



# Annual Performance Statement 2022 – 2023

Endorsed by the Riverina and Murray Joint Organisation Board on 10 November 2023, 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 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 2022-2023 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 the 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](http://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 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:

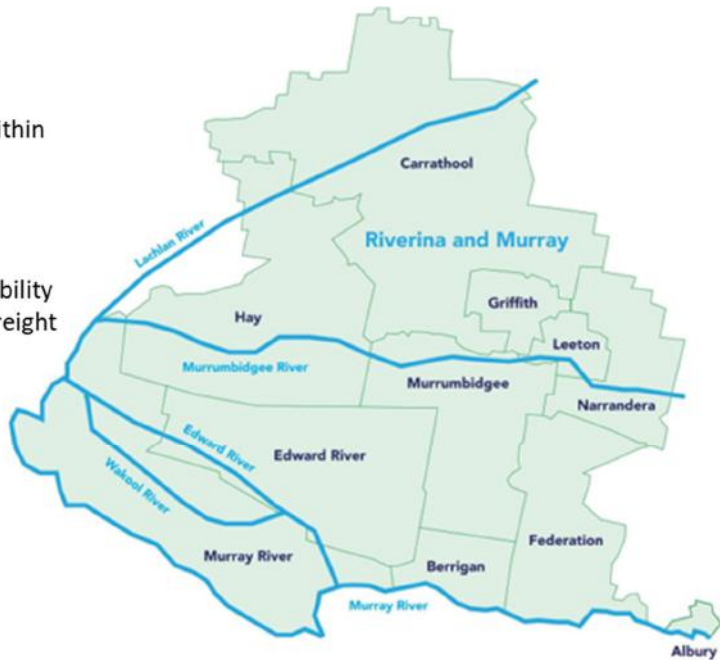
To increase diverse population growth within RAMJO.

#### 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

#### Our Foundation for Action:

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



## Key Highlights

### Water



Following on from the release of RAMJO's first Water Position Paper in 2020, RAMJO has experienced ongoing engagement from Commonwealth and State Governments. Throughout the 2022-2023 period, the Water sub-committee has worked on revising the Water Position paper, ensuring it is up to date and considers findings and recommendations from numerous academic and Commonwealth released reports. The updated Water Position paper aims to be released in the later half of 2023 and will be available for review at <https://ramjo.nsw.gov.au/strategic-regional-priorities>

### 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 relevant data, learnings and information with smaller telecommunication providers might be a way to address the gaps identified.

### Transport



Following on from the Regional Freight Transport Plan in 2020, RAMJO continued to address its goal of improving Transport Connectivity for the RAMJO region and completed the first iteration of Regional Freight Priorities in 2022. This highlighted the agreed freight transport priorities for the region and is followed by a more comprehensive Regional Freight Plan, due for endorsement by the Board in November 2023. Developing these key documents is fundamental to highlighting the Transport and Freight needs of RAMJO communities and greatly aides our advocacy work. The development of these documents is a collaborative approach between the 11 member councils, intended to be an ongoing advocacy document but also a support to individual member councils' grant applications and advocacy work. This sustained, adaptive and continued collaboration is a key success of the Joint Organisation model, providing opportunities not just for RAMJO member councils, but also to State and Commonwealth agencies who can connect and leverage off the Regions expertise and knowledge.

RAMJO will continue to update the transport infrastructure strategic priorities with further plans to review inland rail network and to improve air freight connections. The draft RAMJO Freight Transport Plan 2023 can be viewed here: <https://www.ramjo.nsw.gov.au/wp-content/uploads/RAMJO-Regional-Freight-Transport-Plan-October-2023-min.pdf>

Lastly, 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



By partnering with the Sustainable Councils (SC) team under NSW Treasury (previously NSW Department of Planning, and Environment / Department of Planning, Industry and Environment) RAMJO was key to enabling the conducting of a range of energy audits for participating member councils, a necessary step for any energy user to assess its use with the aim of making improvements, often leading to significant cost savings. Due to the success of the initial group of nine member councils, two more councils have now completed their audits, resulting in all member councils having participated in the SC initiative.

The data obtained from these audits was then used to develop a wider RAMJO Regional Energy Strategy which was adopted by the board in November 2022, making RAMJO the first Joint Organisation to do so. Early 2023 saw RAMJO hire a Joint Organisation Net Zero Acceleration (JONZA) Project Manager, again funded by SC which will not only assist member councils realise and explore wider net zero and efficiency opportunities, but drive the objectives contained within RAMJO's Regional Energy Strategy. The work of RAMJO through this mutually beneficial partnership continues to grow, with more funding being considered for allocation to JONZA programs across the state as at November 2023, as the Joint Organisation model continues to demonstrate value to State agencies.

Lastly, the Energy 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



The Health Sub-Committee has been working steadily on the RAMJO Health Position Paper, with the first draft tabled for the sub-committee's consideration in August 2023. RAMJO aims to formally release its Health position paper by mid-2024. To date, accurate data collection and engaging with local MPs and health service representatives to better understand the diversity in the Regions health needs is a priority, to ensure the Health position paper accurately reflects current challenges and considers opportunities to address them.

In September 2023, 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 active 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 February 2023, the Housing sub-committee has made steady progress in advancing objectives in this space. With affordable housing a key focus for both State and Commonwealth Governments, RAMJO is well positioned to leverage off of an increased focus and distribution of resources in this area.

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








1. Water Security							
Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2023 Progress Review			2022-2023 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 and provided formal submissions 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 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 Commonwealth and State Government levels, as well as build the support of the region and its communities.  As at 30 June 2023, final drafts of an updated Water Position Paper are being prepared for the boards final endorsement.
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. Furthermore, RAMJO has had several individual meetings with the MDBA, its Chair, CEO and staff. 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 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				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. RAMJO's updated water position paper includes a call to action and 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				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.

## 2. Energy Security









Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2023 Progress Review			2022-2023 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 and has established a strong partnership with the Sustainable Councils program, working on advancing Net Zero and general sustainability initiatives.
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 Treasury's Sustainable Councils program, who have provided resources to each individual Council to undertake a full assessment of constraints, costs and opportunities. This resulted in the completion of a RAMJO Regional Energy Strategy in November 2022, making RAMJO the first Joint Organisation to adopt such a strategy. This has led to RAMJO participating in the current <i>Joint Organisation Net Zero Acceleration</i> pilot program, again funded by Sustainable Councils. RAMJO continues to partner with and seek funding opportunities to advance work in this space on a long-term basis.
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 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. <i>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.</i>	Regional leadership and advocacy	Representation achieved, and issues acted on.	Observational				ONGOING: Upon review of Strategic Regional Priorities we have completed an assessment that some Actions were not deliverable because this is a State and Commonwealth 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.  Where RAMJO can not act at a State and Commonwealth level, focus is placed on understanding member councils individual needs and helping to identify and address challenges.
b. <i>Advocate and work with governments and energy providers for long term infrastructure projects to address energy security for the region.</i>	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. <i>Work with other Joint Organisations and government to explore waste to energy opportunities.</i>	Intergovernmental collaboration	Feasibility study completed, and determination made.	Review				ONGOING: RAMJO has relationships with other Joint Organisations and regularly attends 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. RAMJO's Waste Resource Recovery team identify and drive progress in this space for the JO.











### 3. Transport Connectivity

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2023 Progress Review			2022-2023 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 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 and grant applications. RAMJO has also met regularly with Transport for NSW and the Minister for Transport regarding transport priorities.  The final Freight Transport Plan 2023 is due for endorsement in late 2023.
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: RAMJO's Transport Connectivity Sub-Committee completed the Regional Freight Transport Strategy in 2020. This strategy 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.
<i>a. Advocate and work with governments and transport providers to fund and deliver on agreed infrastructure projects to address transport connectivity for the region.</i>	Intergovernmental collaboration	Priority infrastructure projects funded and delivered.	Annual Review				COMPLETE: The Transport Connectivity Sub-Committee prioritised member councils updated transport infrastructure priorities, developing the first Regional priorities report.
<i>b. Work with the cross-border Commissioners to address relevant freight and public transport issues e.g. licensing, insurances, feeds, permits, discounts, ticketing etc.</i>	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 Freight Transport Plan. Advancement of this priority is scheduled to continue in 2024.








## 4. Housing

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2023 Progress Review			2022-2023 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 Housing in the RAMJO region.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational				COMPLETE: RAMJO's Housing Sub-Committee was established in February 2023 and currently meets every two months. The sub-committee is made up of General Managers and Council staff, and the RAMJO Executive Officer.
2. Work with member councils to support every participating council developing 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 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: In the second half of 2023, RAMJO applied for funds as part of a Department of Planning and Environment funding pool, established in response to the Departments Regional Housing Task Force recommendations, seeking funds for the development of the RAMJO Regional Housing Strategy. If successful, development will commence in February 2024.
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				MINIMAL PROGRESS MADE: Given the sub-committee has only been operational for six months, significant progress has not yet been made in this space. RAMJO continues to build upon its existing relationships and will seek out and further develop relevant housing initiatives with relevant stakeholders, once it has build its capacity in this area.
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				ONGOING: Seeking of funds for all of RAMJO's initiatives is a continuous process.







## 5. Digital Connectivity

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2023 Progress Review			2022-2023 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 previously worked with telecommunications providers to be able to attract some 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 has held meetings with various Departments, Members of Parliament and Ministers regarding this matter. Advocacy in this space will continue, as it relates to community resilience and economic recovery, 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.  The RAMJO Resource Recovery team has identified an opportunity with DPIE's Smart Places Acceleration Program to improve data collection and efficiencies in landfills within the region. RAMJO has been successful on a number of front in securing funding from EPA to help councils address challenges they have in reaching EPA recycling targets.
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>










## 6. Health Services

Actions – what we are going to do?	Core Function	Success Measures – how will we know we have succeeded?		2023 Progress Review			2022-2023 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 health service provision.	Strategic planning and priority setting	A representative committee established and functioning well.	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. 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				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 begun issues mapping to begin a regional Health Position paper and is engaging 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 PROGRESSSED: 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?		2023 Progress Review			2022-2023 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 meets on an as needs basis. This is mostly due to a lack of resourcing, and an identified overlap with the work of 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 advance increased use of local suppliers..
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.

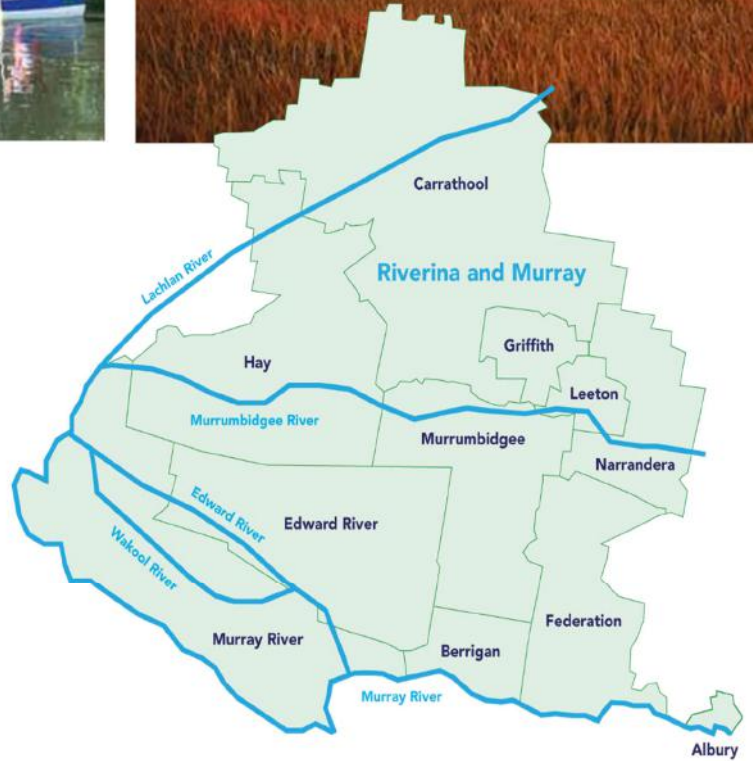
## Strengthen Our Capacity to Act

Actions – what we are going to do?	Core function	Success Measures – how will we know we have succeeded?		2023 Progress Review			2022-2023 Progress Report
		Indicator - what will we measure?	Tool - how will we measure it?	DELIVERED 	IN PROGRESS 	NOT PROGRESSED 	
<p>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.</p> <ul style="list-style-type: none"> <li>a. engineering, planning, surveying, certification etc</li> <li>b. internal auditing, back of house services</li> <li>c. library services</li> <li>d. visitor information services</li> </ul>	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, with numerous advancements made in the first half of 2023.
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 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.</p> <p>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.</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.	<p>Member council report to RAMJO Board.</p> <p>Case studies</p>				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.



## 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 Julie McKean Cornwell, Mayor of Berrigan Shire Council
- Councillor Kylie King, Mayor of Albury City Council and RAMJO Deputy Chair
- 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, Mayor of Federation Council and RAMJO Chair
- 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 Department of Regional NSW's, Director of Riverina and Murray, and the Council Engagement Manager from Office of Local Government.

The Board of RAMJO included until September 2023:

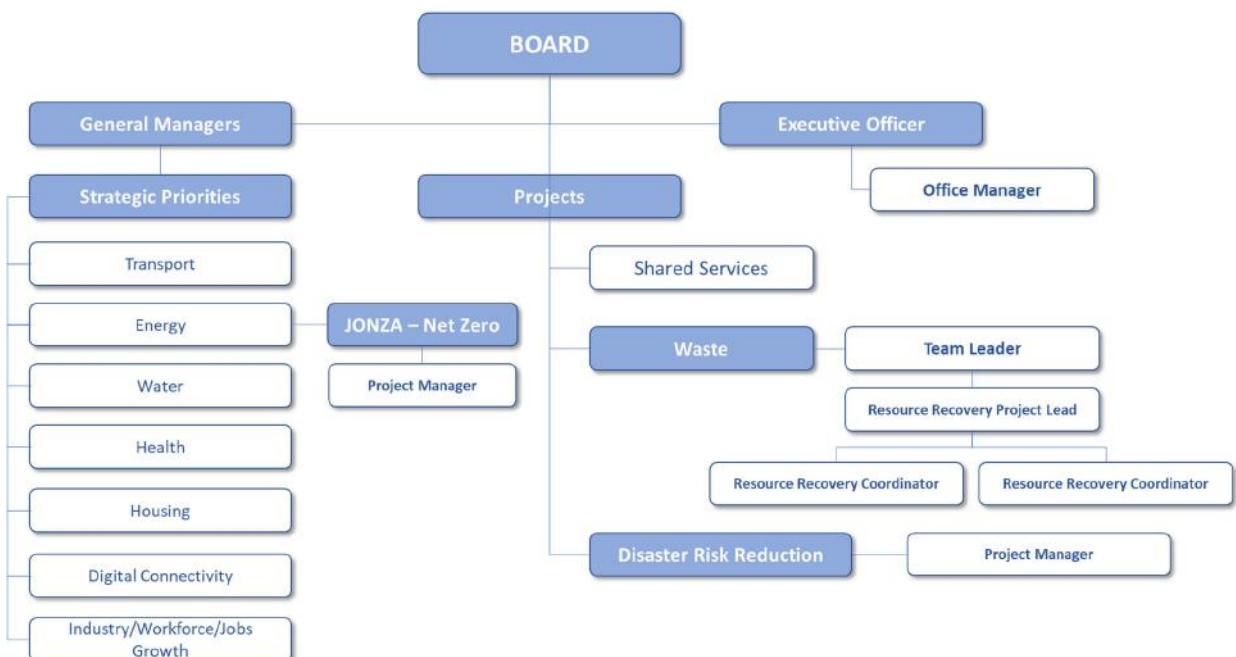
- Councillor Matthew Hannan, Mayor of Berrigan Shire Council
- Councillor Chris Bilkey, Mayor of Murray River Council

## Member Allowances

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

## Organisational Structure

An organisational structure of RAMJO is as follows:





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

### 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 2022 and 30 June 2023

Date	Provider	Amount	Summary
9 January 2023	OtherBirds	\$78,500 over 10 months	Campaign management services - Delivery of CRC Communication and Education Campaign.
23 March 2023	MRA Consulting Group	\$424,235 over 3 years	Consulting services for delivery of the BinTrim networks program – <i>Developing circular networks that scale up reuse/ resale/ remanufacturing opportunities in the RAMJO region.</i>

### Equal Employment Opportunity Management Plan

A Riverina and Murray JO Equal Employment Opportunity Management Plan is under development and due to be completed by 30 June 2024.

### Remuneration Executive Officer

Two Executive Officers held office between the 2022-2023 period. The salary component of the Executive Officer between 1 July 2022 to 30 January 2023 was a base salary of \$120,000 on a part-time, contracted basis. 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:

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

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.

## Statement of persons working on 23 November 2022

- RAMJO Executive Officer – contracted, part-time
- RAMJO Office Manager – contracted, full-time
- Contaminated Lands Project Manager #1 – contracted, full-time
- Contaminated Lands Project Officer #3 – contracted, part-time
- Energy Strategy Project Manager #2 - contracted, part-time
- Waste resource recovery co-ordinators x2 – contracted, full-time
- Waste resource recovery project lead x1 – contracted, part-time
- Waste resource recovery team lead x1 – contracted, part-time

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

### Members

Costs and expenses related to RAMJO Board Members for the 2022-2023 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	\$9996.00 pa
Board meeting expenses	\$7284.13