



56 CHANTER STREET, BERRIGAN NSW 2712

EOI01-23-24

EXPRESSION OF INTEREST

FOR

**Community Strategic Plan
Berrigan Shire Council**

EOI CLOSES: 5:00PM, 6th September 2023

Reference:	EXPRESSION OF INTEREST (EOI)
EOI Number:	EOI01-23-24
EOI Title:	Community Strategic Plan – Berrigan Shire Council
Process Co-ordinator:	<p>Primary Process Co-ordinator Contact: Emma McQueen Phone: 03 5885 1000</p> <p>Secondary Process Co-ordinators Contact: Keelan McDonald Phone: 03 5885 1000 Contact: Matthew Hansen Phone: 03 5885 1000</p>
EOI Lodgement Closing Time:	5:00pm, 6 September, 2023
Address for Delivery:	<p>To be received by email, mail or in person at: Berrigan Shire Council 56 Chanter Street BERRIGAN NSW 2712 mail@berriganshire.nsw.gov.au or via Vendor Panel</p>

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SECTION 1 – EOI Overview and Scope

1.1 Definitions

Below is a summary of the key terms used in this EOI.

“CSP”	Community Strategic Plan
“EOI”	Expression of Interest
“EOI Rules”	The rules by which this EOI process is governed as stated in the content of the document.
“Berrigan Shire Council” or “Council”	The issuer of this Expression of Interest.
“Response”	An Expression of Interest submitted by the Respondent in response to this Invitation for Expressions of Interest.
“Respondent”	A party that participates in this EOI (whether or not the person submits an EOI Response).
Contact Officer(s)”	<p>Emma McQueen: Integrated Planning Reporting and Improvement Officer Executive Assistant: Keelan McDonald Deputy Chief Executive Officer: Matthew Hansen</p> <p>Integrated Planning Reporting and Improvement Officer BERRIGAN SHIRE COUNCIL 56 Chanter Street BERRIGAN NSW 2712 Phone: 03 5888 5100 Email mail@berriganshire.nsw.gov.au</p>

1.2 Introduction

Berrigan Shire Council invites suitably qualified Supplier to submit an Expression of Interest (EOI) for the provision of a Community Strategic Plan to Council upon the conditions detailed in this EOI. This EOI is conducted in accordance with the requirements of Council’s Procurement Policy.

The Contract is a lump sum with a fixed budget of \$40,000.

Please include cost of all project deliverables within the quote that fits both within the budget and outside the quote.

All work performed within scope, shall be in accordance with the EOI documents as defined hereunder.

The Contract will be governed by the conditions of Contract for Supply of Professional Services.

1.3 Local Information

Berrigan Shire

Berrigan Shire (estimated pop 8,657) 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. It should be noted that current forecasts for the Shire in general estimate the population will increase by approximately 7.96% in the period 2023 to 2036.*

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 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, Saverlake) of the neighbouring LGAs of Edward River, Murrumbidgee and Federation Councils.

**information sourced from id.data on 08 August 2023*

Tocumwal

Tocumwal is the largest town in the Berrigan Shire and is near the Victorian border. The town is situated on the banks of the Murray River, 270 kilometres north of the city of Melbourne. The Newell Highway and Murray Valley Highway join at the Murray River, and form part of the main road route National Highway A39 between Brisbane and Melbourne. In 2020, Tocumwal's estimated population was 2,766. It is now the largest township in the Berrigan Shire.

Tocumwal is the Shire's most popular tourist destination and has a unique history strongly connected to WWII with the Tocumwal Aerodrome at one point being a major Air Force installation. It is now the township that boasts some of the most important events in the Shire including, Strawberry Fields music festival and the Tocumwal Air Show.

Barooga

Barooga is a border town, located in the Berrigan Shire local government area. It is situated just north of the Murray River approximately two and half hours from Melbourne, which forms the border with Victoria. Barooga's population is estimated to be 2,165. Barooga's ties with Victoria are so strong, it boasts a Victorian postcode.

Barooga is a mainly residential area and boasts a 36-hole golf course and several other important recreation centres, including the indoor heated swimming pool. There are options to support Barooga's growth for the future to ensure it is a sustainable community as it continues to grow.

Berrigan

Berrigan is a town on the Riverina Highway and is home to the Berrigan Shire Council Offices. In 2020 the population of Berrigan was estimated at 1,312.

The earliest association with settlement in the area comes in 1849 through the agency of Momalong Station. Berrigan itself has a long history with horse racing and the areas servicing the current race track demonstrate that history quite well.

Berrigan is a town of many firsts including being the place where the first meeting of the Federation Leagues was held. It is also the location of the first rural fire service. "The Drop" is Australia's first hydroelectric power station on an irrigation canal with a generating capacity of 2.5MW of electricity when in service.

Finley

Finley was the largest town in the Berrigan Shire local government area at the 2016 census however in 2020 the population was estimated at 2,539 making it the second largest town in the Shire. Recent significant investment in the township however may prove to be markers for a renewal of growth in the township. Finley itself exists at the intersection of the Newell and Riverina Highways. It is therefore a significant transport hub.

Finley is the education centre of the Shire with two primary schools (St Joseph's Catholic School and Finley Public School). It is also home to a campus of the Riverina TAFE and Finley High School which attracts students from a wide catchment including not only the towns within the Shire but those of Jerilderie, Blighty and even Cobram to name a few.

Finley has traditionally been the government service centre of the Shire, however in recent years there has been a decline in those services as the population has declined. Recent trends however indicate a move back to Finley, reflecting jobs growth in the social services industry; primarily aged care, which is contributing to an increased demand for residential properties.

1.4 Background

Berrigan Shire Council is seeking expression of interest from suitably qualified and experienced engagement specialist to provide a Community Strategic Plan for Berrigan Shire Council.

New South Wales Councils, after Council elections, must review the Community Strategic Plan (CSP). The CSP describes the 'high-level' outcomes the community wants, also is to achieve the mid-level objectives and individual strategies that will inform the incoming Council (and future councils) to work towards the CSP outcomes over the next ten years.

The 10-year CSP also describes the business planning framework used by the Council's suite of integrated plans, which include:

- Delivery program: A four-year plan that describes the services the Council will deliver and how these services contribute to the strategies set out in the CSP. The services and the strategies set out in the Delivery Program will be priorities for the current council term.
- Operational plan: An annual plan details actions from the Delivery program; the annual plan must also include information about how these actions contribute to the strategy described in the CSP.

The Berrigan Shire Council developed and endorsed its first CSP on behalf of the community in 2012. Over ten years later, it is time to refresh and comprehensively review the CSP. In 2011 and 2012, our communities were emerging from the millennium drought and were anxious about implementing the Murray Darling Basin Plan. Our communities were ageing, and families with children were leaving our towns. Ten years ago, the Murray River, our Lifestyle, Tourism, and Irrigated Agriculture were important to our communities.

Reviewed in 2017 with our communities and subsequently administratively reviewed by the Council in 2022, there is a sense that now is the right time for the Council to lead a community conversation about where we are now and where the community wants to be in the next 10 - 20 years.

The next ten years will see more change in agriculture, increased competition in tourism, and pressure to release land and develop more housing against a backdrop of an inevitable but steady transition to a low carbon economy.

The Council's role will be to lead the process of reviewing and developing a new CSP. It is, however, essential to remember that the CSP documents the aspirations - the broader community's response to the question 'where do we (the people who live, work, visit and invest in the Berrigan Shire Local Government Area) want to be in ten years?'

Therefore, significant community involvement is essential as the Council must use the CSP and its goals to inform the Council's prioritisation and allocate the finite resources (human, financial, infrastructure) needed to deliver Council services.

Hence, a CSP's 10-year focus ensures that the Council undertakes the long-term planning needed to:

- Plan and fund major projects
- Deliver council services
- Sustainably manage the financial costs associated with the maintenance council assets
- employ the staff with the skills, knowledge and experience needed to deliver council services

The CSP, and its vision and strategies is, therefore, the essential to reporting on the Council's and other stakeholders' progress because it lets the Council and the community keep track, over time, of our progress delivering CSP strategies.

1.5 Project Aims

1. Development of CSP Community Engagement Strategy as per Council brief
2. Development of Project Implementation Plan inclusive of key milestones
3. Strategic analysis and facilitation of stakeholder engagement in the development of 'Where are we now? Position Paper. Work together with Council to complete the development of strategic analysis and facilitate engagement
4. Development and facilitation of Community visioning program per CSP engagement strategy and project implementation plan
5. Collaborate to develop and review a draft CSP per NSW Integrated Planning and Reporting Guidelines

1.6 EOI Process

The EOI Process will include a number of stages to be completed as part of Council's procurement process.

Stage 1: Lodgement of Expressions of Interest including detailed quote and project plans.

- Stage 2: Evaluation of suppliers who submitted EOI's.
- Stage 3: An offer of engagement under the conditions of contract will be made to the preferred supplier.

1.7 Scope of Works

The suggested approach to this project is outlined below. Respondents are asked to detail in their responses any assumptions or limitations.

Alternative approaches are encouraged, but they must be clearly outlined and explained.

Project deliverables

1. Community Engagement Strategy, communication and engagement collateral endorsed by Council
2. Project Implementation Plan endorsed by Council
3. Where are we now? Position Paper endorsed by Council
4. Community visioning program endorsed by Council
5. Community visioning program conducted
6. Draft CSP developed which
 - Is for a minimum of 10 years
 - Identifies community priorities and aspirations
 - Includes a vision, strategic objectives, and strategies to achieve those objectives
 - Addresses the quadruple bottom line: social, environmental, economic, and civic leadership issues
 - Reflects social justice principles: equity, access, participation, and rights
 - Considers relevant state, regional and Council plans and strategies
 - Documents how the community was engaged in the plan's development

Council also wishes to build the capacity of its own Integrated Planning and Reporting team and considers this project an ideal opportunity to provide the team with direct experience in the development and implementation of a new Community Strategic Plan.

Information Collection and Review

The Respondent will identify in their submission the data to be collected or commissioned and how it will be sourced.

Community

The successful supplier will be required to become familiar with each town and the community. The Project should be structured in a manner that enables an understanding of the current community and how it impacts on Council operations including decision making and behaviours.

Consultation

The Community and stakeholder consultation will have an important role in this Project. The successful supplier will work with Berrigan Shire Council staff to complete the consultation process. These consultations should:

- explain the Project

- identify community and stakeholder views;
- gather information from participants;
- Draft a Community Strategic Plan

As part of the consultation:

- the successful supplier and Berrigan Shire Council staff will hold a number of targeted meetings with key stakeholders and community groups;
- the successful supplier and Berrigan Shire Council staff conduct community surveys and information gathering sessions
- information sessions should be held at key stages in the Project to the Contact Officers as appropriate.

Key stakeholder groups are identified below in [Table 1](#). This list is not exhaustive and other stakeholders may be identified throughout the consultation period. The consultant is to demonstrate how they will engage and evaluate the efficacy of their engagement with stakeholders.

Table 1 – Key stakeholders for consultation

Stakeholder group	Comment
Staff at Berrigan Shire Council	Provide Council information and assistance with Community engagement
Councillors	Provide information regards to their views and matters currently being raised with them
Communities at Tocumwal, Barooga, Finley and Berrigan	Gather information regarding the experiences and needs and wants for each community
Stakeholders and subcommittees	Gather information from members regarding matters relating to Council’s facilities currently being experienced that are known and any unknown responses

Engagement Strategy and Plan Development

An engagement strategy will need to be developed by the successful EOI. Its purpose will be to direct the process of communicating with and engaging the community during various stages of the review and development by the EOI (in conjunction with the Council) of a new CSP.

Communication and engagement objectives include:

- Effective and respectful communication with community members and other stakeholders
- Consultation with relevant stakeholders about the development of the CSP
- Engagement activities encourage and support active involvement by diverse community members in the review and development of the CSP.
- Opportunities for stakeholders to ask questions and identify areas of concern about the CSP.
- Engagement with impacted community members
- Stakeholder engagement that is transparent, timely and in line with Berrigan Shire Council's [Community Engagement Framework and Participation Policy](#).

- Effective and proactive identification and management of issues identified by engaged stakeholders
- Evaluation of engagement activities
- Accurate documentation of consultation and communication with stakeholders

Additional information relevant to the Berrigan Shire Council's approach to stakeholder engagement follows.

Berrigan Shire Council's Approach to stakeholder engagement

Described by the Council's [Community Engagement Framework and Participation Policy](#) the following principles are used by the Shire to guide its engagement with our community: the people, who live, work, study in, and visit the Shire.

- **Information:** To provide the community and key stakeholders with accessible, balanced and objective information on decisions, policies, plans and strategies
- **Consultation:** To obtain feedback from the community and key stakeholders on analysis and alternatives to inform a decision.
- **Involvement:** To work directly with the community and key stakeholders throughout a project to ensure community concerns and aspirations are understood and considered.
- **Collaboration:** To partner with the community and key stakeholders in each aspect of the decision process – including the development of alternatives and identification of a solution. Responsibility for the final decision rests with Council but may, in some instances as in the development of the Community Strategic Plan be shared with the community and key stakeholders.

CSP Community Engagement Strategy Principles

In addition to reflecting the Council's approach to stakeholder engagement the successful respondent will need to provide examples of how they have, in similar projects, incorporated the following principles in their work.

- Project information and deliverables written in plain English, free of jargon and acronyms.
- Engagement activities which have been inclusive and designed to engage diverse service users, local communities, and stakeholders.
- Engagement activities which have given participants the opportunity to give and receive feedback on the subsequent development of the CSP.
- Publication of issues identified by participants and next steps.

Rationale

The approach described for external and internal engagement should at a minimum ensure that the respondent establishes a process where feedback from the community and other stakeholders is captured and considered. Further that the successful respondent has the information they need to draft a CSP which will meet the minimum requirements for a CSP.

Other matters for consideration

CSP which addresses the four key questions for the community and the Council:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have arrived?

Further the respondent must undertake to ensure that the following documents inform the project.

[NSW Local Government - Integrated Planning and Reporting Guidelines](#)

[NSW Local Government – Integrated Planning and Reporting Handbook](#)

Inform their response and the project's deliverables.

Exclusions

The following is not within this audit scope:

- Marketing collateral/Graphic design for final document will be designed by our contractor. Working relationship between two parties required.
- Implementation of the recommended plan.

1.8 Budget

Council has a fixed budget of \$40,000 for this project.

Submissions will be assessed on the value proposition provided within this budget. Submissions are encouraged to identify areas where Council staff can assist to reduce costs.

Any items included in the scope that are unable to be completed inside the fixed budget should be clearly identified in the submission.

1.9 Supporting Information

Current information sources and their availability for review during the EOI process are outlined below. If not available during the EOI process, this data will be supplied at the start of the Project. If any further documents are required for the development of the Community Strategic Plan, these will also be provided at the start of the Project.

All available and collected data should be reviewed and considered in the development of the Project report.

Reporting on data collection should consider the findings and any recommendations of this review.

[Strategic Management Plans](#)

Document	Description (one paragraph summary)	Author	Year	Accessible for EOI and project
Communication Strategy 2021-2027	Berrigan Shire Council, like most other Local Government organisations, faces the challenge of meeting the increasing	Berrigan Shire Council	2021	Access by internet https://www.berriganshire.nsw.gov.au/files/assets/public/01-council/gov.-amp-

	<p>expectations of its community and stakeholders in a complex operating environment with limited resources. Ensuring a coordinated, professional and committed approach to corporate communications can achieve significant gains in raising levels of community awareness, building trust and increasing satisfaction</p>			<p>transparency/plans-and-strategies/communication-strategy-2021-2027-19.05.2021.pdf</p>
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For all other strategic management plans, please visit our website.

[Policies and Procedures](#)

Document	Description (one paragraph summary)	Author	Year	Accessible for EOI and project
<p>Community Engagement Plan and Community Participation Plan</p>	<p>The development of a Community Engagement Framework and Community Participation Plan by the Berrigan Shire Council strengthens its commitment to supporting the participation of individuals, groups and communities in Council planning and decision making.</p>	<p>Director Strategic Planning and Development</p>	<p>2022</p>	<p>Access by internet</p> <p>https://www.berriganshire.nsw.gov.au/files/assets/public/01-council/gov.-amp-transparency/policies/community-engagement-plan-and-community-participation-plan-policy.pdf</p>

For all other policies and procedures, please visit our website.

1.10 Work Health and Safety

Suppliers who will be engaged in working on site for Berrigan Shire Council, will be required to successfully complete Council’s WHS Contractor Register, Safety Compliance Package prior to works commencing onsite. Risk assessments will be completed at Council facilities or community places where community consultation occurs.

In lodging an EOI, Council expects that the Suppliers will have in place all relevant work, health and safety related policies and procedures applicable to the relevant industry.

The requirements of this Section shall also apply where a Suppliers sub-contracts any part of the Project.

SECTION 2 – Statement of requirements

1.11 Background of Business

An overview of your business including team structure, relevant qualifications and experience, awards, testimonials etc.

1.12 Portfolio

Provision of extensive portfolio of work (collaborations with other Government organisations is desirable), other relevant clientele

1.13 Insurance

Supplier must, at their own cost, have in place (or take out) and at all times keep in place during the term of the Contract:

- a public liability policy of insurance for an amount of not less than \$20 million in respect of any Claim during the term of the Contract;
- a professional indemnity policy of insurance for an amount of not less than \$1 million;
- a workers' compensation policy of insurance; and
- any other insurance policy relevant to the provision of the Works.

1.14 Indemnity

The Agency must indemnify, keep indemnified and hold harmless Council including its Councillors and staff, from and against all actions, claims, losses, damages, penalties, demands or costs (including, without limitation, all indirect losses, consequential losses and legal costs on a full indemnity basis), consequent upon, occasioned by, or arising from any negligent act or omission, breach of statute, breach of intellectual property rights or breach of any Contract in the performance or purported performance of the Agency's obligations under any Contract. The Agency's obligation to indemnify the Council under this clause shall not apply to the extent that any liability is caused by any negligent act or omission of the Council.

1.15 EOI Timeline

Date	EOI Stage
16 August, 2023	EOI Released
6 September, 2023	EOI Closed (5pm AEDT)
11 September, 2023	EOI Evaluation
13 September, 2023	Advise EOI results

1.16 Project timeline

Council estimates this project will take 4 months from the letter of acceptance from the successful agency to project completion. This timeline is open to amendment.

SECTION 3 – Evaluation

The successful EOI will, therefore, in addition to providing information requested as part of the formal documentation will also need to:

1. Provide an overview of their skills, knowledge, and the experience of key personnel with respect to the following
 - Research and strategic analysis
 - Community Engagement
 - Community Visioning
 - Communications
2. Demonstrate their knowledge and understanding of the NSW Integrated Planning and Reporting Framework
3. Describe the engagement approach – tools, medium, evaluation frameworks that they will use for each stage of the project
4. Prepare a draft project implementation plan and budget.

1.17 Evaluation Criteria

The evaluation criteria that Council will use to assess EOI Responses is set out below:

These Evaluation Criteria are not exhaustive, are not listed in any special order of priority and may not be given equal weight.

- Value for money
- Timeline
- Portfolio (Demonstration of work)
- Approach to Project

1.18 EOI Rules

EOI Responses must comply with the following:

- Be submitted on time (by 5:00pm 6 September, 2023) by post, email or in person or via Vendor Panel.
- Submitted in sufficient detail to allow Council to complete its evaluation.
- All material (including this document) provided by Council to the Respondents must be treated as confidential by the Respondents.
- All EOI Responses will, upon lodgment, become the property of Berrigan Shire Council.
- Respondents are required to address every Evaluation Criteria.

- Council will not take responsibility for returning any documents (including copies) provided by a Respondent.
- Nothing in this document is to be construed to create any binding contract (express or implied) between Council and the Respondent, nor is this document an offer to contract.
- Respondents must not communicate with nor solicit information concerning or relating to the EOI process from Councillors, employees, or contractors to, Berrigan Shire Council, other than through the designated Contact Officer(s).

1.19 Commencement Date

Once the acceptance letter has been received.

1.20 Expression of Interest Cover Form

Please attach completed Expression of Interest Cover Form on page 16 with your application.



EOI01-23-24

Expression of Interest

for

Community Strategic Plan – Berrigan Shire Council

Respondent Name and Title	
On behalf of (Full name of Organisation)	
Postal Address	
ABN / BN / CAN	
Telephone	Business: Mobile:
Email	

Signature		Date	
Witness Signature		Date	
Name of Witness			