



RAMJO

Riverina & Murray Joint Organisation

Annual Performance Statement 2023 – 2024

Endorsed by the Riverina and Murray Joint Organisation Board on 8 November 2024.

This report provides a summary of advancement towards achieving desired outcomes and collaboration on strategic priorities.



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Introduction and Purpose

The Annual Performance Statement provides a summarised account of the Joint Organisation's performance in meeting its primary strategic objectives.

The report details progress, achievements and outcomes against commitments identified within RAMJO's *Statement of Strategic Regional Priorities 2022-2026* and financial management over the 2023-2024 year.

In 2018, the Riverina and Murray Regional Organisation of Councils (**RAMROC**) was formally dissolved and the Riverina and Murray Joint Organisation (**RAMJO**) was formed. The Joint Organisation Member Councils then established a set of regional initiatives, designed to deliver on the legislated purpose of the Joint Organisations, as follows:

- Intergovernmental collaboration;
- Strategic planning and priority setting; and
- Shared leadership and advocacy.

Within five months from the end of each year, a Joint Organisation must prepare a report (its *Annual Performance Statement*) for that year, reporting its progress in implementing the strategies and plans to deliver its strategic regional priorities. The Annual Performance Report is an opportunity for the Riverina and Murray Joint Organisation to demonstrate progress made against its *Statement of Strategic Regional Priorities*.

This report meets requirements under the *NSW Local Government Act (1993)* and will be presented to the Minister for Local Government, The Hon Ron Hoenig MP and published on the RAMJO website at www.ramjo.nsw.gov.au

The Riverina and Murray Joint Organisation wishes to publicly acknowledge the commitment and collaborative spirit of its Mayors, General Managers and staff from Member Councils. The financial investment and time commitment is significant, and reflects the shared values, commitment and generosity evident in the Riverina and Murray community.

RAMJO acknowledges and pays respects to the First Nations Peoples of this land as the custodians of the lands and waterways of our region. We honour First Nations Peoples continued and evolving connecting to Country and waterways, and we pay our respect to Elders past, present and emerging.

Our Strategic Priorities

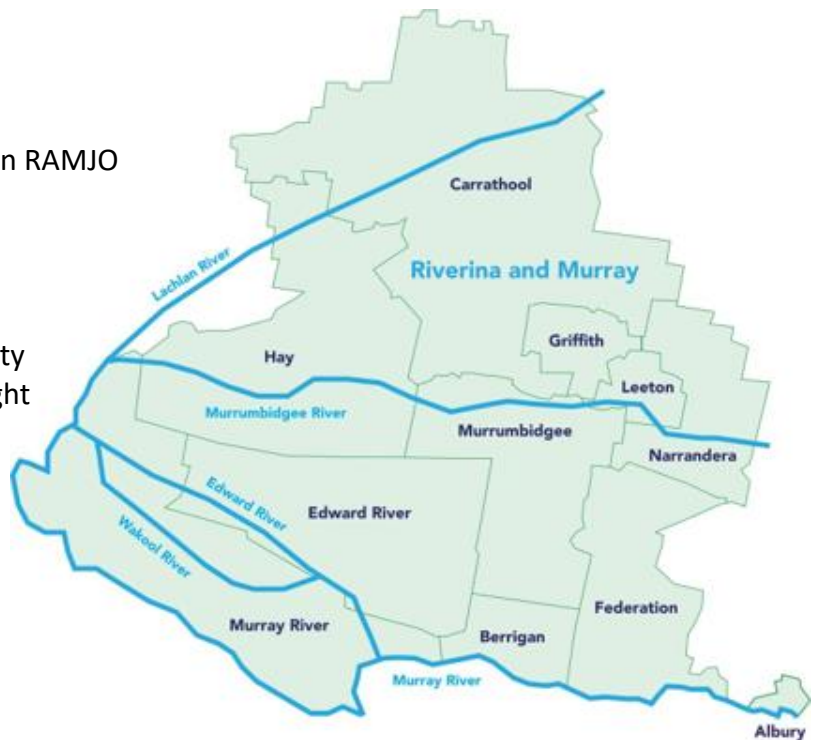
RAMJO has an overarching goal, a set of strategic priority pillars and a foundation for action which guides the Joint Organisation.

Our Goal

To increase diverse population growth within RAMJO

Our Strategic Priority Pillars

1. Improve water security
2. Improve energy security and affordability
3. Improve transport connectivity for freight and people
4. Improve digital connectivity
5. Better match health services to our changing needs
6. Boost industry, workforce and jobs
7. Improve housing supply



Our foundation for action

Strengthen our capacity to act as a Joint Organisation and as individual Councils.

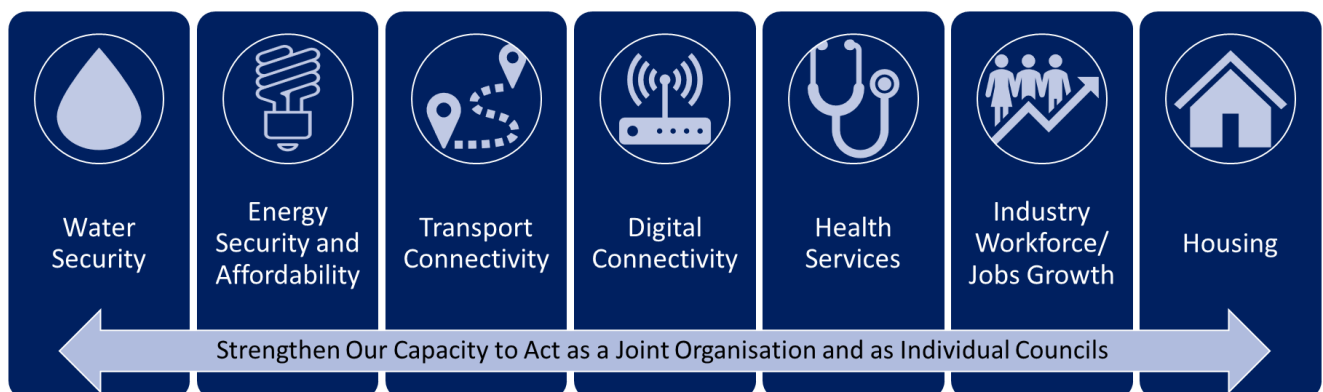


Figure 1: RAMJO Strategic Pillars 2022 - 2026

About RAMJO

The Riverina and Murray Joint Organisation is a cooperation of eleven (11) Member Councils, as well as three (3) Associate Member Councils in southern NSW, and are governed by the NSW *Local Government Act 1993*.

Our full-voting member councils include *Albury City, Berrigan Shire, Carrathool Shire, Edward River, Federation, Griffith City, Hay Shire, Leeton Shire, Murray River, Murrumbidgee and Narrandera Shire*.

Our associate, non-voting member councils include *Balranald Shire, Wentworth Shire and Wagga Wagga City*.

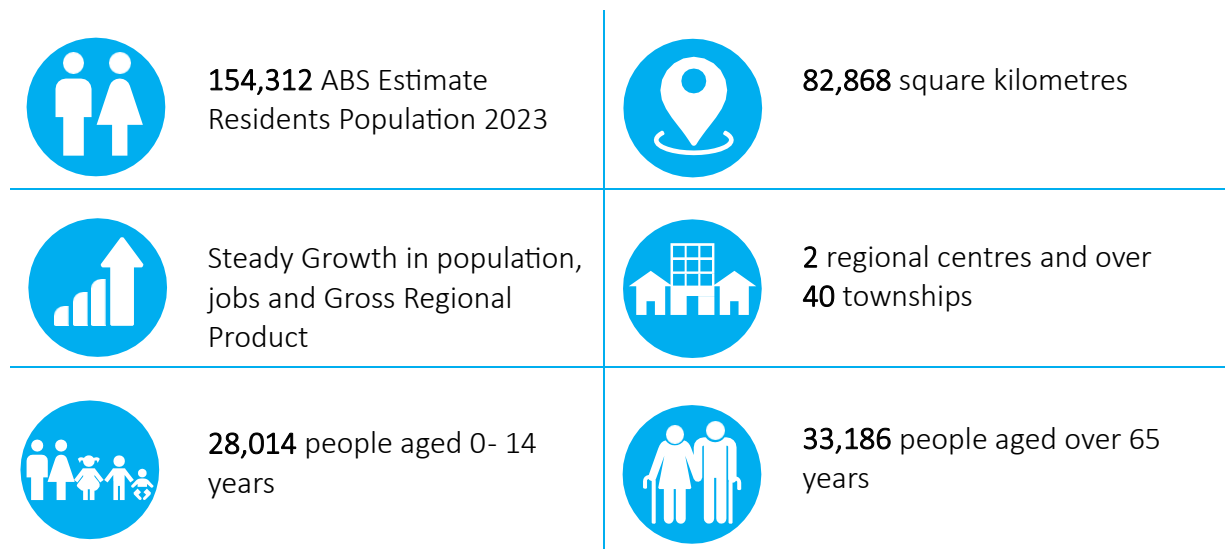


Figure 2: Full-member Council key statistics, data sourced from ABS Census 2021 and National Institute of Economic and Industry Research

Member Representatives of the 2024 Financial Year

The Board of RAMJO includes the Mayors of Member Councils as voting members:

Councillor Kylie King, Mayor of *Albury City Council* and RAMJO Deputy Chair
 Councillor Julie McKean Cornwell, Mayor of *Berrigan Shire Council*
 Councillor Darryl Jardine, Mayor of *Carrathool Shire Council*
 Councillor Peta Betts, Mayor of *Edward River Council*
 Councillor Pat Bourke, Mayor of *Federation Council* and RAMJO Chair
 Councillor Doug Curran, Mayor of *Griffith City Council*
 Councillor Carol Oataway, Mayor of *Hay Shire Council*
 Councillor Tony Reneker, Mayor of *Leeton Shire Council*
 Councillor Frank Crawley, Mayor of *Murray River Council*
 Councillor Ruth McRae, Mayor of *Murrumbidgee Council*
 Councillor Neville Kschenka, Mayor of *Narrandera Shire Council*

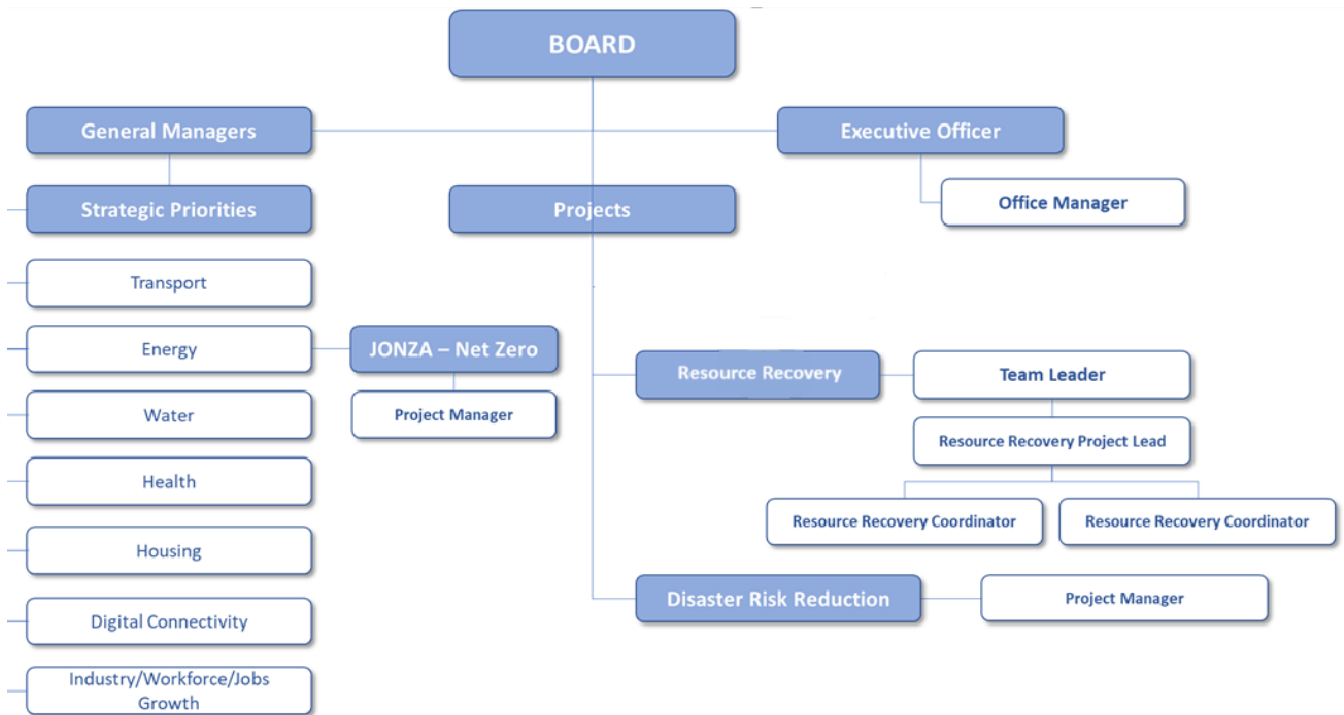
NSW Government representatives are non-voting members of the Board, including from the then Department of Regional NSWs' Director for Riverina and Murray, and from the Office of Local Government, Council Engagement Manager.

Member Allowances

The Members are not paid an annual fee, however the Chair is paid an annual \$10,000 sitting fee.

Organisational Structure as at 30 June 2024

An organisational structure of RAMJO is as follows:



Key Highlights

Water Security



An updated Water Position Paper was completed and released in May 2024, a copy of which can be found on our website per the below link. This work was completed in time to pursue advocacy objectives surrounding the *Water Amendment (Restoring our Rivers) Bill 2023*, advocacy which continues to be a focus for the Water Security sub-committee.

Ongoing engagement with Commonwealth and State Agency Representatives continued throughout the 2024 Financial Year period and is expected to continue, as RAMJO establishes a working relationship with the NSW Department of Primary Industries and Regional Development for delivery of the Federal Governments \$300m *Sustainable Communities Program*, aimed at reducing negative impacts from Federal Government pursued water buy-back purchases. <https://ramjo.nsw.gov.au/strategic-regional-priorities>

Digital Connectivity



The Digital Connectivity sub-committee made significant progress in this reporting year, including the advancement of a major infrastructure project in partnership with Telstra and the Murray Region Group of Councils. Still in its infancy, this project will provide mobile coverage of black-spot areas across the RAMJO region (and beyond) and will provide mobile coverage for communities as service providers commence the transition to emerging Satellite Technologies such as StarLink.

Advocacy efforts were pursued in partnership with service providers, State Agencies and local Members of Parliament.

Transport Connectivity



The RAMJO 2023 Regional Freight Plan was completed and released in November 2023. This document will prove valuable in engaging with Transport for NSW in the late 2024 / early 2025, as the Department develops a *Strategic Regional Integrated Transport Plan* for the Riverina-Murray Region. The 2023 Regional Freight Plan can be found here:

[RAMJO-Regional-Freight-Transport-Plan-Version-3-final-document-1.pdf](#)

The Transport sub-committee continues to meet quarterly, enabling information and Knowledge sharing between member councils and facilitating the collective realisation of opportunities for member councils.

Energy Security and Affordability



By partnering with the NSW Department of Climate Change, Energy, the Environment and Water, RAMJO successfully completed the round one pilot of the Joint Organisation Net Zero Acceleration (**JONZA**) program, which will continue for round two in the 2024/2025 Financial Year. Key achievements of JONZA round one included delivering on over 70% of identified objectives contained within RAMJO's Regional Energy Strategy 2022. As such, an update to the Strategy is underway and scheduled for completion in 2025.

Throughout this reporting period, six member councils participated in joint Power Purchase Agreement alongside other Joint Organisations and facilitated by the RAMJO Project Manager for JONZA, helping to secure energy pricing for their individual councils for future years. The Energy Security and Affordability sub-committee continues to meet quarterly, enabling information and knowledge sharing between member councils and facilitating the collective realisation of opportunities for member councils.

Health



In September 2024, RAMJO was invited to join the Murrumbidgee Health and Knowledge Precinct Alliance funded by the NSW Murrumbidgee Local Health District, the purpose of which is to:

- Stimulate innovation and a thriving Regional and Rural research community;
- Build a resilient workforce and create employment opportunities; and
- Unify services that are accessible and designed for rural people.











RAMJO's participation in the Alliance is another successful example of a Joint Organisation and State agency partnership providing mutual benefit to both parties.

Housing












Since its establishment in March 2023, the Housing sub-committee has made steady progress in advancing objectives in this space, with seven member councils having developed a Housing Strategy outlining their community's vision for increased housing supply. The current focus of the Housing sub-committee is working with relevant Stakeholders to explore and pursue partnerships that will increase housing supply, and the development of a RAMJO Regional Housing Strategy.









Progress Report on Key Functions and Activity of the Joint Organisation by Strategic Priority

1. Water Security							
Actions – <i>what we are going to do?</i>	Core function	Success Measures – <i>how will we know we have succeeded?</i>		2024 Progress Review			2023-2024 Progress Report
		Indicator – <i>what will we measure?</i>	Tool – <i>how will we measure it?</i>	DELIVERED 	IN PROGRESS 	NOT PROGRESSED 	
1. Establish a sub-committee to lead collaboration, planning and action on water security.	Strategic planning and priority setting	A representative committee established.	Observational				COMPLETE: The Water Security Sub-Committee was established in early 2019 with representation including Mayors, General Managers and expert Council staff. The focus for the 23/24FY has been planning our communities resilience to water buy-backs and completing an updated water position paper.
2. Work with key stakeholders to identify a comprehensive assessment of constraints, impacts and opportunities for improving water security.	Strategic planning and priority setting	Report completed and supports strategy development.	Report				ONGOING: RAMJO has established relationships with the Commonwealth and State, other Local Government entities. Formal submissions were also made to relevant senate inquiries on water related issues relevant to RAMJO.
3. Work with our key stakeholders to develop and implement an evidenced based and prioritised Strategy and implementation and Resourcing Plan to improve water security for the region. <i>Actions include:</i>	Strategic planning and priority setting	Strategy developed, supported by key stakeholders and implementation commenced.	Annual Review				COMPLETE: The 2024 updated RAMJO Water Position Paper is the result of this action. The updated paper was released in June 2024 and highlights RAMJO's position on policy and calls for action in this space.
a. Advocate for local government representation at the Murray-Darling Basin Authority board level.	Regional leadership and advocacy	Representation achieved, and contributions/requests acted on.	Observational				COMPLETE: RAMJO is invited as a 'peak body group' to be a part of regular MDBA reporting and reviews. RAMJO has had several individual meetings with the MDBA, its Chair, CEO and staff, with the most recent engagement with senior MDBA representatives occurring in August 2024.
b. Advocate and work with governments for long term infrastructure projects to address water security for the region (both for farming and urban).	Intergovernmental collaboration	Infrastructure funding for key projects achieved.	Review				ONGOING: Through the RAMJO Water Position Paper and the newly establish Local Water Utilities working group, RAMJO has called for additional long term infrastructure projects incorporating a national approach to water infrastructure investment across the Basin. RAMJO is also part of a consultative group working with NSW DPE Water on the water sharing plans for the Riverina and Murray.
c. Work with the agricultural industry to improve on farm water management practices and water trading, and; d. enable improved productivity through diversification, innovation and reduced reliance on high water use crops.	Strategic planning and priority setting	Diversification and productivity within our agricultural sector.	Case study feedback				ONGOING: Some identified Actions were not deliverable due to them being a State and/or Federal function. Through targeted partnerships, RAMJO's updated water position paper includes actionable case studies for improved on farm water management practices, and a calls for continued support of innovative practices in this space.
4. Ensure our communities are well informed about water related policies.	Regional leadership	Quality and timeliness of information shared.	Review				ONGOING : Through strong relationships with relevant local based groups and organisations and through promotion of its Water position papers, RAMJO works towards informing its communities on relevant matters, and listens to their needs to help drive advocacy activities.









2. Energy Security and Affordability

Actions – <i>what we are going to do?</i>	Core function	Success Measures – <i>how will we know we have succeeded?</i>		2024 Progress Review			2023-2024 Progress Report
		Indicator – <i>what will we measure?</i>	Tool – <i>how will we measure it?</i>	DELIVERED 	IN PROGRESS 	NOT PROGRESSED 	
1. Establish a sub-committee to lead collaboration, planning and action on energy security.	Strategic planning and priority setting	A representative committee established.	Observational				COMPLETE: RAMJO's Energy Security Sub-Committee meets on a regular basis and has established a strong partnership with the Sustainable Councils program, working on advancing Net Zero objectives as identified by individual councils.
2. Work with key stakeholders to identify a comprehensive assessment of constraints, impacts and opportunities for improving energy security.	Strategic planning and priority setting	Report completed and supports strategy development.	Report				COMPLETE: RAMJO completed its first Regional Energy Strategy in 2022 and is now in the process of developing an update, following successful completion of several of its objectives. 2024 saw successful completion of the <i>Joint Organisation Net Zero Acceleration (JONZA)</i> pilot program, with round 2 of the program commencing on 1 July 2024.
3. Work with our key stakeholders to develop and implement an evidenced based and prioritised Strategy and implementation and Resourcing Plan to improve energy security for the region. <i>The actions will include;</i>	Strategic planning and priority setting	Strategy developed, supported by key stakeholders and implementation commenced.	Annual Review				ONGOING: The JONZA Program and an updated Regional Energy Strategy provides the vehicle for delivery of such on actions. Strong partnerships have been established and are maintained with relevant State agencies and service providers such as Essential Energy, and is an ongoing action.
a. Advocate for improved energy solutions such as lower energy prices, subsidies and other incentives for renewable energy projects, research into new technologies and micro hydro, and to set a price for solar development contributions to local councils.	Regional leadership and advocacy	Representation achieved, and issues acted on.	Observational				ONGOING: The <i>NSW Southern Lights Group</i> of which RAMJO is an active member, has seen significant success in 2024 through advocating for reduced pricing via consultation with the Australian Energy Regulator. The JONZA program again, with its connections to relevant State agencies, industry representatives and RAMJO's own networks helps keep our members informed of energy projects, funding pools, new technologies for adoption and various energy efficiency opportunities. 2024 saw six of RAMJO's member councils successfully participate in a Joint Power Purchase Agreement, helping to provide stability to variable energy prices and meet CO2 emissions targets.
b. Advocate and work with governments and energy providers for long term infrastructure projects to address energy security for the region.	Intergovernmental collaboration	Infrastructure funding for key projects achieved.	Review				ONGOING: The updated Energy Strategy will have a significant focus on calling for improved infrastructure, most notably the need to address grid-constraints within the Region. This is most pressing as the <i>South-West Renewable Energy Zone</i> operates within five RAMJO LGA's.
c. Work with other Joint Organisations and government to explore waste to energy opportunities.	Intergovernmental collaboration	Feasibility study completed, and determination made.	Review				ONGOING: RAMJO has strong relationships with other Joint Organisations and attends weekly meetings to discuss and advance opportunities in this space. Waste to energy opportunities specifically, are a topic of interest given the vast and rapid technological developments in this space, providing opportunities to member councils.










3. Transport Connectivity

Actions – <i>what we are going to do?</i>	Core function	Success Measures – <i>how will we know we have succeeded?</i>		2024 Progress Review			2023-2024 Progress Report
		Indicator – <i>what will we measure?</i>	Tool – <i>how will we measure it?</i>	DELIVERED 	IN PROGRESS 	NOT PROGRESSED 	
1. Establish a sub-committee to lead collaboration, planning and action on transport connectivity (both freight and people).	Strategic planning and priority setting	A representative committee established.	Observational				COMPLETE: RAMJO's Transport Connectivity Sub-Committee meets on a quarterly basis and has an operational interaction with RAMJO's Engineers Group.
2. Work with key stakeholders to identify a comprehensive assessment of constraints, impacts and opportunities for improving transport connectivity.	Strategic planning and priority setting	Report completed and supports strategy development.	Report				COMPLETE: RAMJO's Transport Connectivity Sub-Committee have completed an assessment on a Council-by-Council basis to create a Freight Priorities report which has been used for advocacy actions whilst meeting with the Minister for Transport and other State representatives. November 2023 saw the completion of the Regional Freight Plan, which will be drawn upon extensively as Transport for NSW commence development of their <i>Strategic Regional Integrated Transport Plan</i> in early 2025.
3. Work with our key stakeholders to develop and implement an evidenced based and prioritised strategy and implementation and resourcing plan to improve Freight Transport Connectivity and Public Transport Connectivity for the region. <i>Action include:</i>	Strategic planning and priority setting	Strategy and I&R Plans developed, supported by key stakeholders and implementation commenced.	Annual Review				COMPLETE: In November 2023, RAMJO's Transport Connectivity Sub-Committee completed the Regional Freight Plan, which will be drawn upon and advocated for as Transport for NSW commence development of their <i>Strategic Regional Integrated Transport Plan</i> in early 2025.
a. Advocate and work with governments and transport providers to fund and deliver on agreed infrastructure projects to address transport connectivity for the region.	Intergovernmental collaboration	Priority infrastructure projects funded and delivered.	Annual Review				ONGOING: With a now completed Regional Freight Plan, RAMJO is better positioned to seek funding for major projects and will do so as part of consultations with Transport for NSW as they commence development of their <i>Strategic Regional Integrated Transport Plan</i> in early 2025.
b. Work with the Cross-Border Commissioners to address relevant freight and public transport issues e.g. licensing, insurances, feeds, permits, discounts, ticketing etc.	Intergovernmental collaboration	Cross-Border issues addressed.	Annual Review				ONGOING: Following COVID, focus on this objective has been minimal as the sub-committee's attention has been on finalising the 2023 Regional Freight Plan. An update to the Statement of Strategic Regional Priorities in 2025 may see this objective advance with increased resourcing.









4. Housing

Actions – <i>what we are going to do?</i>	Core function	Success Measures – <i>how will we know we have succeeded?</i>		2024 Progress Review			2023-2024 Progress Report
		Indicator – <i>what will we measure?</i>	Tool – <i>how will we measure it?</i>	DELIVERED 	IN PROGRESS 	NOT PROGRESSED 	
1. Establish a sub-committee to lead collaboration, planning and action on Housing in the RAMJO region.	Strategic planning and priority setting	A representative committee established.	Observational				COMPLETE: RAMJO's Housing Sub-Committee was established in February 2023 and currently regularly The sub-committee is made up of General Managers and Council staff, and the RAMJO Executive Officer.
2. Work with member councils to support participating councils to develop an up to date housing strategy, identifying a comprehensive assessment of constraints, impacts and opportunities for improving housing.	Strategic planning and priority setting	Participating councils have an up-to-date housing strategy.	Annual Review				ONGOING: Six of the 11 member councils have adopted housing strategies as at 30 June 2024, with two more member councils making preparations to commence developing their own. RAMJO will help development where appropriate and where resources allow.
3. Work with our key stakeholders to develop and implement evidenced based and prioritised housing strategy for the RAMJO region, with consideration of: a. Key worker housing needs b. Community social housing c. Crown Lands d. Aboriginal land claims e. Land use planning at a state and council to support key growth areas and demand f. Constraints to housing supply, including cross border issues.	Strategic planning and priority setting Regional leadership and advocacy	RAMJO Regional Housing Strategy	Annual Review				IN PROGRESS: RAMJO has advanced priorities in this space, however this is an ongoing work in progress. A State submission was made to the NSW Select Committee on Essential Worker Housing and meetings have been had with Homes NSW and other industry groups to advance priorities. RAMJO Member Councils have primarily driven their own objectives individually, as the RAMJO sub-committee has focused on developing a Regional Housing Strategy.
4. Review work already taking place and partner with other organisations, e.g. RDA's, LHD's, other JO's, ROC's and community housing providers	Strategic planning and priority setting	Report completed and strategy development.	Annual Review				IN PROGRESS: Much information has been sourced from various State agencies, advocacy groups and member councils themselves, all of which will greatly help inform the Regional Housing Strategy and other activities. The housing sub-committee play a key role in reviewing and interpreting this information, for relevant use in advocacy and funding proposals.
5. Advocate and seek funding opportunities based on the Regional Housing Strategy	Strategic planning and priority setting	Improved capacity and increased resources to advance objectives	Annual Review				IN PROGRESS: Progress has been made, with a final Regional Housing Strategy aiming to be completed by June 2025.








5. Digital Connectivity

Actions – <i>what we are going to do?</i>	Core function	Success Measures – <i>how will we know we have succeeded?</i>		2024 Progress Review			2023-2024 Progress Report
		Indicator – <i>what will we measure?</i>	Tool – <i>how will we measure it?</i>	DELIVERED 	IN PROGRESS 	NOT PROGRESSED 	
1. Establish a sub-committee to lead collaboration, planning and action on digital connectivity.	Strategic planning and priority setting	A representative committee established.	Observational				COMPLETE: RAMJO's Digital Connectivity Sub-Committee meets on a regular basis and is made up of General Managers and Council staff, and the RAMJO Executive Officer.
2. Work with our key stakeholders (including RDA Riverina and Murray) to develop a comprehensive infrastructure and blackspot assessment, quantify the economic and social benefits and develop targets.	Strategic planning and priority setting	A business case developed with targets clearly identified.	Annual Review				IN PROGRESS: RAMJO, in partnership with Telstra and the Murray Region Group of Councils in Victoria, is currently in the process of completing a Blackspot assessment, the data of which is intended for use in a major infrastructure project currently being explored.
3. Work with our key stakeholders to develop and implement evidenced based and prioritised Strategy and an Implementation and Resourcing Plan to improve digital connectivity for the region (including locally based solutions). <i>Actions to include:</i>	Strategic planning and priority setting	Strategy developed, supported by key stakeholders and implementation commenced.	Annual Review				ONGOING: RAMJO has previously worked with telecommunications providers to be able to attract grant funding to improve infrastructure in the region and deliver affordable and accessible service. Work continues in identifying further opportunities, particularly as it relates to disaster preparedness, response and recovery.
a. Advocate and work with governments and digital communication service providers to fund and deliver on agreed infrastructure and service projects to address digital connectivity needs for the region.	Intergovernmental collaboration	Priority infrastructure projects funded and delivered.	Annual Review				COMPLETE: RAMJO hosts and coordinates an advocacy group comprised of State Agency representatives, service providers, Cross Border Commissioners and Members of Parliament, regarding this matter. Advocacy in this space continues, as it relates to digital literacy, community resilience and economic development, including disaster preparedness, response and recovery.
b. Identify opportunities for the use of new and SMART technologies to support economic growth across the region.	Strategic planning and priority setting	New and SMART technology strategy developed.	Annual Review				ONGOING: RAMJO has continued to identify opportunities and contribute letters of support around the adoption of smart technologies, primarily through RAMJO's participation in the NSW Southern Lights advocacy group.
c. Ensure our communities are well informed about the transition from ADSL to NBN only services.	Leadership and advocacy	Quality and timeliness of information shared.	Review				ONGOING: Through its designated advocacy group, participating service providers are asked to report to the group on major current and future developments, the details of which are shared with the wider RAMJO network to help ensure communities and member councils are across such details.








6. Health Services

Actions – what we are going to do?	Core Function	Success Measures – how will we know we have succeeded?		2024 Progress Review			2023-2024 Progress Report
		Indicator - what will we measure?	Tool - how will we measure it?	DELIVERED 	IN PROGRESS 	NOT PROGRESSED 	
1. Establish a sub-committee to lead collaboration, planning and action on health service provision.	Strategic planning and priority setting	A representative committee established.	Observational				COMPLETE: RAMJO's Health Services Sub-Committee continues to meet on an 'as needs' basis, with a focus on advancing its Regional Health position paper. Progress has been slow due to RAMJO's limited resources and other priorities.
2. Establish a health alliance across all three levels of government to support planning and action on health service provision.	Intergovernmental collaboration	A representative committee established and functioning well.	Observational				ONGOING: RAMJO is an active member of the Murrumbidgee Health and Knowledge Precinct Alliance, which aims to facilitate innovation and a thriving research community, with a focus on regional issues that adopt regional solutions.
3. Work with key stakeholders to identify a comprehensive assessment of constraints, impacts and opportunities for better matching health services to our changing needs e.g. demand and supply analysis, access gaps, patient transport, workforce training/recruitment/incentives, prevention strategies and ageing in place.	Strategic planning and priority setting	Report completed and supports strategy development.	Report				IN PROGRESS: The Health Sub-Committee has drafted a regional Health Position paper and has commenced engaging local stakeholders, however progress has stalled due to limited resource availability and other objectives taking priority.
4. Work with the health alliance and other key stakeholders to develop and implement an evidenced based and prioritised Strategy and an Implementation and Resourcing Plan to improve health service provision for the region.	Strategic planning and priority setting	Strategy developed, supported by key stakeholders and implementation commenced.	Annual Review				NOT PROGRESSED: This element is deemed to be in excess of the available resources available to the JO at this time. RAMJO is developing a position paper, which is considered appropriate at a Local Government level.
5. Advocate and work with governments to fund and deliver on agreed health infrastructure projects for the region e.g. telehealth, aged care facilities, fit for purpose operating theatres etc.	Intergovernmental collaboration	Priority infrastructure projects funded and delivered.	Annual Review				FINDING: Upon review of the Strategic Regional Priorities it has been identified that there are several actions that RAMJO has limited ability to deliver. This will be taken into consideration in the next Statement of Strategic Regional Priorities.

7. Industry, Workforce and Jobs

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2024 Progress Review			2023-2024 Progress Report
		Indicator - what will we measure?	Tool - how will we measure it?	DELIVERED 	IN PROGRESS 	NOT PROGRESSSED 	
1. Establish a sub-committee to lead collaboration, planning and action on industry/workforce/jobs.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational				<p>COMPLETE: An Industry, Jobs and Workforce Sub-Committee was established, however has not met for some time.</p> <p>Industry, Jobs and Workforce, and other Economic Development priorities underpin all of RAMJO's key pillars. Thus, development of an updated Statement of Strategic Regional Priorities in 2025 will have a broader focus Economic Development across the Region, which will include Industry, Jobs and Workforce and be less siloed in its approach.</p>
2. Work with key stakeholders to identify a comprehensive assessment of constraints, impacts and opportunities for improving industry/workforce/jobs.	Strategic planning and priority setting	Report completed and supports strategy development.	Report				<p>IN PROGRESS: In 2024, RAMJO advanced joint regional procurement activities as an opportunity to encourage and support councils to advance increased use of local suppliers.</p>
<p>3. Work with our key stakeholders to develop and implement evidenced based and prioritised Strategy and an implementation and Resourcing Plan to boost industry, workforce, and jobs growth for the region.</p> <p>Actions to include:</p> <ul style="list-style-type: none"> a. Develop a regional industry/business prospectus and promote this nationally / internationally b. Promote and support industry diversification and innovation c. work with Councils and NSW Planning to reduce barriers to industry growth d. Develop and implement housing strategies in industrial growth areas e. Work with training providers to develop training pathways to address workforce gaps. f. Work with the RDAs to support skilled migration 	<p>Strategic planning and priority setting</p> <p>Regional leadership and advocacy</p>	Strategy and I&R Plans developed, supported by key stakeholders and implementation commenced.	Annual Review				<p>NOT PROGRESSSED: This element is deemed to be in excess of the available resources available to the JO at this time. However, these matters are considered and addressed within each of RAMJO's other sub-committees and thus are not off RAMJO's radar entirely.</p>
4. Advocate and support the decentralisation of government agencies to the RAMJO region.	Regional leadership and advocacy	Submissions for hosting the relocation of services.	Annual Review				<p>NOT PROGRESSSED: This element is deemed to be in excess of the available resources available to the JO at this time.</p>

Strengthen Our Capacity to Act

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2024 Progress Review			2023-2024 Progress Report
		Indicator - what will we measure?	Tool - how will we measure it?	DELIVERED 	IN PROGRESS 	NOT PROGRESSSED 	
1. Conduct a needs assessment and modelling to determine the cost benefits and priorities for the RAMJO to establish a business unit to provide brokerage services in skill shortage areas and areas of duplication e.g. a. engineering, planning, surveying, certification etc b. internal auditing, back of house services c. library services d. visitor information services	Service delivery to Member Councils	Priority brokerage services identified, and benefits gained from implementation.	Member council satisfaction and cost saving report to RAMJO Board.				IN PROGRESS: RAMJO is conducting a mapping exercise to use the Office of Local Government Round 2 Capacity Building Funds and scope a business case for shared services and regional procurement. As at 30 June 2024, plans were in development for recruitment of a Part-time Regional Procurement Project Manager.
2. Trial a collective tendering / procurement process.	Service delivery to Member Councils	Increase in tendering, contractor engagement particularly for projects in more isolated locations.	Member council satisfaction report to RAMJO Board.				IN PROGRESS: RAMJO was one of four JOs working together on a Best Practice in Aggregated Procurement model to scope, map and implement regional procurement opportunities led by the JO. RAMJO worked with individual Councils and with three other JOs covering almost 40 Councils to create a framework which drives best practice and identifies key success factors for the Member Councils and the JO. RAMJO's participation in this project aids the work on the Resource Recovery Waste team, with plans to expand use of the best practice resources across other areas within RAMJO. As at 30 June 2024, plans were in development for recruitment of a Part-time Regional Procurement Project Manager.
3. Work with Member Councils, RDA (Murray and Riverina), OLG and training providers to develop a regional council workforce development strategy to address skills shortages. including such programs as grow your own (traineeships etc), skilled migration programs and metropolitan council partnerships.	Enhancing the capacity of Member Councils	Reduction in skills shortages.	Member council report to RAMJO Board. Case studies				Some work has been done in engaging with RDA on advancing skills migration programmes, however progress is slow due to a lack of capacity within the JO at this time.
4. Facilitate resources, systems and skills sharing across the Member Councils particularly to support delivery of the seven priority pillars, including potential for decentralised provision of services at more remote councils.	Sharing resources	Systemisation and standardisation of processes, cost savings and increase in skill development.	Member council report to RAMJO Board.				IN PROGRESS: As noted above, RAMJO is conducting a mapping exercise to use the Office of Local Government Round 2 Capacity Building Funds and scope a business case for shared services and regional procurement. As at 30 June 2024, plans were in development for recruitment of a Part-time Regional Procurement Project Manager.

Government Information Public Access (GIPA)

Riverina and Murray JO received zero formal access and zero informal applications for the reporting year under Government Information (Public Access) Act, 2009 (GIPA).

Details of Contracts Awarded by RAMJO between 1 July 2023 and 30 June 2024 (\$150,000 in value and above)

Date	Provider	Amount	Summary
October 2024	Cogency (previously OtherBirds)	\$327,560 (incl. GST)	Community education campaign and promotional material development per the Food Organics, Green Organics (FOGO) EPA Funded project.

Equal Employment Opportunity Management Plan

A Riverina and Murray JO Equal Employment Opportunity Management Plan is under development.

Executive Officer Remuneration

The current Executive Officer has a base salary of \$150,000 on a full-time, contracted basis.

Legal Costs

RAMJO incurred no legal costs in relation to legal proceedings taken either by or against the RAMJO for the period.

Delegated Functions

RAMJO delegates the following functions to Albury City Council under separate memorandums of understating:

- Strategy, governance, project management and procurement support for waste services within the RAMJO region
- Financial management
- IT services

RAMJO does not control or hold interest in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies and did not participate with any of the abovementioned entities (whether or not incorporated) during the year.

Capital Works Projects

RAMJO did not undertake any capital works projects.

Statement on Modern Slavery

RAMJO is committed to upholding the principles outlined in the Modern Slavery Act 2018. We recognise the importance of ensuring that the goods and services procured by, and for RAMJO, are not products of modern slavery. To achieve this goal, RAMJO will implement a series of policies and relevant procedures,

prevent and address modern slavery within our supply chain. These steps include development of a Modern Slavery Policy, relevant risk assessments, training and awareness initiatives, collaboration and continuous improvement strategies.

In addition, RAMJO has purchased resources as part Local Government Procurements *Modern Slavery Tool-kit* and shared these resources with its member councils.

Statement of persons working on Wednesday 17 February 2024

RAMJO Executive Officer – contracted, full-time

RAMJO Office Manager Officer – contracted, full-time

Energy and Sustainability Project Manager – contracted, part-time

Disaster Risk Reduction Fund Project Manager – contracted, full-time

Regional Resource Recovery Team Leader – contracted, part-time

Regional Resource Recovery Project Lead – contracted, part-time

2x Regional Resource Coordinators – contracted, both full-time

Payment of Expenses Provision of Facilities and Allowances to Board Members

Costs and expenses related to RAMJO Board Members for the 2023-2024 year are outlined below:

Provision of dedicated office equipment allocated to Board Members	Nil.
Attendance of Board Members at conferences and seminars	Nil
Interstate visits, including transport, accommodation and other out-of-pocket travelling expenses	Nil
Overseas visits, including transport, accommodation and other out-of-pocket travelling expenses	Nil
Expenses of any spouse, partner or other person who accompanies Board Members in the performance of his or her civic functions	Nil
Expenses involved in the provision of care for a child of, or an immediate family member of a Board Member	Nil
Board Chair sitting fee	\$9996.00 p.a.
Board meeting expenses	\$7284.13 as at 30 June 2024

