



RAMJO

Riverina & Murray Joint Organisation

Annual Performance Statement 2020 – 2021

SUMMARY

Endorsed by the Riverina and Murray Joint Organisation Board on 13 November 2021, this report provides a summary of advancement towards achieving desired outcomes and collaboration on strategic priorities.

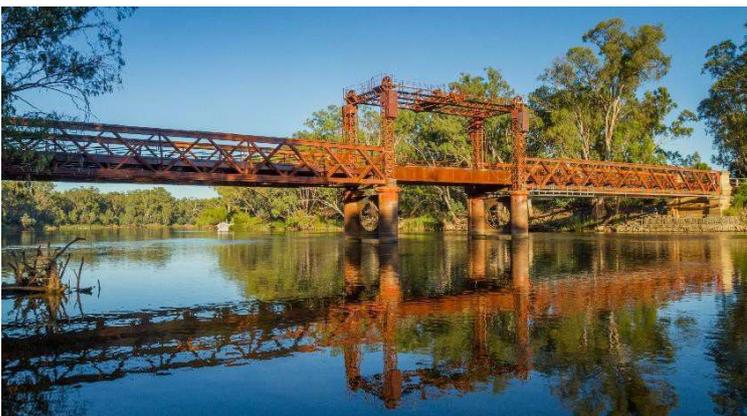


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RAMJO Annual Performance Statement 2020–2021

Introduction and Purpose

The Annual Performance Statement provides an account of the Joint Organisation’s performance for its 11 Member Councils and the Riverina and Murray communities.

The report details progress, achievements and outcomes against commitments identified within the Strategic Regional Priorities 2018 – 2022 and financial management over the 2020-2021 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:

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

Within 5 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 the Statement of Strategic Regional Priorities.

This report also meets requirements under the *NSW Local Government Act (1993)* and will be presented to the Minister for Local Government, The Hon Shelley Hancock MP *Act s 428(5)*. The Joint Organisation’s Annual Performance Report will also be posted on the JO website: www.ramjo.nsw.gov.au

The Riverina and Murray Joint Organisation wishes to publicly acknowledge the commitment and collaborative spirit of Mayors, General Managers and staff from the 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 covers an areas spanning over 82,000km, and acknowledges the traditional owners and custodians of the lands in our region, and pays respect to the Elders both past and present.

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 Strategic Priorities

Our Goal:

To increase diverse population growth within the 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

Our Foundation for Action:

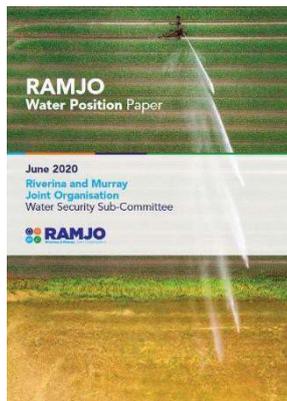
Strengthen our capacity to act as a Joint Organisation and as Individual Councils



Figure 7
Our Strategic Priorities



Key Highlights



Water

Following on from the release of RAMJO's first Water Position Paper in 2020, RAMJO has experienced greater engagement and interface from State and Commonwealth Government water agencies. Furthermore, RAMJO maintains a strategic and collaborative approach to other intergovernmental groups, bodies and panels via RAMJO representatives. The paper brought regional issues to light and attracted a week-long visit from Troy Grant, who has taken on the new statutory role of Inspector-General of Water Compliance. This visit shone a light on the social and economic impacts on our region that have resulted from national water reform issues. Furthermore, the tour included a showcase of business and industry, including robust discussion around the future of water and potential business impacts.

Additionally, the NSW Government engaged with RAMJO as a region on the Water Sharing Plans, and through this process we have been able to influence policy setting via RAMJO's Water Sub-Committee.

Pending resources, the next steps will be to keep the Water Position Paper contemporary and updated, as well as conduct a full assessment of the reports that have been released and revisit our recommendations.

<https://ramjo.nsw.gov.au/strategic-regional-priorities/water-security/>

Digital Connectivity

With continued mapping of regional data and telecommunications gaps to determine performance and future needs, RAMJO continues to look for partnership opportunities and has identified that sharing our information with smaller telecommunication providers might be a way to address the gaps identified. Through this RAMJO has been meeting with various telecommunication providers which has resulted in multiple grant funds being awarded to various providers for our region.

Transport

In November, after a considerable amount of work by the RAMJO Engineers group, led by Brad Ferris, RAMJO released a new Regional Freight Transport Plan identifying key priority road infrastructure projects and strategies. The plan identifies national, state and local road corridors, railways and airports to facilitate the efficient, effective and improved movement of freight, outlines the development of integrated freight transport solutions, documents any constraints, and supports further growth and development of regional logistics solutions.

Developing these key priorities was a collaborative approach between the 11 member councils, industry representatives and Transport for NSW. A number of factors were considered in compiling the plan, including the history of fatalities and injuries, road use, the type of freight transported, impacts on local amenities, and regional economic outcomes. A matrix of weighted factors was adopted to assist in assessing the overall impact of each corridor constraint on the 71 identified road networks.

RAMJO regularly updates transport infrastructure strategic priorities with further plans to review inland rail network and to improve air freight connections.

<https://ramjo.nsw.gov.au/wp-content/uploads/2020/11/2020.11.12-RAMJO-Regional-Freight-Transport-Plan-min.pdf>

Energy

By partnering with the Sustainable Councils and Communities (SCC) team from the NSW Department of Planning, Industry and Environment RAMJO has been able to have a range of audits undertaken that suit the councils' individual needs. These individual audits will be collated into a larger Regional Energy Strategy for the region. The audits have been valued at \$261,650, which represents the funding we have received through our partnership with DPIE. This piece of work has been seen as one of few successful partnerships between a Joint Organisation and the State Government where there have been deliverables on mutual outcomes. These audits have enabled RAMJO councils to address their own energy costs, which in turn also delivers on emissions savings in each council. The success of this model has been recognized more broadly and as a consequence is now being rolled out across other Joint Organisations.

COUNCIL	PROJECT	CONTRACTOR	START	DPIE CONTRIBUTION	END DATE	NEXT STEP/ACTION
Albury	Water Treatment solar Assessment	FG Advisory	Oct-20	\$16,200	Completed	N proceeding due to low ROI
	Carbon 101 for Staff	100% Renewables	TBC	TBC	Not Yet Commenced	On hold
Berrigan	Carbon 101 for Staff	100% Renewables	May-6	\$5,900	3—Jun	Kick off meeting 6/05/2021
	Energy Audit & Strategy	100% Renewables	Feb-21	\$20,000	21-May	Kick off meeting 11 March
Edward River	Energy Strategy	100% Renewables	May-21	\$20,000	June	Purchase Order Created
Federation	Energy Audit	FG Advisory	Jan-21	\$26,200	April	Draft audit completed
	Energy Plan	FG Advisory	Jan-21	\$17,200	April	Commenced
Hay	Energy Audit	FG Advisory		\$15,200	Completed	Seek grant funding for priority projects
Leeton	Energy Strategy	100% Renewables	Jul-20	\$21,450	Completed	Seek grant funding for priority projects
Murray River	Energy Audit & Strategy	100% Renewables	Jan-21	\$16,500	April-21	Site visits completed
Murrumbidgee	Energy Strategy	TBC	TBA	\$20,000	Jun-21	Brief sent to DPIE
	PPA Assessment	ITP	Feb-21	\$1,000	Completed	DPIE reviewing
Narrandera	Energy Strategy	100% Renewables	Jul-20	\$16,000	Completed, adopted	Seek grant funding for priority projects
RAMJO	Assisting with Regional Energy Strategy					\$30-\$50k
	Murray Darling Basin Eco Dev Program	DPIE Support		\$0	Completed	Revolving solar funding application
	Advice on Circular Economy	DPIE Support		\$0		
	Roll out of SunSpot to participating councils	APVI		\$66,000	\$5-\$7k per LGA	Approx \$5-\$7k per LGA
	Training of solar providers			\$29,000		Compliments the grant
TOTAL				\$261,650	Completed	Energy Strategy Commenced
				Value per participating council	\$29,072	Proposed/Concept
						Completed Energy Strategy

Future Direction – Strategic Priorities

In line with the Local Government election period cycle, RAMJO is required to revisit strategic priorities. The Joint Organisation will set aside some time next year with newly elected Board members and will be revisiting our priorities and our ability to influence regionally.

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

Water Security							2020-2021 Progress Report
Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2020 Progress Review			
		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 water security.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational				COMPLETE: The Water Security Sub-Committee was established in early 2019 with representation including Mayors, General Managers and expert Council staff. A clear scope of works was agreed, commencing with agricultural water. The Sub-Committee continues to meet and update the Water 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: In addition to the established relationships with Commonwealth and State departments and organisations, other Local Government and cross border entities, the Joint Organisation has begun working with Murray Irrigation (MIL) to establish an action group to progress the actions listed in the RAMJO Waster Position Paper where they relate to irrigation or farming innovation.
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. The actions will include;	Strategic planning and priority setting	Strategy and I&R Plan developed, supported by key stakeholders and implementation commenced.	Annual Review				COMPLETE: The 2020 RAMJO Water Position Paper has been well received and has opened opportunities for the Joint Organisation and its member councils to take part in conversations at the Commonwealth and State Government levels, as well as build the support of the region and its communities.
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 now invited as a 'peak body group' to be a part of regular MDBA reporting and reviews. Furthermore, RAMJO has had several individual meetings with the MDBA, its CEO and staff, as well as the new Chair, Sir Angus Houston. The purpose of these meetings is to build a foundation from which to continue to cooperate and share common understandings. This is significant improvement from the years past.
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, 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 DPIE on the water sharing plans for the Riverina and Murray. RAMJO is yet to tackle 'urban' or town water supply.
c. Work with the agricultural industry to <ul style="list-style-type: none"> i. improve on farm water management practices and water trading, and ii. 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				FINDING: Upon review of Strategic Regional Priorities RAMJO has completed an assessment that some Actions were not deliverable because they are a State and Federal function, meaning the deliverable is outside RAMJO's ability to act in this space. In preparing the future Statement of Regional Priorities RAMJO will ensure that the Actions are able to be delivered at a Local Government level.
4. Ensure our communities are well informed about water related policies.	Regional leadership	Quality and timeliness of information shared.	Review				FINDING: Upon review of Strategic Regional Priorities we have completed an assessment that some Actions were not deliverable because this is a State and Federal function, meaning the deliverable is outside RAMJO's ability to act in this space. In preparing the future Statement of Regional Priorities RAMJO will ensure that the Actions are able to be delivered at a Local Government level.

Energy Security				2020 Progress Review			2020-2021 Progress Report
Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		DELIVERED	IN PROGRESS	NOT PROGRESSED	
		Indicator - what will we measure?	Tool - how will we measure it?				
1. Establish a sub-committee to lead collaboration, planning and action on energy security.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational				COMPLETE: RAMJO's Energy Security Sub-Committee meets on an 'as needs' basis, as well as individual Councils meeting with RAMJO Office Manager who oversees this strategic priority. The Sub-Committee has been reviewed and will meet more regularly in 2021-2022 to work on the Regional Energy Strategy.
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 has facilitated an agreement with DPIE's Sustainable Councils and Communities team, who have offered to provide the resource to each individual Council to undertake a full assessment of constraints, costs and opportunities. The outcome of working with the SCC team is to provide each Council with its own Energy Savings Plan, which will be aggregated into a RAMJO Regional Energy Strategy. The project plan for the Energy Strategy is by December 2021.
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. The actions will include;	Strategic planning and priority setting	Strategy and I&R Plan developed, supported by key stakeholders and implementation commenced.	Annual Review				FINDING: Upon review of Strategic Regional Priorities we have completed an assessment that some Actions were not deliverable because this is a State and Federal function, meaning the deliverable is outside RAMJO's ability to act in this space. In preparing the future Statement of Regional Priorities RAMJO will ensure that the Actions are able to be delivered at a Local Government level.
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: RAMJO has partnered with E360 solar to divert end of life solar panels from southern NSW landfills. This project aims to recycle approximately 7,500 panels throughout the life of the project. Furthermore, RAMJO is working with the University of Technology Sydney to characterising the volumes and distribution of decommissioned solar panels." Additionally RAMJO and the energy Sub-committee will explore a Voluntary Planning Agreement to review councils accessing a volume of energy input from the new TransGrid energy line being installed in the region.
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: RAMJO has been working with TransGrid to advocate for long term benefits to its councils. It is currently investigating mutually beneficial outcomes between TransGrid and member council as it relates to the location of energy infrastructure.
c. Work with other Joint Organisations and government to explore waste to energy opportunities.	Intergovernmental collaboration	Feasibility study completed, and determination made.	Review				FINDING: Upon review of Strategic Regional Priorities we have completed an assessment that some Actions were not deliverable because this is a State and Federal function, meaning the deliverable is outside RAMJO's ability to act in this space. In preparing the future Statement of Regional Priorities RAMJO will ensure that the Actions are able to be delivered at a Local Government level.

Transport Connectivity				2020 Progress Review			2020-2021 Progress Report
Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		DELIVERED	IN PROGRESS	NOT PROGRESSED	
		Indicator - what will we measure?	Tool - how will we measure it?				
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 and functioning well.	Observational				COMPLETE: RAMJO's Transport Connectivity Sub-Committee meets on an 'as needs' basis, and feeds in operational elements to 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, via the Engineering Group, have completed an assessment on a Council-by-Council basis to create a level of data which could form the basis of a regional plan. RAMJO has also met regularly with Transport for NSW regarding Roads Maintenance Council Contracts, working towards providing alternatives to proposed model changes.
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. Plans to include;	Strategic planning and priority setting	Strategy and I&R Plans developed, supported by key stakeholders and implementation commenced.	Annual Review				COMPLETE: RAMJO's Transport Connectivity Sub-Committee, via the Engineering Group, have completed a draft Freight Transport Strategy, published in 2020. This plan includes a comprehensive assessment of constraints, impacts and opportunities, but only as they relate to freight. This document will be used to communicate these matters, and will also feed into a larger regional infrastructure priority mapping.
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: The Transport Connectivity Sub-Committee is prioritising the member councils' updated transport infrastructure priorities. Once completed, amendments will be made to the Regional Freight transport Plan to present these current priorities and seek collective funding opportunities.
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: Due to COVID-19 the Cross-Border Commissioners have been focused on Covid-related matters over transport. The Board has made an agreement that where it makes sense we apply collectively for transport funding on issues relating to the RAMJO Transport Strategy.

Digital Connectivity

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2020 Progress Review			2020-2021 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 digital connectivity.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational				COMPLETE: RAMJO's Digital Connectivity Sub-Committee meets on an 'as needs' 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				ONGOING: RAMJO has completed a black spot assessment for both data and telecommunications, but not in conjunction with RDAs in Riverina and Murray as the strategic priority timing for both organisations did not align. RAMJO has developed a loose advocacy platform regarding minimum service rates and promoting the inability to access online resources for various different reasons, which disadvantages the population as a whole.
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). Actions to include:	Strategic planning and priority setting	Strategy and I&R Plan developed, supported by key stakeholders and implementation commenced.	Annual Review				ONGOING: RAMJO has worked with telecommunications providers to be able to attract some grant funding to improve infrastructure in the region and deliver affordable and accessible service.
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 has held multiple meetings with various Departments, Members of Parliament and Ministers regarding this matter. Advocacy in this space will continue, particularly as it relates to community resilience and economic recovery. Communities need internet and telecommunications connectivity in order to manage their 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 all of the smart technologies that are planned and being installed around Albury Wodonga. The RAMJO Waste Team has identified an opportunity with DPIE's Smart Places Acceleration Program to improve data collection and efficiencies in many landfills within the region. We have applied for funding from EPA to help councils address challenges they have in reaching EPA recycling targets. This will be a pilot project that has enormous potential to scale across the region.
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				FINDING: The JO does not have sufficient resources to take on an education campaign regarding various digital platforms. Telstra agreed that they would resource a regional digital literacy campaign (noting that they'd be promoting Telstra products). RAMJO has determined that this Activity is not within its role. NBN have a large stakeholder engagement function. Home nbn (nbnco.com.au)

Health Services							
Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2020 Progress Review			2020-2021 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 and functioning well.	Observational				COMPLETE: RAMJO's Health Services Sub-Committee has previously met on an 'as needs' basis for advocacy purposes only. In June 2021 the Sub-Committee met to start workshopping the regional issues to be addressed by a Regional Health position paper.
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				NOT PROGRESSED: This element is deemed to be in excess of the available resources available to the JO at this time.
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 Sub-Committee has begun issues mapping to begin a regional Health Position paper, and reaching out to other local stakeholders.
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 and I&R Plan 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, we think this is 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 Action that RAMJO has limited ability to deliver. This will be taken into consideration in the next Statement of Strategic Regional Priorities.

Industry, Jobs and Workforce

NB: Due to COVID-19 the entire RAMJO Industry , Jobs and Workforce sector has been significantly impacted. RAMJO has had a seat at regular forums with the Cross-Border Business Advisory Committee as well as COVID updates held by Murrumbidgee Local Health District where RAMJO has been able to offer input around industries and businesses that have been impacted by the pandemic.

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2020 Progress Review			2020-2021 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 industry/workforce/jobs.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational				COMPLETE: The Industry, Jobs and Workforce Sub-Committee has only met three times since its inception. This is mostly due to lack of resourcing in this space, and the overlap with RDA and Council Economic Development Officers.
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				IN PROGRESS: The Sub-Committee has identified joint regional procurement as an opportunity to encourage and support councils to have increased use of local suppliers. Activities resulting from successful regional procurement have involved establishing a RAMJO board of approved suppliers such as lawyers and graphic designers. Additionally, the RAMJO Waste Team developed two contracts for the collection of scrap metal, which involved 10 of the 13 Waste Group councils. RAMJO is currently developing a joint procurement contract for green-waste shredding services.
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. Actions to include: 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	Strategic planning and priority setting Regional leadership and advocacy	Strategy and I&R Plans 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.
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				NOT PROGRESSED: This element is deemed to be in excess of the available resources available to the JO at this time.

Strengthen Our Capacity to Act

FWJO: A significant part of our time was consumed by assisting and working with the Far West Joint Organisation (FWJO). This was a six-month body of work that took up 50% of RAMJO's time and resourcing. The objective was to determine the financial sustainability of FWJO.

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2020 Progress Review			2020-2021 Progress Report
		Indicator - what will we measure?	Tool - how will we measure it?	DELIVERED 	IN PROGRESS 	NOT PROGRESSED 	
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. <ul style="list-style-type: none"> 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.				NOT PROGRESSED: This element is deemed to be in excess of the available resources available to the JO at this time. The Office of Local Government Round 2 Capacity Building Funds will be used to review this and scope a business case.
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.				<p>IN PROGRESS: RAMJO is 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.</p> <p>RAMJO is working both with individual Councils, with a RAMJO based procurement group, and with three other JOs covering almost 40 Councils to create a framework which drives out best practice and identifies key success factors for the Member Councils and the JO.</p> <p>This project was finalized post 30 June 2021 and will be presented to the Board.</p>
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				NOT PROGRESSED: This element is deemed to be in excess of the available resources available to the JO at this time. This will be reviewed as part of the Round 2 capacity building funds.
4. Facilitate resources, systems and skills sharing across the Member Councils particularly to support delivery of the six 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.				NOT PROGRESSED: This element is deemed to be in excess of the available resources available to the JO at this time. This will be reviewed as part of the Round 2 capacity building funds.

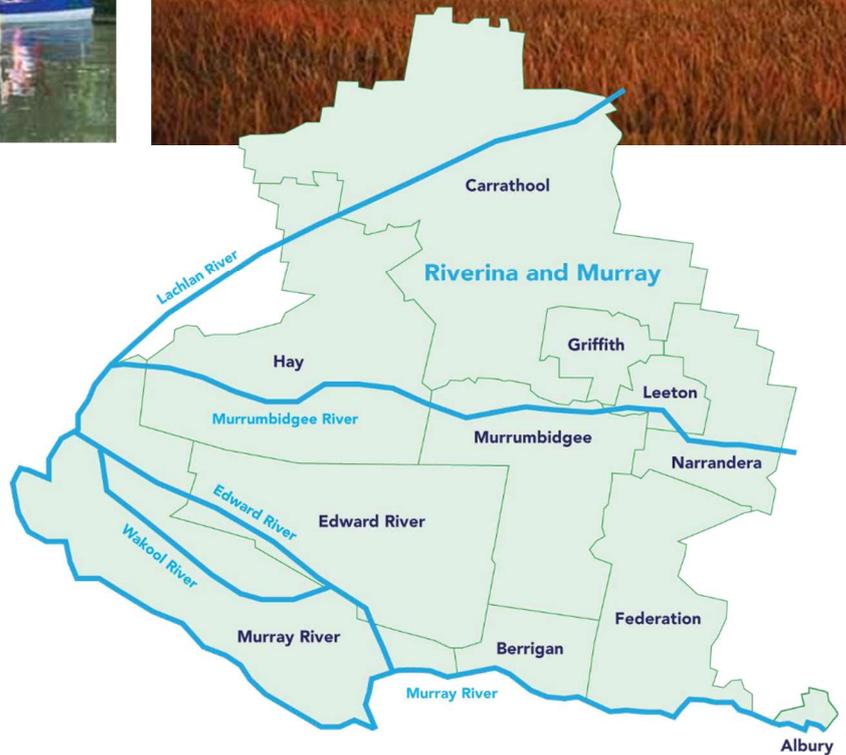
Riverina and Murray Joint Organisation Profile



About RAMJO

The Riverina and Murray Joint Organisation is a cooperation of eleven (11) Member Councils in southern NSW and operates under the NSW Local Government Act 1993. Member Councils include Albury City, Berrigan Shire, Carrathool Shire, Edward River, Federation, Griffith City, Hay Shire, Leeton Shire, Murray River, Murrumbidgee and Narrandera Shire.

RAMJO covers over 80,000 square kilometres of land and 150,000 people, and together we represent a large portion of the Basin's communities.



150,780
Population
Median age 44 years



82,868
square kilometres



Steady Growth
in population, jobs and
Gross Regional Product



2
regional centres and
over 40 townships



28,777
people aged 0 - 14 years



29,422
people aged
over 65 years

Member Representatives

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

- Councillor Kevin Mack, RAMJO Chairperson and Mayor of Albury City Council
- Councillor John Dal Broi, RAMJO Deputy Chairperson and Mayor of Griffith City Council
- Councillor Matthew Hannan, Mayor of Berrigan Shire Council
- Councillor Darryl Jardine, Mayor of Carrathool Shire Council
- Councillor Norm Brennan, Mayor of Edward River Council
- Councillor Pat Bourke, Mayor of Federation Council
- Councillor Jenny Dwyer, Mayor of Hay Shire Council
- Councillor Paul Maytom, Mayor of Leeton Shire Council
- Councillor Chris Bilkey, Mayor of Murray River Council
- Councillor Ruth McRae, Mayor of Murrumbidgee Council
- Councillor Neville Kschenka, Mayor of Narrandera Shire Council

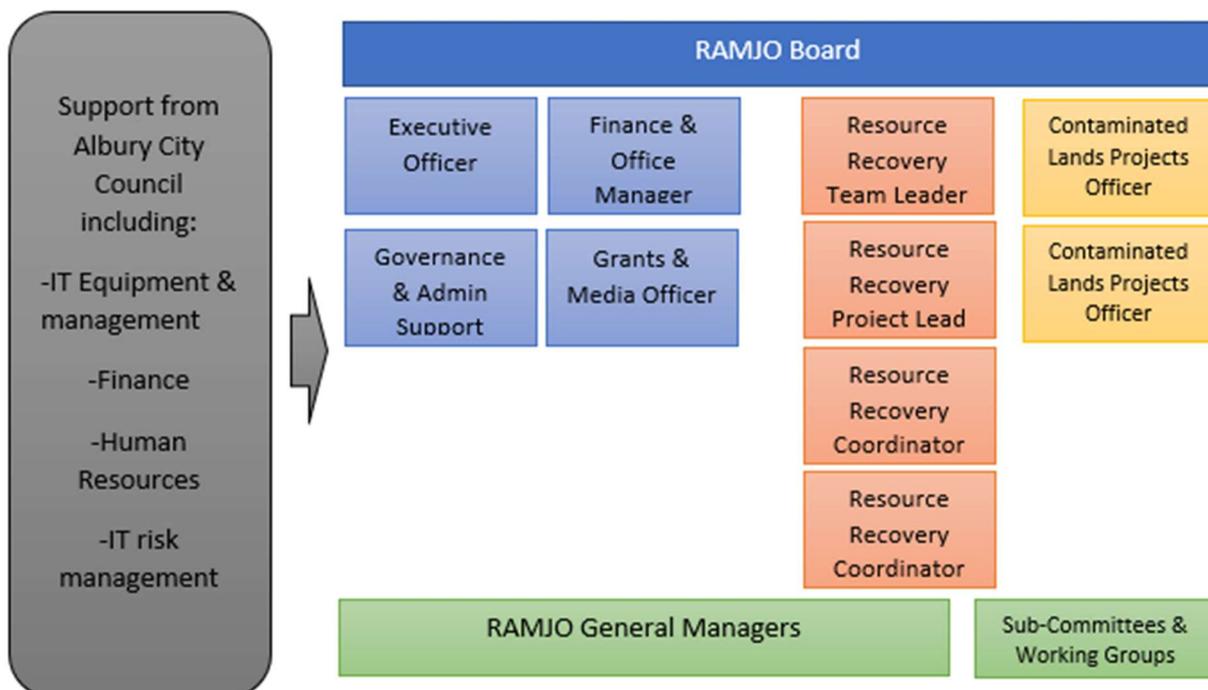
NSW Government representatives are non-voting members of the Board, including the Regional NSW Director of the Riverina and Murray and the Council Engagement Manager from Office of Local Government.

Member Allowances

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

Organisational Structure

An organisational structure of RAMJO is as follows:



Statutory Information

Details of Contracts Awarded by RAMJO

There were no contracts awarded by RAMJO in the 2020 – 2021 year.

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).

Equal Employment Opportunity Management Plan

A Riverina and Murray JO Equal Employment Opportunity Management Plan is currently under development, due for completion in 2021.

Remuneration Executive Officer

The salary component of the Executive Officer for the 2020-2021 financial year was \$191,635.

Legal Costs

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

Delegated Functions

RAMJO delegates the following functions to Albury City Council under a service agreement:

- Financial management
- Human Resources
- IT services

Interest

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.

Payment of Expenses Provision of Facilities and Allowances to Board Members

Costs and expenses related to RAMJO Board Members for the 2020-2021 year are outlined below:

Provision of dedicated office equipment allocated to Board Members	Nil.
Telephone calls made by Board Members	Nil.
Attendance of Board Members at conferences and seminars	Nil
Interstate visits, including transport, accommodation and other out-of-pocket travelling expenses	\$373
Overseas visits, including transport, accommodation and other out-of-pocket travelling expenses	Not applicable. No international travel undertaken.
Expenses of any spouse, partner or other person who accompanies Board Members in the performance of his or her civic functions	Not applicable. RAMJO does not meet the cost of Board Members' spouses, partners and accompanying persons.
Expenses involved in the provision of care for a child of, or an immediate family member of a Board Member	Not applicable.
Board Chair sitting fee	\$10,000
Board meeting expenses	\$9,241

