

Our natural assets are protected and enhanced for future generations.

Our environment and natural habitats are protected, and biodiversity thrives.

- EN.1** Protect and enhance biodiversity, including our natural environment, waterways, native flora and fauna.
- EN.2** Enhance public access and amenities at natural attractions like the Murray River and Finley Lake.

We work together to reduce our shire's carbon footprint.

- EN.3** Mitigate the impacts of climate change through renewable energy and water conservation measures and encourage sustainable living.

Robust planning systems support the liveability of our shire.

- EN.4** Our rural character and heritage assets are protected and maintained.
- EN.5** Plan for the availability of diverse and affordable housing.
- EN.6** Our public spaces and residential developments are designed to support health, safety, and connection.
- EN.7** Developers provide positive social and environmental contributions.

IN. Our infrastructure

Reliable and efficient infrastructure that meets the growing needs of our community.

We can move through our shire, and to other places with ease.

- IN.1** Improve the road network to ensure safety, and connectivity.
- IN.2** Improve public and community transport options to enhance access for all residents.

Our hidden infrastructure works and meets the needs of our community.

- IN.3** Strive to deliver best practice waste, water, sewerage and stormwater.
- IN.4** Advocate for better internet and telecommunications infrastructure services.

Our community facilities are planned to meet community needs and enhance social connection.

- IN.5** Community facilities are planned and maintained to meet the needs of our growing population and promote maximum use.
- IN.6** Community pride is encouraged through the beautification and maintenance of our towns.

CL. Our civic leadership

Transparent and responsible leadership that actively engages with and serves the community's interests.

The community is serviced in an effective, financially sustainable and responsible manner.

- CL.1** Improve Council processes to make doing business with Council easier.
- CL.2** Manage people, assets, resources, and risks responsibly to support the Council's ongoing viability and maximise value for money for ratepayers.

Our community is informed and engaged in decision-making.

- CL.3** Enhance communication channels between the council and residents.
- CL.4** Strengthen community engagement and participation in decision-making.

A community where collaborative efforts enhance development and service delivery.

- CL.5** Build partnerships with state agencies, businesses, and non-profits.
- CL.6** Secure funding and resources for projects and services.
- CL.7** Actively participate in regional bodies to advance shared action for our region.

Strategic plan

The Berrigan Shire CSP consists of five themes and strategic objectives:



CO. Our community
An inclusive, resilient community with a strong sense of belonging and pride.



EC. Our economy
A resilient and prosperous economy that supports employment and learning opportunities.



EN. Our environment
Our natural assets are protected and enhanced for future generations.



IN. Our infrastructure
Reliable and efficient infrastructure that meets the growing needs of our community.



CL. Our civic leadership
Transparent and responsible leadership that actively engages with and serves the community's interests.

Each Plan theme outlines strategic objectives based on community feedback, envisages where we want to be, how we will get there, Council's role, essential partners and collaborators and measures to track progress.

Many state and regional plans were considered when developing this Community Strategic Plan. These included:

Commonwealth

- Regions 2030 Unlocking Opportunity

NSW State

- State Plan NSW 2021
- 20 Year Economic Vision for Regional NSW
- Climate Change Policy Framework
- Future Energy Strategy: Future Transport 2056
- Staying Ahead: State Infrastructure Strategy 2022-2042
- Visitor Economy Strategy 2030
- Future Health 2032
- Aboriginal Mental Health and Wellbeing Strategy 2020-2025
- Healthy, Safe and Well: A Strategic Health Plan for Children, Young People and Families 2014-24

Regional

- Riverina Murray Regional Plan 2041
- Murray Regional Economic Development Strategy 2023 Update
- Murray Region Destination Management Plan 2023
- RAMJO Statement of Strategic Priorities 2022
- RDA Murray Strategic Regional Plan 2022

Our community

An inclusive, resilient community with a strong sense of belonging and pride.



Related Sustainable Development Goals



Table 1. Our community plan

Strategic objectives	Council's role	Strategies	Our partners
We're healthy and well with equitable access to services.	Advocate	CO.1 Deliver initiatives, facilities and services to advance health and wellbeing priorities.	<ul style="list-style-type: none"> Commonwealth Government NSW Government Health providers Community service providers Emergency services Community and sporting groups
	Advocate	CO.2 Strengthen community safety and disaster resilience.	
	Collaborate	CO.3 Support recreation, sporting and health pursuits.	
	Provide Collaborate		
We have a vibrant, inclusive, and creative community life.	Provide	CO.4 Respect, promote and celebrate our heritage, identity, diversity, and culture.	<ul style="list-style-type: none"> Traditional Owners and First Nations people Artists Community members Community groups
	Collaborate	CO.5 Acknowledge and embed Aboriginal culture and stories within our community.	
	Collaborate	CO.6 Support young people to be empowered and resilient and to stay in our shire.	
	Advocate	CO.7 Our community groups are supported.	
	Collaborate		

"We need people to grow our population to sustain businesses, to field sporting teams, to encourage and retain services, to encourage the visitor economy."

More services for those with mental health issues."

Measures

Table 2. Our community measures

Measure	Source	At start of plan	Desired change
Satisfaction with feeling part of your community	• University of Canberra Regional Wellbeing Survey 2021	78.8	↑
Satisfaction with how safe you feel	• University of Canberra Regional Wellbeing Survey 2021	90.0	↑
Sense of belonging	• University of Canberra Regional Wellbeing Survey 2021	6.0	↑
Access to health and education	• University of Canberra Regional Wellbeing Survey 2021	3.9	↑
Crime and safety in the local community	• University of Canberra Regional Wellbeing Survey 2021	3.5	↓
Index of Relative Socio-Economic Advantage and Disadvantage	• SEIFA Index	927	↑

Berrigan Shire Council's supporting documents, plans or strategies

- Active Ageing and Disability Inclusion Strategy and Action Plan 2022-2026
- Adverse Events Plan 2020
- Children's, Young People and Families Strategy 2020-2024
- Library Strategy 2021-2025
- Reflect Reconciliation Action Plan 2023-24



Our economy

A resilient and prosperous economy that supports employment and learning opportunities.

Related Sustainable Development Goals



Table 3. Our economy plan

Strategic objectives	Council's role	Strategies	Our partners
An economy characterised by growth, diversification, and a skilled workforce.	Collaborate	EC.1 Encourage and support projects that diversify the economic base and provide local jobs.	<ul style="list-style-type: none"> Business and industry Education and training providers
	Advocate	EC.2 Attract new local employment opportunities across the area.	
	Collaborate		
	Provide	EC.3 Ensure sufficient and appropriate land is zoned for business and industrial purposes.	
	Advocate	EC.4 Advocate for accessible education, training, and employment pathways.	
A destination with a strong tourism sector and a resilient, innovative agricultural industry.	Collaborate	EC.5 Support existing businesses to adapt and respond to economic shocks.	<ul style="list-style-type: none"> Business and industry RAMJO RDA Murray Tourism bodies
	Provide	EC.6 Develop and promote local attractions and experiences.	
	Collaborate		
	Provide	EC.7 Market the shire as a tourist destination, highlighting the unique rural character, natural environment, culture, and lifestyle.	
	Advocate	EC.8 Foster a diverse, adaptive and innovative agricultural industry.	
	Collaborate		

There's a nice balance between the quiet and peaceful times in the year, and the busy touristy season."

More industrial land will encourage business to the area and importantly create employment within the Shire."

Measures

Table 4. Our economy measures

Measure	Source	At start of plan	Desired change
Number of active registered businesses	<ul style="list-style-type: none"> Economy id (ABS 2022 data) 	902	↑
Local jobs	<ul style="list-style-type: none"> Economy id (NIEIR 2022 data) 	3,000	↑
Unemployment rate	<ul style="list-style-type: none"> Economy id (ABS cat 6202.0 June 2023 data) 	3.1%	↓
Domestic visitor nights	<ul style="list-style-type: none"> Economy id (Tourism Research Australia 2018/19 data) 	475,807	↑

Berrigan Shire Council's supporting documents, plans or strategies

- Economic and Industry Development Strategy 2017-2021
- Sports Tourism Strategy 2012
- Strategy for the Visitor Economy 2022-2026



Our environment

Our natural assets are protected and enhanced for future generations.



Related Sustainable Development Goals



Table 5. Our environment plan

Strategic objectives	Council's role	Strategies	Our partners
Our environment and natural habitats are protected, and biodiversity thrives.	<ul style="list-style-type: none"> Provide Collaborate 	EN.1 Protect and enhance biodiversity, including our natural environment, waterways, native flora and fauna.	<ul style="list-style-type: none"> NSW state government Water authorities Community groups
	<ul style="list-style-type: none"> Provide Collaborate 	EN.2 Enhance public access and amenities at natural attractions like the Murray River and Finley Lake.	
We work together to reduce our shire's carbon footprint.	<ul style="list-style-type: none"> Advocate Collaborate 	EN.3 Mitigate the impacts of climate change through renewable energy and water conservation measures and encourage sustainable living.	<ul style="list-style-type: none"> Community groups
Robust planning systems support the liveability of our shire.	<ul style="list-style-type: none"> Provide Collaborate 	EN.4 Our rural character and heritage assets are protected and maintained.	<ul style="list-style-type: none"> NSW Government Housing providers Developers Community members
	<ul style="list-style-type: none"> Provide Collaborate 	EN.5 Plan for the availability of diverse and affordable housing.	
	<ul style="list-style-type: none"> Provide Collaborate 	EN.6 Our public spaces and residential developments are designed to support health, safety, and connection.	
	<ul style="list-style-type: none"> Advocate 	EN.7 Developers provide positive social and environmental contributions.	

"The Murray River is our lifeforce."

Flexibility for land sizes for people to buy build and live in to attract younger people."

Measures

Table 6. Our environment measures

Measure	Source	At start of plan	Desired change
Landscape and aesthetics	<ul style="list-style-type: none"> University of Canberra Regional Wellbeing Survey 2021 	5.9	↑
I like the environment and surrounds I live in	<ul style="list-style-type: none"> University of Canberra Regional Wellbeing Survey 2021 	6.4	↑
Perceived environmental health	<ul style="list-style-type: none"> University of Canberra Regional Wellbeing Survey 2021 	3.4	↑
Number of boil water alerts issued to the community	<ul style="list-style-type: none"> Council data 	0	●

Berrigan Shire Council's supporting documents, plans or strategies

- Biosecurity and Weed Management Plan
- Climate Change Adaptation Plan 2023
- Energy Strategy 2021
- Local Environmental Plan
- Local Strategic Planning Statement 2020-2040
- Town Masterplans for Barooga, Berrigan, Finley and Tocumwal



Our infrastructure

Reliable and efficient infrastructure that meets the growing needs of our community.



Related Sustainable Development Goals



Table 7. Our infrastructure plan

Strategic objectives	Council's role	Strategies	Our partners
We can move through our shire, and to other places with ease.	Provide	IN.1 Improve the road network to ensure safety, and connectivity.	<ul style="list-style-type: none"> NSW Government Transport providers
	Advocate	IN.2 Improve public and community transport options to enhance access for all residents.	
Our hidden infrastructure works and meets the needs of our community.	Provide	IN.3 Strive to deliver best practice waste, water, sewerage and stormwater.	<ul style="list-style-type: none"> NSW Government Business and industry Water authorities Telecommunications providers
	Advocate	IN.4 Advocate for better internet and telecommunications infrastructure services.	
Our community facilities are planned to meet community needs and enhance social connection.	Provide	IN.5 Community facilities are planned and maintained to meet the needs of our growing population and promote maximum use.	<ul style="list-style-type: none"> Commonwealth Government NSW State Government Community groups
	Collaborate		
	Provide	IN.6 Community pride is encouraged through the beautification and maintenance of our towns.	
	Collaborate		

"Better transport options for our elderly."

All towns joined together with bike and walking tracks."

Measures

Table 8. Our infrastructure measures

Measure	Source	At start of plan	Desired change
Access to mobile phone reception	<ul style="list-style-type: none"> University of Canberra Regional Wellbeing Survey 2021 	3.8	↑
Access to high speed, reliable internet	<ul style="list-style-type: none"> University of Canberra Regional Wellbeing Survey 2021 	3.6	↑
Access to public transport	<ul style="list-style-type: none"> University of Canberra Regional Wellbeing Survey 2021 	1.6	↑
Kilometers of sealed road work	<ul style="list-style-type: none"> Council data 	30.97km	↑

Berrigan Shire Council's supporting documents, plans or strategies

- Asset Management Strategy 2023-2033
- Pedestrian Access and Mobility Plan
- Sewerage System Asset Management Plan
- Stormwater Asset Management Plan
- Transport Asset Management Plan
- Water Supply Network Asset Management Plan



Our civic leadership

Transparent and responsible leadership that actively engages with and serves the community's interests.



Related Sustainable Development Goals



Table 9. Our civic leadership plan

Strategic objectives	Council's role	Strategies	Our partners
The community is serviced in an effective, financially sustainable and responsible manner.	Provide	CL.1 Improve Council processes to make doing business with Council easier.	<ul style="list-style-type: none"> NSW Government Community members
	Provide	CL.2 Manage people, assets, resources, and risks responsibly to support the Council's ongoing viability and maximise value for money for ratepayers.	
Our community is informed and engaged in decision-making.	Provide	CL.3 Enhance communication channels between the council and residents.	<ul style="list-style-type: none"> NSW Government Community members
	Provide	CL.4 Strengthen community engagement and participation in decision-making.	
	Collaborate		
A community where collaborative efforts enhance development and service delivery.	Provide	CL.5 Build partnerships with state agencies, businesses, and non-profits.	<ul style="list-style-type: none"> NSW Government RDA Murray RAMJO Community members
	Collaborate		
	Provide	CL.6 Secure funding and resources for projects and services.	
	Collaborate		
	Provide		
Collaborate			

"Less red tape and more productivity."

"Stability and being able to speak to people about our needs."

Measures

Table 10. Our civic leadership measures

Measure	Source	At start of plan	Desired change
Having a say and being heard	<ul style="list-style-type: none"> University of Canberra Regional Wellbeing Survey 2021 	5.1	↑
Percentage of Council revenue received from grants and contributions	<ul style="list-style-type: none"> Council data 	52.73%	↓

Berrigan Shire Council's supporting documents, plans or strategies

- Communication Strategy 2021-2027
- Delivery Program
- Financial Strategy 2021
- Information and Communications Technology Strategy 2019-2024
- Long Term Financial Plan 2022-2032
- Risk Management Strategic Plan
- Workforce Development Plan 2022-2026

Acknowledgements

The Berrigan Shire Community Strategic Plan 2040 has been developed in partnership with the Berrigan Shire Council and Projectura.

Berrigan Shire Council wish to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.

Your Councillors



Julia Cornwell McKean
Mayor



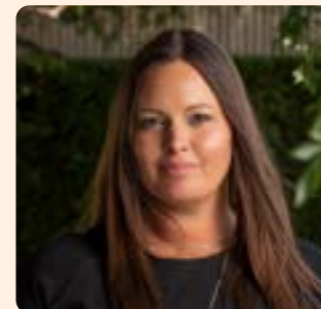
Carly Marriott
Deputy Mayor



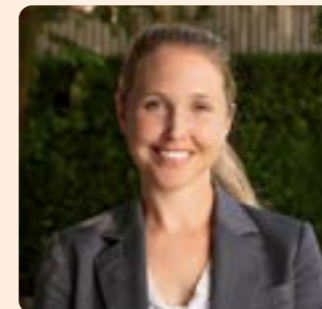
Ted Hatty
Councillor



Matthew Hannan
Councillor



Renee Paine
Councillor



Sarah McNaught
Councillor




Roger Reynoldson
Councillor



John Taylor
Councillor



Berrigan Shire Council

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