



# RAMJO

Riverina & Murray Joint Organisation

## Annual Performance Statement 2021 – 2022

### SUMMARY

Endorsed by the Riverina and Murray Joint Organisation Board on 25 November 2022, this report provides a summary of advancement towards achieving desired outcomes and collaboration on strategic priorities.



## Table of Contents

Introduction and Purpose .....	2
Our Strategic Priorities .....	3
Key Highlights .....	4
Water .....	4
Energy .....	4
Digital Connectivity .....	4
Progress Report on Key Functions and Activity of the Joint Organisation by Strategic Priority .....	5
Riverina and Murray Joint Organisation Profile .....	12
Member Representatives .....	13
Member Allowances .....	13
Organisational Structure .....	13
Statutory Information .....	14
Payment of Expenses Provision of Facilities and Allowances to Board Members .....	15
General Purpose Financial Statements .....	16

# RAMJO Annual Performance Statement 2021–2022

## 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 2021-2022 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](http://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 area 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

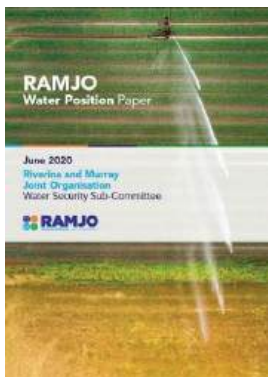
### Our Foundation for Action:

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 ongoing and significant engagement from Commonwealth and State Governments. An example of this was being invited to brief the incoming NSW Minister for Lands and Water on the paper and RAMJO's work.

During the 2021-2022 year the Water sub-committee worked on revising the Water Position Paper to keep it contemporary and updated, reviewing the many subsequently revised reports released and refreshing our recommendations. This will be adopted in 2022-2023.

<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.

### Transport

Following on from the Regional Freight Transport Plan, RAMJO completed the first iteration of the Regional Freight Priorities. This highlighted the agreed freight transport priorities for the region, with the RAMJO Board endorsing the Report at its meeting 13 May 2022. The Regional Freight Transport Plan and the Priorities Report will be live documents, updated periodically as priorities evolve and projects are completed.

Developing these key priorities was a collaborative approach between the 11 member councils and is intended to be an ongoing advocacy document but also a support to individual member councils' grant applications and advocacy work. A number of meetings with State and Federal ministers has already been held highlighting the document.

RAMJO will continue to update the transport infrastructure strategic priorities with further plans to review inland rail network and to improve air freight connections.

[Transport - RAMJO - Riverina & Murray Joint Organisation \(nsw.gov.au\)](https://www.ramjo.nsw.gov.au/wp-content/uploads/RAMJO-Freight-Priorities-Report-2022-compressed.pdf)

[www.ramjo.nsw.gov.au/wp-content/uploads/RAMJO-Freight-Priorities-Report-2022-compressed.pdf](https://www.ramjo.nsw.gov.au/wp-content/uploads/RAMJO-Freight-Priorities-Report-2022-compressed.pdf)



## Energy

By partnering with the Sustainable Councils and Communities (SCC) team from NSW Treasury (previously NSW Department of Planning, and Environment / Department of Planning, Industry and Environment) RAMJO was able to have a range of audits undertaken that suit the councils' individual needs. Due to the success of the original 9 council program, Griffith and Carrathool have joined and are in the initial stages of energy audits. These audits have enabled RAMJO councils to address their own energy costs, which equates to emissions savings in each council.

These individual audits are being collated into a larger Regional Energy Strategy for the region. RAMJO has hired a Regional Energy Strategy Program Manager, funded by SCC, and will complete and adopt the Regional Energy Strategy in the 2022-2023 financial year.

The work for RAMJO through this partnership is now valued at \$410,650, which represents the direct and indirect funding we have received through our partnership with SCC. This partnership has continued to benefit both the JO and the State Government.

COUNCIL	PROJECT	CONTRACTOR	START	DPIE CONTRIBUTION	END DATE	NEXT STEP/ACTION
Albury	Water Treatment solar Assessment	FG Advisory	Oct 20	\$17,820	Completed	99 kW installed
	Develop list of 3 priority projects for Implementation	DPIE	23 Feb 22	See under RAMJO	Mar 2022	Completed
	<b>Project 1 Priority List: Carbon 101 for Staff</b>	100% Renewables	April 22	\$8,250	Sep 2022	Commenced
	Review Tender Documents for Lighting Upgrade at Airport	Julien Freed	June 22	\$4,400	June 2022	Completed
	Write New Tender Documents for Albury Council Airport Lighting	Julien Freed	July 22	\$5,000	Aug 2022	Completed
	Emissions Reduction Strategy	Albury to engage	June 22		Oct 2022	Commenced
Berrigan	Carbon 101 for Staff	100% Renewables	May 6		3 Jun	Kick off meeting 6/05/2021. Not commenced
	Energy Audit & Strategy	100% Renewables	Feb 21	\$23,053	21 May	Completed
	Develop list of 3 priority projects for Implementation	DPIE	23 Feb 22	See under RAMJO	Mar 2022	Completed
	Project Priority List: Specs 1. Berrigan STP Solar 2. Chanter Depo Solar + Battery 3. Chanter St Depot LED Lights	100% Renewables	23 Feb 22	See under RAMJO	May 2022	Commenced, Council has \$50,000 for implementation
	Request from Berrigan to assist their understanding of Biodiversity credits and greenhouse gas emissions	DPI	May 22			Commenced. LM has spoken with the Regional Biodiversity Officer for DPI SE and a meeting will be scheduled with Berrigan to discuss options with DPI
Carrathool	Prepare Brief for Consultants for Energy Audit and Energy Plan		May 22	SCC staff	May 2022	Completed - Awaiting approval from Carrathool

COUNCIL	PROJECT	CONTRACTOR	START	DPIE CONTRIBUTION	END DATE	NEXT STEP/ACTION
Edward River	Energy Strategy	100% Renewables	May 21	\$17,300	June	Completed
	Develop list of 3 priority projects for Implementation	DPIE	23 Feb 22	See under RAMJO	Mar 2022	Completed
	Project 1 Priority List: Switch small scale contract to Shell	Simply Sustainable	23 Feb 22		May 2022	Completed
	Project 2 Priority List: Heat Pump Assessment	100% Renewables	Mar 22	See under RAMJO	April 2022	Completed
	Project 3 Priority List: Solar Assessment	100% Renewables	Mar 22	See under RAMJO	April 2022	Completed
	New Small Sites Contract	SCC Staff	June 22		June 2022	Completed
Federation	Energy Audit	FG Advisory	Jan 21	\$28,820	April 2022	Completed
	Energy Plan	FG Advisory	Jan 21	\$18,920	April	Seek grant funding for priority projects
	Develop list of 3 priority projects for Implementation	DPIE	23 Feb 22	See under RAMJO	Mar 2022	Completed
	Priority Project 1: Corowa Pool Audit	100% Renewables	April 22	\$7,975	July 2022	Completed
Griffith	Prepare Brief for Consultants for Energy Audit and Energy Plan		May 22	SCC staff	May 2022	Completed - Awaiting approval from Carrathool
Hay	Energy Audit	FG Advisory	Nov 20	\$16,324	Completed	Seek grant funding for priority projects Installed 23 kW Solar at Admin Installed 24 kW Solar plus 13 kW Battery at Library Partial LED replacement at Admin Building
	Temporary Smart Meters for Audit	Electrician - - Doyles Lighting	Sep 20	\$3,724	Sep 2020	Completed
	Develop list of 3 priority projects for Implementation	DPIE	23 Feb 22	See under RAMJO	Mar 2022	Completed
	Priority Projects List: Specs for Club Grants 1. John Huston Memorial Pool Solar 2. JH Memorial Pool Voltage Optimisation 3. Hay Library LED Upgrade	DPIE plus tech support from 100% Renewables	Mar 22	March 2022	15 April 2022	Grant application completed by Hay for Club Grants Category 3 with tech support from 100% Renewables
Leeton	Energy Strategy	100% Renewables	Jul 20	\$21,450	Completed	Seek grant funding for priority projects
	Develop list of 3 priority projects for Implementation	DPIE	23 Feb 22	See under RAMJO	Mar 2022	Completed
	Priority Project 1: Revolving Energy Fund Established	100% Renewables	Feb 22		June 2022	Commenced
Murray River	Energy Audit & Strategy	100% Renewables	Jan 21	\$17,600	April-21	Completed
	Develop list of 3 priority projects for Implementation	DPIE	23 Feb 22	See under RAMJO	Mar 2022	Completed
Murrumbidgee	Energy Strategy	100% Renewables	Jun 21	\$17,297	Feb - 22	Completed
	PPA Assessment	ITP	Feb 21	\$1,100	Completed	Completed
	Develop list of 3 priority projects for Implementation	DPIE	23 Feb 22	See under RAMJO	Mar 2022	Completed
	Carbon 101 Staff Training	100% Renewables	July 22		October 2022	Commenced

COUNCIL	PROJECT	CONTRACTOR	START	DPIE CONTRIBUTION	END DATE	NEXT STEP/ACTION
Narrandera	Energy Strategy	100% Renewables	Jul 20	\$16,000	Completed, adopted	Seek grant funding for priority projects
	Develop list of 3 priority projects for Implementation	DPIE plus tech support from 100% Renewables	23 Feb 22	See under RAMJO	Mar 2022	Completed
RAMJO	Assisting with Regional Energy Strategy	Simply Sustainable, RAMJO Coordinator	June 21	\$95,378	30 June 2022	
	Regional Energy Strategy Workshop 1	Simply Sustainable	Nov 21		Nov 2021	Completed
	One on One Meeting with all 9 Councils	DPIE and Simply Sustainable	21-23 Feb 22		21-23 February 2022	Completed
	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	Jan 21	\$66,000	Dec 2022	Approx \$5-\$7k per LGA
	Training of solar providers			(\$29,000)	Not commenced	Compliments the grant -Grant unsuccessful
	Project Implementation Support	100% Renewables	March 21	\$16,500	Jun 2022	Completed
	Project Implementation Support	100% Renewables	June 22	\$8,000	October 2022	Commenced
		<b>TOTAL</b>		<b>\$410,211</b>	Completed	Energy Strategy Commenced
		Value per participating council		\$37,319	Proposed/Concept	Completed Energy Strategy



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
















## Health










The Health Sub Committee has been working steadily on the RAMJO Health Position Paper, researching widely and meeting with local MPs and health service representatives.








### Future Direction – Strategic Priorities









In the 2021-2022 year RAMJO has begun work on the revised strategic priorities, which will be adopted for the next four years.









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

Water Security							
Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2022 Progress Review			2021-2022 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 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: RAMJO has established relationships with Commonwealth and State departments and organisations, other Local Government and cross border entities.
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 is the result of this action. The paper has been well received and has opened opportunities for the Joint Organisation and its member councils to take part in ongoing 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 Chair, CEO and staff, including briefing meetings with the acting CEO Andrew Reynolds and new CEO Andrew McConville. These meetings build on a foundation from which to continue to cooperate and share common understandings.
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 DPE Water 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 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							
Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2022 Progress Review			2021-2022 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 energy security.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational				COMPLETE: RAMJO’s Energy Security Sub-Committee meets on a regular basis, as well as regular meetings with the Sustainable Councils and Communities program working 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 2022.
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 previously worked with TransGrid to advocate for long term benefits to its councils. It is currently investigating the possibility of voluntary planning agreements between RAMJO member councils land TransGrid that will allow each council access to a volume of energy input into the system via substations.
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							
Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2022 Progress Review			2021-2022 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 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 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, via the Engineering Group, have completed an assessment on a Council-by-Council basis to create a Freight Transport Strategy. They completed a Priorities report which has been used for advocacy and grant applications. RAMJO has also met regularly with Transport for NSW regarding transport priorities.
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 Freight Transport Strategy. 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 has been complemented with the first version of the Regional Priorities.
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				COMPLETE: The Transport Connectivity Sub-Committee prioritised the member councils' updated transport infrastructure priorities, making the first Regional priorities report.
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?		2022 Progress Review			2021-2022 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. RAMJO has determined that this Activity is not within its role. NBN have a large stakeholder engagement function. <a href="https://www.nbnco.com.au">Home   nbn (nbnco.com.au)</a>

Health Services							
Actions – what we are going to do?	Core Function	Success Measures – how will we know we have succeeded?		2022 Progress Review			2021-2022 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. The Sub-Committee has continued to meet to workshop 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?		2022 Progress Review			2021-2022 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

In 2020-2021 a significant part of RAMJO staff 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.

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2022 Progress Review			2021-2022 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. 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.
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 the individual Councils 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.
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.
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.				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.

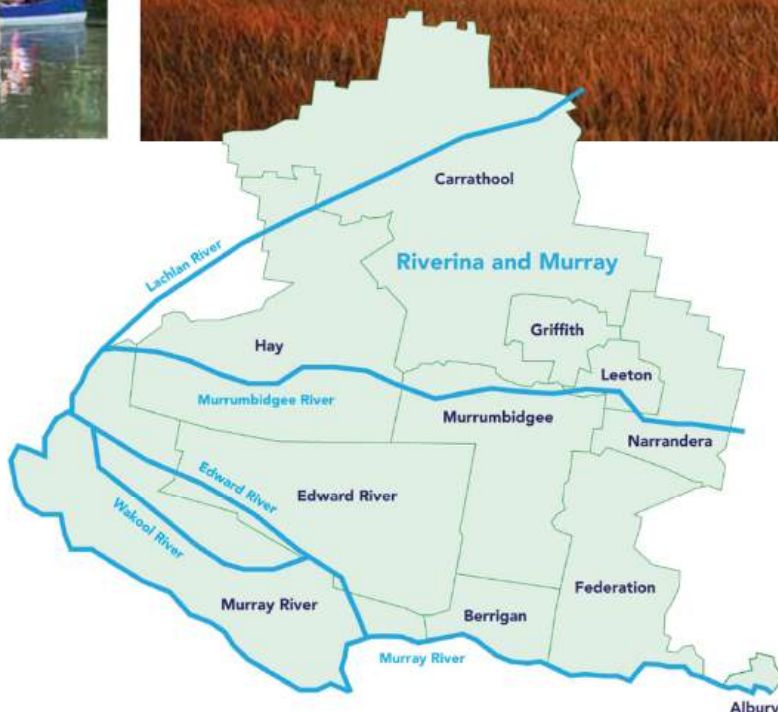
## Riverina and Murray Joint Organisation Profile



### 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.



**152,398**  
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



**28,014**  
people aged 0 - 14 years



**33,186**  
people aged  
over 65 years

## Member Representatives

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

- Councillor Matthew Hannan, RAMJO Chairperson and Mayor of Berrigan Shire Council
- Councillor Kylie King, Mayor of Albury City Council
- Councillor Doug Curran, Mayor of Griffith City Council
- Councillor Darryl Jardine, Mayor of Carrathool Shire Council
- Councillor Peta Betts, Mayor of Edward River Council
- Councillor Pat Bourke, RAMJO Deputy Chairperson and Mayor of Federation Council
- Councillor Carol Oataway, Mayor of Hay Shire Council
- Councillor Tony Reneker, 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.

The Board of RAMJO included until 4 December 2022:

- Councillor Kevin Mack, Mayor of Albury City Council
- Councillor John Dal Broi, Mayor of Griffith City Council
- Councillor Paul Maytom, Mayor of Leeton Shire Council
- Councillor Norm Brennan, Mayor of Edward River Council

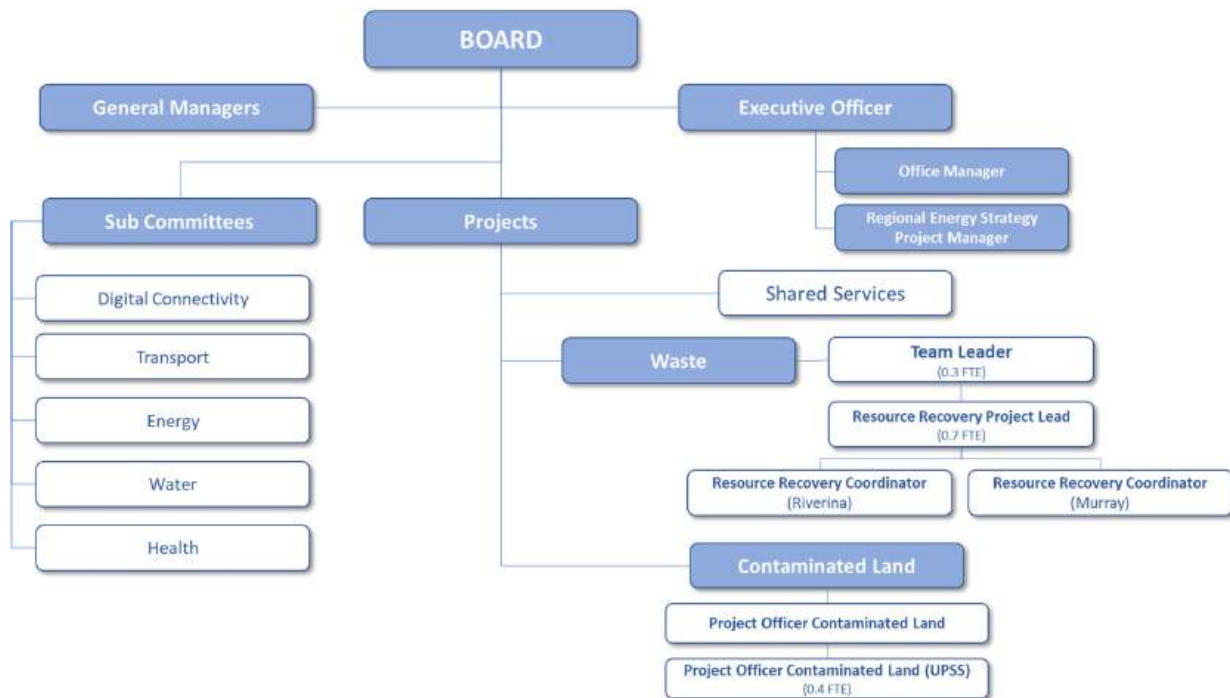
## Member Allowances

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

## Member Representatives

## Organisational Structure

An organisational structure of RAMJO is as follows:



## Payment of Expenses Provision of Facilities and Allowances to Board

### Details of Contracts Awarded by RAMJO

No contracts awarded by RAMJO in 2021-2022.

### 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

No contracts awarded by RAMJO in 2021-2022.

### Equal Employment Opportunity Management Plan

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

### Remuneration Executive Officer

The salary component of the Executive Officer for the 2020-2021 financial year was \$139,059, which includes resignation of the previous Executive Officer, and an interim Executive Officer before the new Executive Officer was appointed.

### 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
- 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 2021-2022 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	Nil.
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	\$7,500 (\$10,000 pa, no Chair for 3 months due to local government elections)
Board meeting expenses	\$10,750

