

DRAFT v1



RIVERINA AND MURRAY JOINT ORGANISATION STATEMENT OF STRATEGIC REGIONAL PRIORITIES

2018-2022

Abstract

“An enterprising, collaborative and productive region, providing quality environmental, lifestyle and infrastructure, with strong economic and social opportunities that ensure ongoing community wellbeing.”



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Disclaimer

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Riverina And Murray Joint Organisation (RAMJO)

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About Riverina And Murray Joint Organisation

Our Membership

The Riverina and Murray Joint Organisation (RAMJO) was proclaimed in May 2018 and became operational as of 1st July 2018. Membership is voluntary and comprises the following 11 Councils;

- Albury City
- Federation
- Murray River
- Berrigan Shire
- Griffith
- Murrumbidgee
- Carrathool Shire
- Hay Shire
- Narrandera Shire
- Edward River
- Leeton Shire

The RAMJO Board comprises the Mayors of the Member Councils (the voting members) , as well as the Riverina Murray Regional Director of Premier and Cabinet (a non voting member) and the General Managers of the Member Councils (also non voting members). The Board is currently supported by an Interim Executive Officer and the intention is to appoint a new Executive Officer by the end of 2018.

Our Region



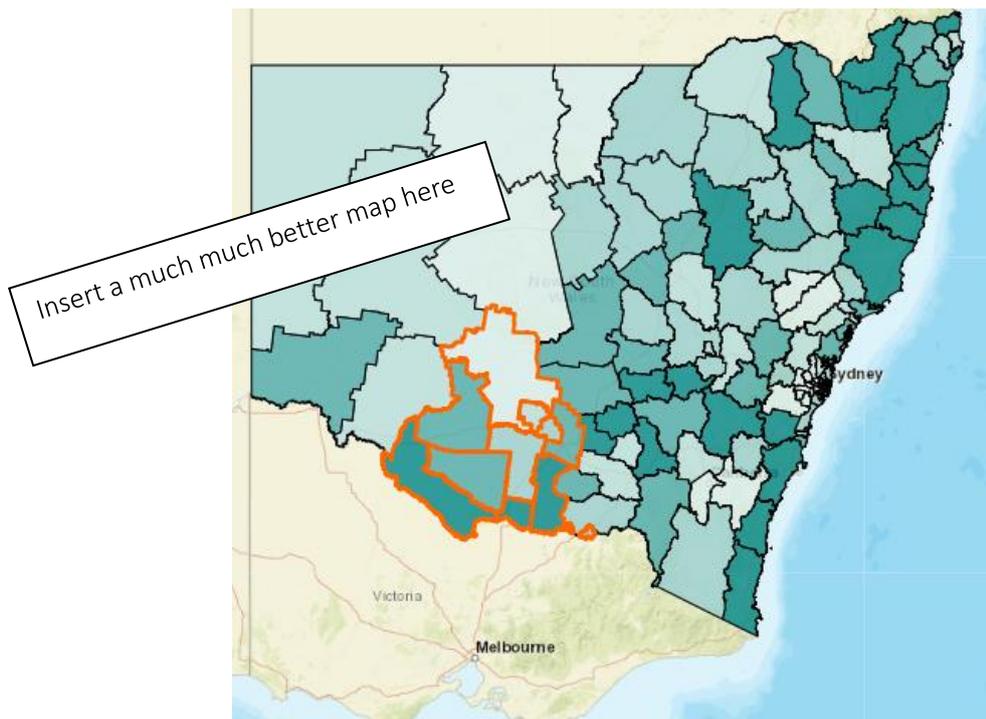
Xxxx Population



xxxx square kilometres



2 regional centres and over xxx towns and villages



Our Purpose

Joint Organisations are new legal entities legislated under the Local Government Act 1993. They aim to transform the way local and state governments collaborate, plan, set priorities and deliver important projects on a regional scale across New South Wales (NSW).

Our Functions

The NSW Local Government Act states the core functions for the Joint Organisations as;

1. **Strategic Planning and Priority Setting** – to establish strategic regional priorities for the joint organisation area and develop strategies and plans for delivering these priorities.
2. **Regional Leadership and Advocacy** – to provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities.
3. **Intergovernmental Collaboration** – to identify and take up opportunities for intergovernmental cooperation on matters relating to the joint organisation area.

The RAMJO may perform other functions, supplementary or ancillary to the core functions including:

1. **Service Delivery to member councils**
2. **Delivery of services to community**
3. **Sharing of resources**
4. **Enhancing the capacity of member councils**

Our Context

The RAMJO used an evidenced based approach to develop this Statement of Strategic Priorities to ensure it reflected the synergies and uniqueness of each member council as well as the trends, challenges and opportunities moving forward in a regional and state context. The process included a review of local, regional and state strategic plans, interviews with RAMJO members and key stakeholders, the development of a background paper, and a planning workshop. (Further detail can be seen in the appendix). A summary of the context follows.

Insert a simple summary of the things we value most about our region (and don't want to lose), the trends, challenges and opportunities... Careful not to duplicate the info in the individual priority sections.

Thing we value within our region include;

- Safe and secure communities
- Quality of lifestyle
- Excellent employment opportunities
- A productive region – agriculture, manufacturing and transport
- Excellent sporting and cultural facilities
- Attractive region for tourists
- High standard tertiary education facilities
- Specialist health and medical services

Insert some basic demographics that affect the issues raised. Presented graphically

- *Geographical spread*
- *Ageing population, outward migration of young people*
- *Gross regional product*
- *etc*

Our Vision

“An enterprising, collaborative and productive region, providing quality environmental, lifestyle and infrastructure, with strong economic and social opportunities that ensure ongoing community wellbeing.” *(taken from draft Charter)*

Our Principles

The RAMJO will; *(taken from draft Charter)*

1. Be owned by and accountable to the Member Councils
2. Not impose significant red tape cost or risks on Member Councils
3. Ensure that benefits delivered for the region outweigh any costs and risks
4. Work collaboratively with other levels of government, other partners and stakeholders
5. Enable significant projects and initiatives, with associated funding and assets, to be managed regionally, where doing so is consistent with the shared vision for the region
6. Ensure good governance
7. Serve the best interests of the region and its communities

Our Values

The RAMJO is built on a commitment to **collaboration**. For this to be effective it is essential that we operate with the following values: *(I made these up based on researching theory etc)*

Communication	We are honest, transparent, clear, robust, respectful and timely with our communication.
Authentic	We harness our diversity and work to our strengths by inviting and respecting our unique perspectives, talents and feedback.
Cohesive	We are committed to reaching our common goals together, so we speak with one voice on regional issues.
Evidenced based	Our decisions are based on evidence and are aligned with local, regional and state strategies and policies.
Reliable	We trust each other to be consistently reliable.
Visionary	We focus our attention on the big picture and challenge and support each other to be visionary and innovative in our thinking.

Our Priorities

List the priority areas - Maybe listed as Priority 1's (core function priorities) and Priorities 2's (optional function priorities)?

Core function Priorities – list as it stands so far (needs thinning down to P1 and P2)

1. Water – access, affordability and sustainability
2. Energy – access, affordability and renewable
3. Digital Communication Connectivity
4. Transport Connectivity (especially freight, but also public)
5. Housing – sufficient and an affordable mix
6. Health Services - especially medical/dental/allied, mental health for both young people and farmers
7. Tourism
8. Environmental Sustainability
9. Waste Management
10. Employment/Job growth

The supporting/critical factors for these priorities include:

1. Workforce - engineering, surveying, planning, project management - growing locally
2. Advocacy - especially for population growth, the impacts of the Murray Darling Basin Plan, and reducing red tape, and policing (lack of)
3. Cross border / Cross Region relationships
4. A balance of projects that focus on renewal and new
5. Managing the mix of competition and collaboration between councils - high level of trust and transparency needed.

Supplementary or ancillary functions

1. **Service Delivery to member councils -**
2. **Delivery of services to community**
3. **Sharing of resources**
4. **Enhancing the capacity of member councils**

These might include

- Workforce development – growing from within / traineeships, mentoring etc
- RAMJO taking on service provision for
 - Internal Auditing (now a requirement of all councils)
 - Collective tendering
 - Back of house operational roles – IT, payroll,
 - Library services
 - Councillor induction and professional development training – OLG (my suggestion)
- OR RAMJO being the vehicle to negotiate centres of excellence across the councils (i.e. not taking jobs from councils but building professional teams instead)

Priority 1: insert

Context - Why this is important?

Insert driving issues and how it aligns with state and regional priorities/strategies.

Key Stakeholders - Who will we work with?

Insert a simple list

Outcomes – What difference will we make?	Strategies – What we are going to do?	Functional Area	Success Measures – How will we know we have succeeded?	
			Indicator - What will we measure?	Tool - How will we measure it?

Resourcing?

Priority 2: insert

Context - Why this is important?

Insert driving issues and how it aligns with state and regional priorities/strategies.

Key Stakeholders - Who will we work with?

Insert a simple list

Outcomes – What difference will we make?	Strategies – What we are going to do?	Functional Area	Success Measures – How will we know we have succeeded?	
			Indicator - What will we measure?	Tool - How will we measure it?

Resourcing?

Priority 3: insert

Context - Why this is important?

Insert driving issues and how it aligns with state and regional priorities/strategies.

Key Stakeholders - Who will we work with?

Insert a simple list

Outcomes – What difference will we make?	Strategies – What we are going to do?	Functional Area	Success Measures – How will we know we have succeeded?	
			Indicator - What will we measure?	Tool - How will we measure it?

Resourcing?

Priority 4: insert

Context - Why this is important?

Insert driving issues and how it aligns with state and regional priorities/strategies.

Key Stakeholders - Who will we work with?

Insert a simple list

Outcomes – What difference will we make?	Strategies – What we are going to do?	Functional Area	Success Measures – How will we know we have succeeded?	
			Indicator - What will we measure?	Tool - How will we measure it?

Resourcing?

Priority 5: insert

Context - Why this is important?

Insert driving issues and how it aligns with state and regional priorities/strategies.

Key Stakeholders - Who will we work with?

Insert a simple list

Outcomes – What difference will we make?	Strategies – What we are going to do?	Functional Area	Success Measures – How will we know we have succeeded?	
			Indicator - What will we measure?	Tool - How will we measure it?

Resourcing?

Review and Reporting

The RAMJO Statement of Strategic Priorities will be reviewed annually to ensure it continues to reflect the RAMJO direction, as well as progress on its priorities and strategies. A complete review will be carried out at the end of the four-year cycle.

Reporting on progress will include the following: *(I have made this up - I couldn't find any references in the docs)*

To Whom	Document / Format	Method	Timeframe
Member Councils	Progress Reports	Email	
	Annual Reports	Email	
NSW Department of Premiers and Cabinet	Progress Reports	Email	
	Annual Report	Email	Is there a specific date?
Office of Local Government	Progress Report	Email	
	Annual Report	Email	
RAMJO Communities	Project Progress Updates	RAMJO and Council: Website / Social Media / Media / Council newsletters	As projects reach notable milestones
	Annual Report	RANJO and Council: Website / Social Media / Media / Council newsletters	Annually
Key Stakeholders	Progress Report	Email	
	Annual Report	Email	

Appendix

How We Developed the Statement of Strategic Priorities

The processes used to develop this Strategic Statement has included the following key steps;

1. Review of local, regional and state strategic plans (as listed on following page)
2. Interviews with RAMJO members and key stakeholders;
 - Councils (General Managers and Mayors),
 - the Interim RAMJO Executive Officer,
 - the Riverina and Murray Regional Director of the Department of Premier and Cabinet, and
 - the two CEO's of Regional Development Australia – Murray and Riverina.
3. The development and distribution of a Background Paper (available on request)
4. A planning workshop (September 2018) with members and key stakeholders
5. Production and distribution of a draft Strategic Statement for comment by all members and key stakeholders
6. Finalisation of the Strategic Statement and adoption at a RAMJO Board Meeting November 2018.

Documents reviewed

Author	Title	Source / Web address
Local Plans		
11 RAMJO Councils	Community Strategic Plans	11 x Council websites
Albury City Council and Wodonga City Council	“Two Cities One Draft Community Strategic Plan 2017-2021”	http://alburywodonga.gov.au/plan
RAMROC	Strategic and Operational Plan 2017-2019	http://www.ramroc.org.au/projects/index.htm
RAMROC	“Regional Freight Transport Plan” (2018)	http://www.ramroc.org.au/projects/index.htm
Regional Plans		
Department of Premier and Cabinet	“Delivering for Riverina Murray”	https://www.nsw.gov.au/improving-nsw/regional-nsw/our-regions/riverina-murray/
Murray Regional Tourism	“Murray Region Tourism Destination Management Plan”	http://www.murrayregionaltourism.com.au/research-resources/strategies-plans/
Destination Riverina Murray NSW	“Riverina Murray Destination Management Plan 2018” (2018)	https://riverinamurray.com.au/resources/
NSW Department of Planning and Environment	“Riverina Murray Regional Plan 2036” (2016)	http://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Riverina-Murray/Plan
NSW Department of Premier and Cabinet, Centre for Economic and Regional Development – various authors	Regional Economic Development Strategies 2018-2022 (REDS): <ul style="list-style-type: none"> • Albury Wodonga • Western-Murray • Western Riverina 	Electronic copies provided https://www.dpc.nsw.gov.au/programs-and-services/centre-for-economic-and-regional-development/projects/regional-economic-development-strategies/
Regional Development Australia	Murray (2016) “Regional Plan 2016 – 2019” Riverina Regional Plan	https://www.rdamurray.org.au/index.php/ https://rdariverina.org.au/
NSW Government	Regional Growth Fund	https://www.nsw.gov.au/improving-nsw/regional-nsw/regional-growth-fund/
State Plans		

NSW Government	NSW State and Premiers Priorities	https://www.nsw.gov.au/improving-nsw/premiers-priorities/
NSW Government	“A 20-Year Economic Vision for Regional NSW” (July 2018)	https://www.nsw.gov.au/improving-nsw/regional-nsw/a-20-year-economic-vision-for-regional-nsw/
NSW Government Department of Industry	“Making it Happen in the Regions: Regional Development Framework”	https://static.nsw.gov.au/nsw-gov-au/1520212431/Making-it-Happen-in-the-Regions-Regional-Development-Framework.pdf
NSW Government	NSW Government Submission on AEMO’s Integrated System Plan – March 2018	https://www.energy.nsw.gov.au/_data/assets/pdf_file/0006/803751/NSW-Government-Submission-on-Integrated-System-Plan.pdf

Acknowledgements

The Members of the RAMJO Board would like to acknowledge and thank all those who have contributed to and assisted with the development of the Strategic Statement of Priorities:

- List the 11 Council Mayors and General Managers
- Xxx
- xxx
- Edwina Hayes, Chief Executive , Regional Development Australia – Murray
- Rachel Whiting, Chief Executive, Regional Development Australia – Riverina
- Margaret O’Dwyer, Deputy Director, Riverina and Murray Region, Department of Premier and Cabinet
- Cameron Templeton, Office of Local Government

Working Group members:

- Ray Stubbs, Interim Executive Officer RAMJO
- Amanda Spalding, General Manager, Hay Shire Council
- Jackie Kruger, General Manager, Leeton Shire Council
- James Bolton, Riverina and Murray Regional Director of the Department of Premier and Cabinet
- Kate de Hennin, Acting Director Economic Development and Tourism, Albury City

Deanne Drage, Principal Consultant, Inspiring Health Solutions