

Draft version 6



Riverina and Murray Joint Organisation

Statement of Strategic Regional Priorities

2018 - 2022

A thriving region abundant in sustainable communities

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

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Whilst every reasonable effort has been made to ensure the accuracy of the information presented, the Riverina and Murray Joint Organisation and its employees, to the extent of the law, disclaim any liabilities to any person in respect to errors and omissions. We recognise that policies, programs and statistics may have changed since publishing of this document.

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Riverina and Murray Joint Organisation (RAMJO)

November 2018

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About the Riverina and Murray Joint Organisation

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 consists of the following 11 Councils;

Albury City	Berrigan Shire	Carrathool Shire
Edward River	Federation	Griffith
Hay Shire	Leeton Shire	Murray River
Murrumbidgee	Narrandera 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 supported by an Executive Officer.

Purpose

Joint Organisations (JOs) are legal entities newly legislated under the Local Government Act 1993. The JOs 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) enabling our communities to thrive.

Functions

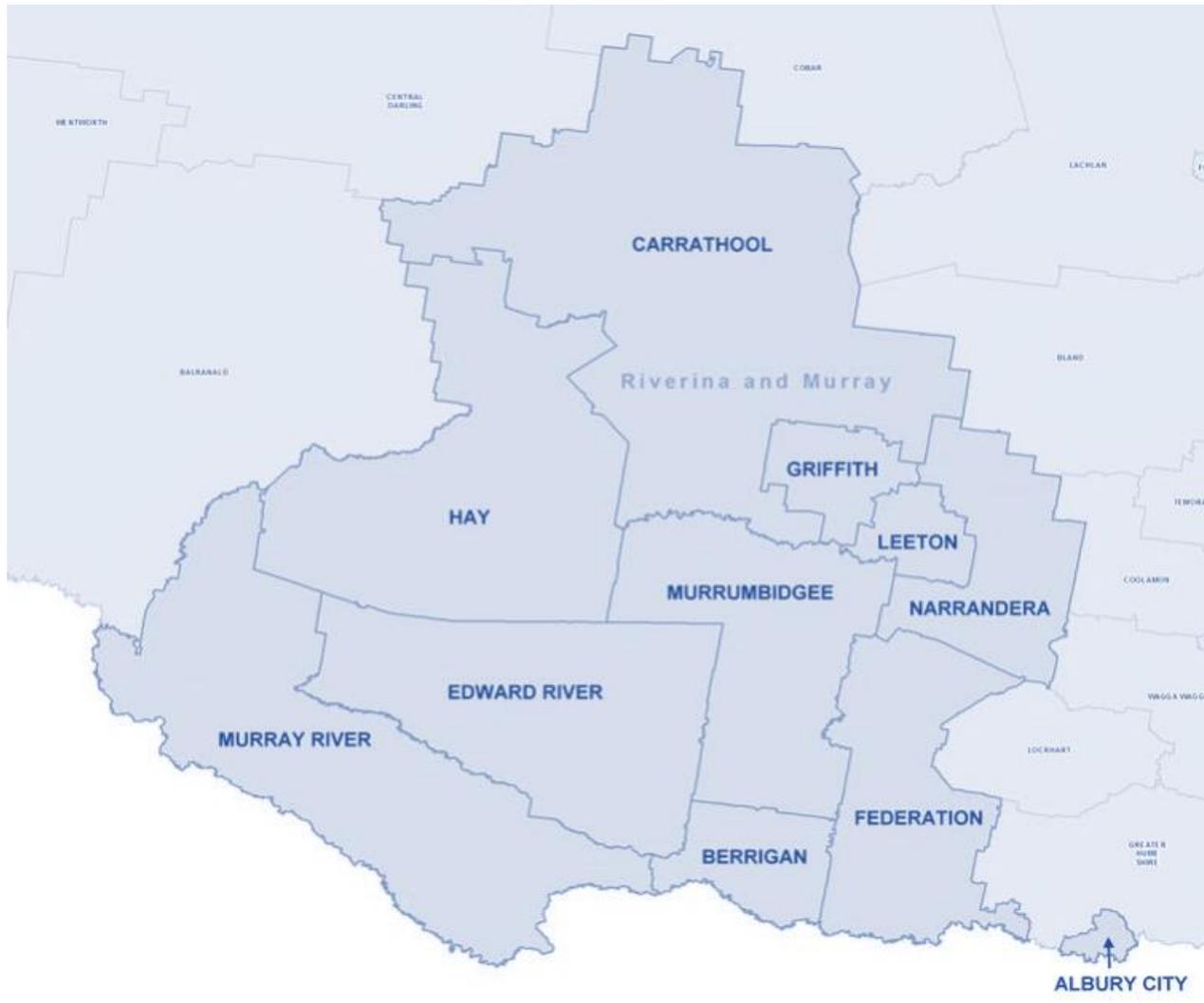
The NSW Local Government Act states the core functions for the Joint Organisations as;

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 JOs 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

The RAMJO Region



148,623 Population
Median age 44 years



72,724 square kilometres



Steady Growth in population, jobs and Gross Regional Product



2 regional centres and over 40 towns and villages



28,777 people aged 0-14 years



29,422 people aged over 65 years

Figure 1: Map of the RAMJO Region

Source: ABS Stat (Estimated Resident Population by Local Government Area – Age and Sex – 2017 - collated) <http://stat.data.abs.gov.au/>

The Planning Process

Our steps

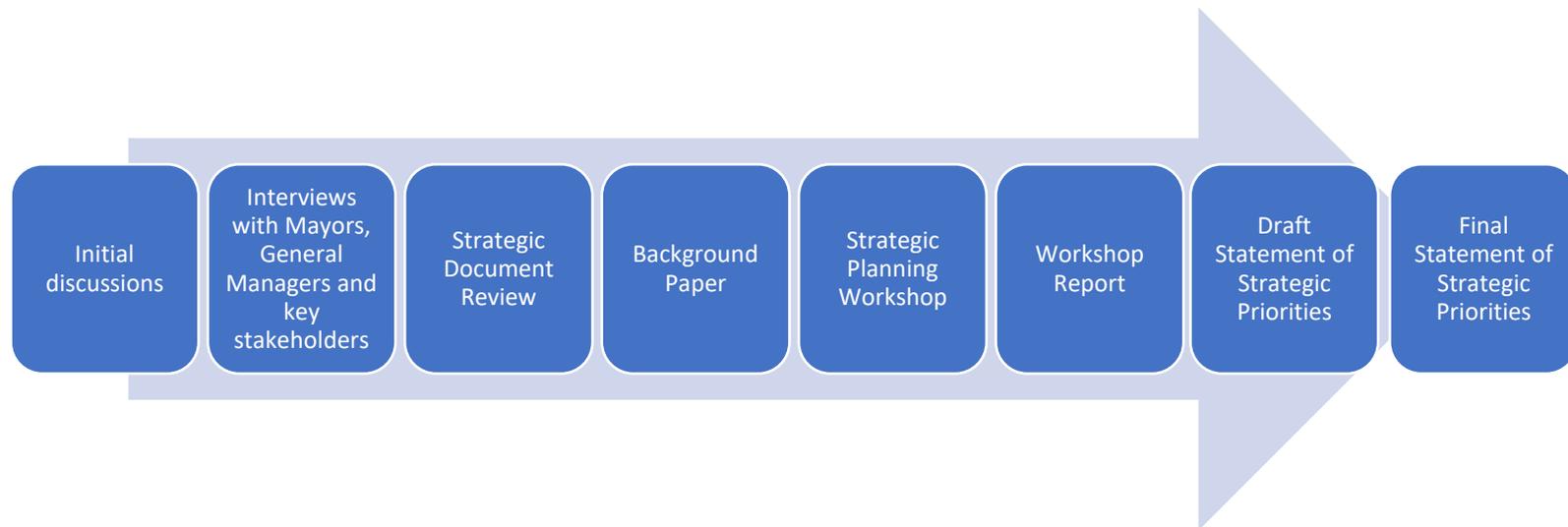
The RAMJO used an evidenced based approach to develop this Statement of Strategic Priorities to ensure it reflected the synergies and uniqueness of each member council as well as the trends, challenges and opportunities moving forward in a regional and state context.

The process included interviews with RAMJO members and key stakeholders, a review of local, regional and state strategic plans, the development of a background paper, and a strategic planning workshop. The Background Paper and Workshop Report are available on request. (See Appendix for a list of those interviewed and a list of documents reviewed – table 1).

Choosing the priorities

Many issues and possible actions were identified as part of the strategic planning process. Those that have been included in the Statement of Strategic Priorities were selected using the following filtering questions:

1. Is this a significant issue for the Region (backed by evidence)?
2. What needs to be done to address the issue?
3. Who is already acting in this space and what are they doing?
4. What are the gaps and opportunities?
5. What could the RAMJO do to address this issue?
 - a. Considering spheres of control, influence and concern
 - b. Considering gaps, leverage or value-add opportunities
6. What difference would the RAMJO make?
7. Where can the RAMJO have the biggest impact?



Key Strengths, Challenges and Opportunities

The communities of the RAMJO have a long list of diverse and enduring strengths which have contributed to an overall growth in the region of 5.47% from 2001 (140,920) to 2017 (148,623) and a gross regional product of over \$9.5 billion p.a. (See figure 3 and 5)

Some of the strengths include enviable country living with beautiful rivers, lakes and forests, high quality educational facilities, specialist health and medical services, and excellent sporting and cultural facilities. The region has a highly productive and diverse agricultural and manufacturing industry that benefit from being located on major transport routes between Melbourne and Sydney. The diversity of the agricultural sector includes major production of sheep, grains (especially wheat, barley and rice), beef and dairy cattle, poultry, cotton, citrus, grapes, canola, vegetables, almonds, and wool.

The region also has many large scale private and government employers and well-established tourism (particularly in the south and emerging in the north). Further details of these strengths can be viewed in the four Regional Economic Development Strategies 20018-2022 for the RAMJO region.

The RAMJO aims to build on these strengths and support its communities to grow and thrive in modern times, assisting them to cater for changing needs and expectations.

Some of these changes include a shift in the size and structure of the population. Whilst a collective population growth is predicted for the region over the next 20 years, this is made up of an anticipated growth in four (4) of the eleven (11) local government areas and a predicted decline in the other seven (7). Much of this is due to the outward migration of young people as they leave the region to study and/or seek employment. (See table 5 and 6)

Additionally, like all of Australia, the RAMJO communities are predicted to age, with people over 65 years increasing from an overall 21.35% to 31.91% of the total population by 2036. (See figure 3, table 5 and 6)

This change in population size and structure presents both challenges and opportunities. Declining populations result in a loss of services which causes a snowball effect of further isolation and decline. This does not need to be the case when the RAMJO region is full of strengths and opportunities and our capital cities have the opposite issue of over population and an inability to keep up with growth demand. We need to work together with government to support rural settlement and growth choices.

Ageing populations require services and infrastructure to meet their changing needs. Health Care and Social Assistance is already the largest and fastest growing employment industry in the RAMJO. Improved scale and capacity can enable the provision of infrastructure and services in a cost-effective manner.

Whilst the population projection figures have already shown signs of stabilisation and stronger than predicted growth, thanks to such things as the breaking of the drought and the impacts of the Murray Darling Basin Plan, there is need for further action.

Population stabilisation and growth have therefore been identified as the overarching goal of the RAMJO. For this to occur there is a need to address the key underlying issues affecting the economic, social and environmental wellbeing of the RAMJO communities (the triple bottom line – see figure 2). These include the following and will be priorities for action by the RAMJO;

- Water Security
- Energy Security and Affordability
- Transport Connectivity
- Digital Connectivity
- Health Services
- Industry/Workforce/ Jobs growth (includes education)

Housing, tourism, settlement/migration, environmental sustainability and waste management were also identified as important issues for the region. The RAMJO will support local and regional action on these, however they have not been identified as a priority focus for the RAMJO at this time.

The RAMJO acknowledges that many of the issues to be addressed will require cross border/cross region strategies and therefore a need to work in partnership with many different stakeholders. These collaborations will strengthen both our capacity to attract funding and economic development activity in the region as well as the potential impact.

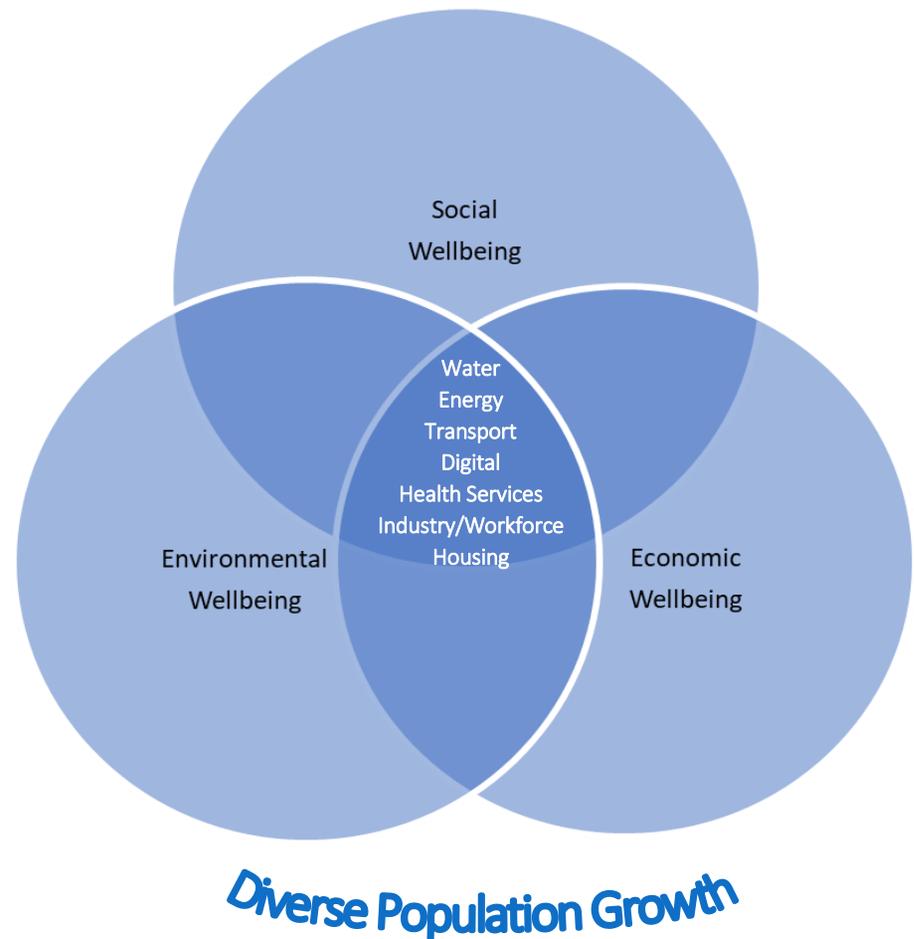
It also acknowledges that successful implementation of the RAMJO priorities, strategies and actions in this Statement will likely require additional resourcing. This may be sourced via a range of potential avenues, such as additional State Government funding, specific grant programs, collaboration with stakeholders and partners, or through the RAMJO Councils contributing resources monetarily or in-kind.

To act effectively, the RAMJO will need to build the capacity of the JO and the member councils. The biggest issues for the councils being:

- the ability to attract and maintain a robust workforce particularly engineering, surveying, planning, finance and project management
- the ability to attract contractors for infrastructure maintenance and construction
- reducing duplication and optimising synergies to unlock and redirect funds and skills to ensure better services and outcomes

Triple Bottom Line and Key Issues for the RAMJO

Figure 2: Triple Bottom Line and Key Issues for the RAMJO



RAMJO Population Growth and Projected Population (Structure) Change

Figure 3 RAMJO Population Growth 2001 - 2017

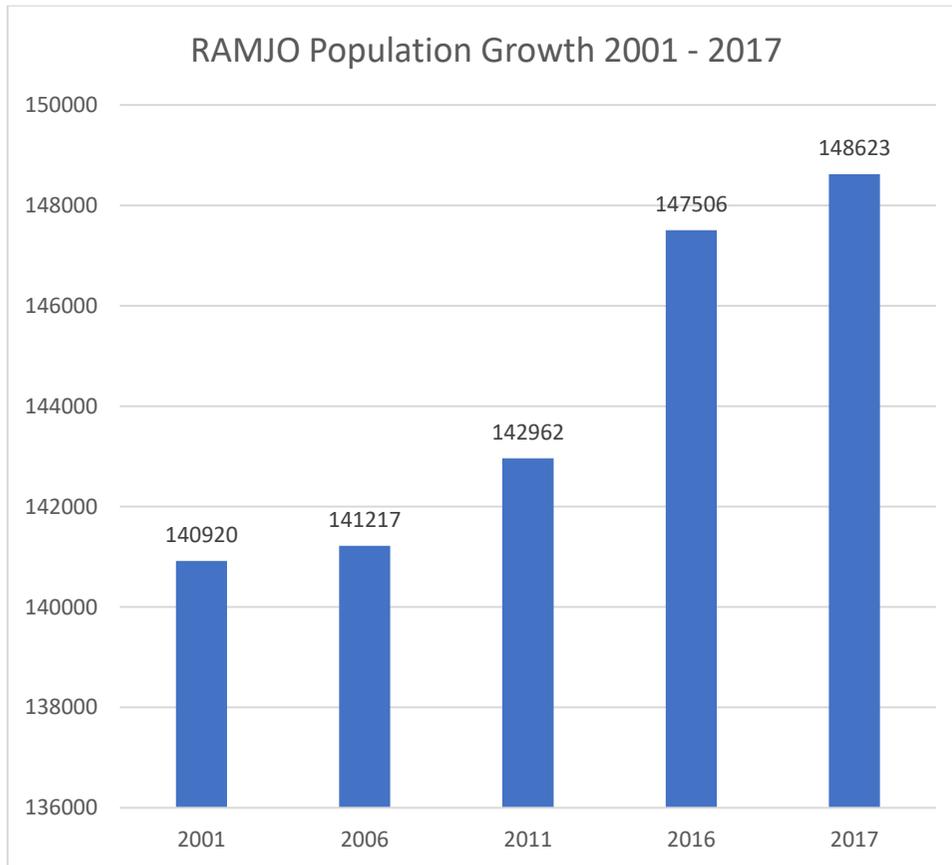


Figure 4 Projected RAMJO Population Structure Change

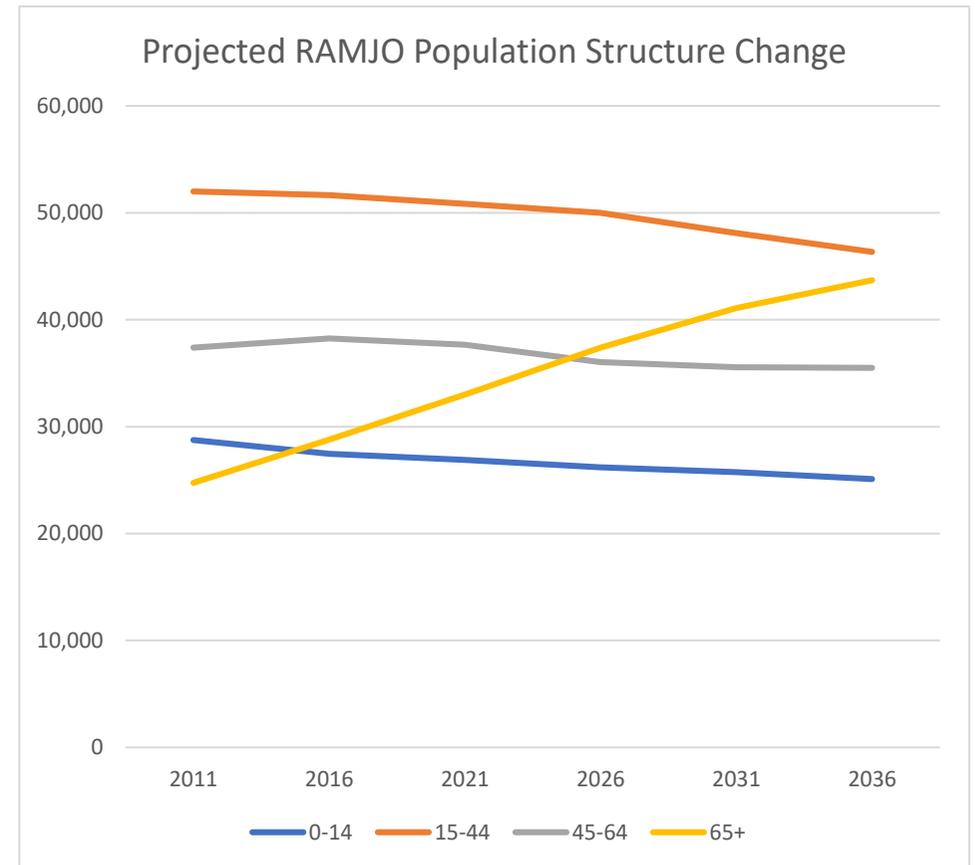


Figure 2 shows the RAMJO population increase between 2001 – 2017. There was a significant growth in the 5-year period between 2011 – 2016.

Figure 3 shows the predicted population decline of people aged in the 0-14 years and 15-44 years and a significant increase of those aged over 65 years. This pattern of population structure change is similar to most rural and regional areas across Australia.

Source: ABS.Stat BETA, Estimated Resident Population by LGA (ASGS 2017)
<http://stat.data.abs.gov.au/Index.aspx>

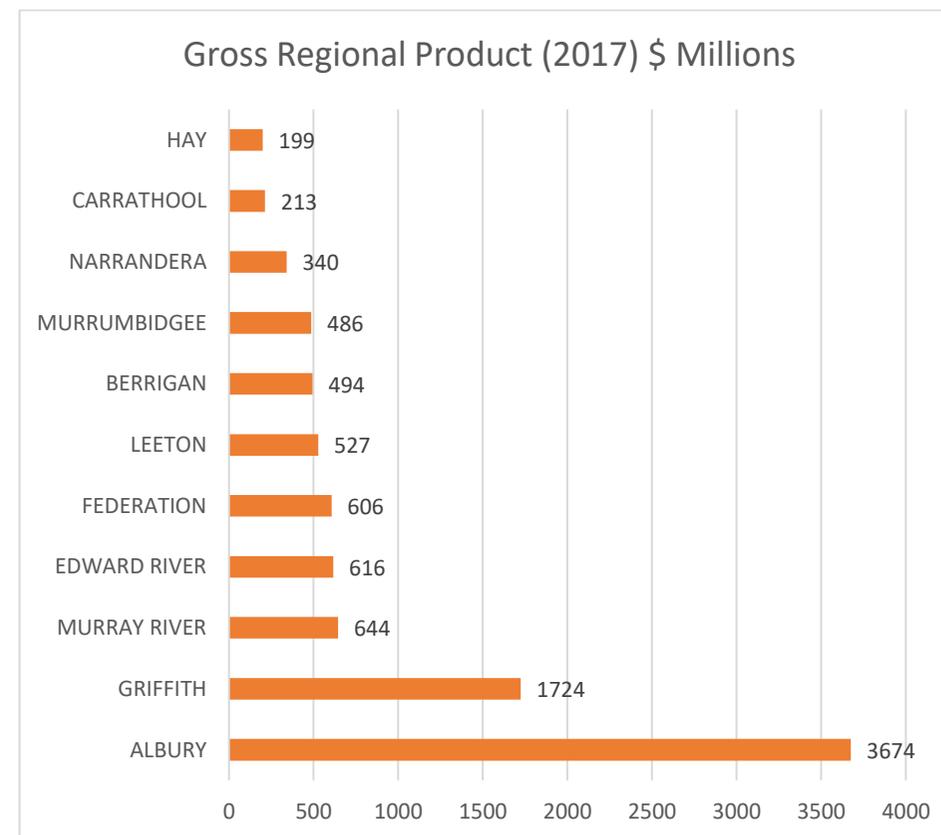
Source: NSW Department Planning and Environment 2018 (2016 Census)
<http://www.planning.nsw.gov.au/Research-and-Demography/Demography/Population-projections>

RAMJO Employment by Industry and Gross Regional Product

Figure 5 Top 10 Employment by Industry: 2006 – 2016



Figure 6 Gross Regional Product (2010) \$ Millions



There was an overall growth of employment by industry from 62,304 to 63,143 between 2006 and 2016. Figure 4 highlights the steady growth in the largest employment sector; Health Care and Social Assistance, as well as the smaller employment sectors.

The total Gross Regional Product has grown to \$9.523 billion in 2017. Figure 5 highlights the comparative across the RAMJO councils. (NSW Gross State Product of \$576.716 billion.)

See appendix for data table.

Source: ABS 2016 Community Time Series Profiles

See appendix for data table

Source: Combined data from REMPLAN, ProfileID, and LGA Community Strategic Plans

Our Vision

A thriving region abundant in sustainable communities

Our Mission

To collaborate effectively through strategic planning, priority setting, advocating, engaging with governments and key stakeholders to facilitate infrastructure development and ensure the long-term sustainability, wellbeing and liveability of the region's communities.

Our Principles

The RAMJO will;

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** (and not competition). For this to be effective it is essential that we operate with the following values:

- | | |
|------------------------|--|
| 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 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

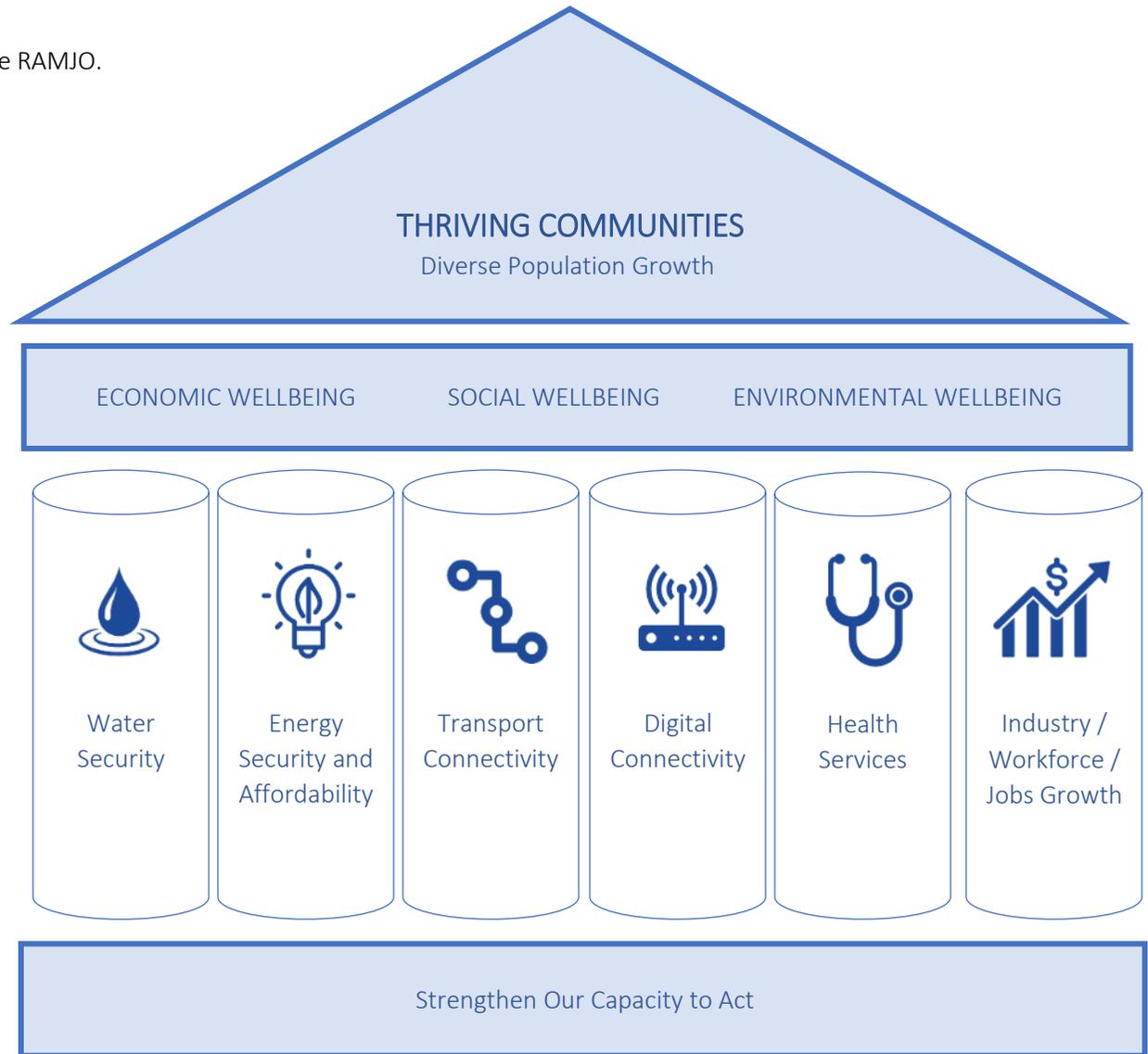


Figure 7: Our Strategic Priorities

A Snapshot of Key Data for Our Strategic Priority Pillars



Water

3 Major Rivers
 6 Water Storages
 11 Waste Water Treatment Facilities
 3 Major Irrigation Systems



Energy

3 Solar Farms
 1 Hydro
 No Wind Farms
 21.64% Dwellings With Solar Power
 2 Electricity Suppliers



Transport

9 Major Highways
 1 Major Railway Line
 5 Branch Lines
 6 Airports
 4 Intermodals



Digital

40,018 (72%) Households Have Access To Internet
 Progressive NBN Coverage
 107 Reported Black Spots
 2 Telecommunication Providers



Health

2 Major Hospitals
 7 Health Services
 5 Multipurpose Service
 1 Cancer Centre
 81.44 Aged Care Places (Per 1000 People Over 70 Years)
 2 Medical/Clinical School Campuses



Industry

Employment By Industry (Top 5 Making Up 54%)

1. Health Care And Social Assistance
2. Agriculture, Forestry And Fishing
3. Manufacturing
4. Retail Trade
5. Education And Training

\$9.523 Billion Gross Regional Product (2017)

76,000 Jobs

4.9% Unemployment

Median Weekly Household Income \$1,126

12 Higher Education Facilities

See Appendix for details: Table 9: Strategic Pillar Snapshot Unpacked

Priority Pillar 1: Improve Water Security



Context - Why is this important?

Much of the RAMJO region economy is heavily dependent on access to water that is consistent, reliable, affordable, good quality and sustainable. These communities are built on irrigated agriculture, horticulture, and viticulture. Almost 80% of food production in NSW comes from the Riverina Murray region. Water based tourism is also an important feature thanks to the region's beautiful rivers, lakes and wetlands.

The effects of climate change are being felt across the region and many have been impacted by the decisions made as part of the Murray Darling Basin Plan. Some areas have experienced businesses choosing not to invest in the region and of business closures due to water issues. The flow on effects of this being a loss of jobs, population and services, which can lead to broader social effects. Key issues to be addressed include;

- a lack of fairness and timeliness of water allocations
- fluctuating river water levels
- a need for drought proofing through better diversion strategies
- prohibitive capital costs for farmers to establish or upgrade infrastructure
- the significant geographical area involved
- lack of knowledge and skills about water trading to optimise outcomes

Regional strategic documents recognise that water (and energy) is a critical enabling factor for economic growth and outline a need for a multifaceted approach with modernisation and global (market) thinking as themes. The messages include a need for more timely water allocation notification, improved agricultural productivity through diversification, value adding and innovation, a reduced reliance on high water use crops, and improved water trading to better

manage risk and optimise outcomes for farmers. They also acknowledged that water policy is complex and difficult to navigate and that it is imperative the RAMJO operate from an informed position.

Maintaining high quality urban water supply and waste water management is core business for the RAMJO councils. However, many have ageing infrastructure that is no longer fit for purpose. Maintaining and growing our population and industry would benefit from a regional approach to improving urban water.

Key Stakeholders - Who will we work with?

- Murray Darling Basin Authority (MDBA)
- Government and relevant Ministers – Federal and State
- Council of Australian Governments (COAG)
- Water NSW and Department of Primary Industries Water
- Murray and Murrumbidgee Customer Advisory Groups
- Other Joint Organisations
- Irrigators and irrigation companies – local, state and national
- Commonwealth/State Water holders
- Murray Darling Association (MDA)
- Murrumbidgee Environmental Water Advisory Group

State and Regional Document Links

- NSW Govt – Riverina Murray Regional Plan 2036
- Regional Development Australia - Murray Regional Plan 2016 - 2019
- Regional Economic Development Strategies – Western Murray, Western Riverina, Murray and Albury Wodonga
- Murray Darling Basin Plan 2012
- Water Sharing Plans for NSW (under development)

Outcomes – What difference will we make to Water Security?



The RAMJO will achieve:

- A shared Strategy and a shared Implementation and Resourcing Plan (I&R Plan) for Water Security in the region
- Genuine engagement, transparency, accountability and commitment with the Murray Darling Basin Authority and Governments (Water NSW)
- Improved water allocations and notification timeliness to the region
- Increased infrastructure funding to the region for improved water security
- Improved resilience (and increased diversification) of the agricultural industry to water security issues (including improvements in water trading)
- Regional water security

Actions – What we are going to do?	Core Function	Success Measures – How will we know we have succeeded?	
		Indicator - What will we measure?	Tool - How will we measure it?
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
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
3. Work with our key stakeholders to develop and implement an evidenced based and prioritised Strategy and an Implementation and Resourcing Plan to improve Water Security for the region. Actions to include:	Strategic planning and priority setting	Strategy and I&R Plan developed, supported by key stakeholders and implementation commenced.	Annual Review
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
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
c. Work with the agricultural industry to;	Strategic planning and priority setting	Diversification and productivity within our agricultural sector.	Case study feedback
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.			
d. Ensure our communities are well informed about water related policies.	Regional leadership	Quality and timeliness of information shared	Review

Priority Pillar 2: Improve Energy Security and Affordability



Context - Why is this important?

The need for affordable and clean energy is important for both economic prosperity and environmental sustainability. Currently our region is faced with several energy challenges;

- Ageing infrastructure
- Gaps in infrastructure meaning demand outstrips supply (particularly for manufacturing growth)
- Generators are used in some areas because energy supplies are unreliable
- Lack of natural gas infrastructure
- Increasing energy costs and high costs of connecting to energy
- Pressure to be more environmentally friendly with renewable energy generation

Our current circumstances have meant a loss of investment growth in some of our areas as the energy requirements could not be met. While progress has been made on many fronts with solar farms being established in the region for example, much more could be done.

The retirement of ageing coal-fired generators over the next 20 years combined with increasing demands, especially at peak times, will put enormous pressure on an already struggling system. The NSW Government recently released a plan to establish “Energy Zones” across NSW to support a transition to a modern energy system. The Hay area is identified as one of the three zones. The RAMJO will need to work with government on this strategy as well as the NSW Renewable Energy Action Plan.

The need for improved access to clean energy has been highlighted in many strategic documents and generating energy from waste is an emerging opportunity.

Key Stakeholders - Who will we work with?

- Essential Energy, Energy Companies, Gas Providers
- Independent Pricing and Regulatory Tribunal (IPART),
- Australian Energy Market Commission (AEMC)
- Relevant State and Federal authorities
- Renewable energy operators
- Research partners, CSIRO, Australian Renewal Energy Agency (ARENA), Centres for Excellence
- Other Joint Organisations e.g. Southern Lights project
- Clean Energy Finance Corporation (Federal) and NSW Agencies
- Communities / social enterprises

State and Regional Document Links

- NSW Government Submission Australian Energy Market Operator’s Integrated System Plan
- NSW Government – A 20 Year Economic Vision for Regional NSW
- NSW Government – Riverina Murray Regional Plan 2036 (Direction 11)
- Regional Development Australia - Murray Regional Plan 2016 - 2019
- Regional Economic Development Strategies – Western Murray, Western Riverina, Murray, Albury Wodonga
- Waste to Energy at the Local Scale - Discussion Paper, by Mr Terry Dodds, Chief Executive, Tenterfield Shire Council



Outcomes – What difference will we make to Energy Security?

The RAMJO will achieve:

- A shared Strategy and a shared Implementation and Resourcing Plan (I&R Plan) for Energy Security in the region
- Increased funding and development of local and regional energy infrastructure
- Improved energy access and transmission (extraction and feeding into the grid)
- Increased local generation of clean energy to become more self-reliant AND improved value for money
- Lack of energy supply is no longer viewed as a barrier to industry investment and growth
- Regional energy security

Actions – What we are going to do?	Core Function	Success Measures – How will we know we have succeeded?	
		Indicator - What will we measure?	Tool - How will we measure it?
1. Establish a sub-committee to lead collaboration, planning and action on Energy Security.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational
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
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
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
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
c. Work with other Joint Organisations and government to explore waste to energy opportunities.	Intergovernmental collaboration	Feasibility study completed, and determination made	Review



Priority Pillar 3: Improve Transport Connectivity

Context - Why is this important?

Transport connectivity is a key driver of economic and social wellbeing and incorporates two key areas that need addressing; freight and public transport.

Some of the issues for freight transport in the region include;

- Road - Whilst well connected with major highway corridors, many of the local roads that link to the highway corridors or major freight intermodals are unsealed or subject to constraints and do not meet permit standards for B-Double, B-Triple or other higher mass vehicles i.e. the last leg of the supply chain (or first leg as it is from farm gate) is compromised.
- Air – Limited scheduling, limited loads, expensive and difficult to access
- Rail – Single track configurations limit freight transport and cause blockages. Inflexible scheduling.
- Interchanges - Lack of freight and logistics interchanges that enable transitions of loads between large and small trucks.
- Councils have large maintenance backlogs for basic infrastructure and are challenged to fund and attract contractors to complete necessary works

The former Riverina and Murray Regional Organisation of Councils (RAMROC) developed a Regional Freight Transport Plan detailing a long list of road constraints and necessary freight infrastructure projects. This Plan needs to be further developed and to identify investment priorities. Consideration should also be given to by-pass requirements and ongoing costs.

Public transport issues are diverse across our RAMJO area. Some communities have a complete lack of public transport while others have varying degrees of access and issues with schedule connections. A regional public transport strategy would specifically address the needs of our ageing population, young people,

people with disabilities, backpacker/itinerant workers, those on low incomes and visitors. It would seek to improve connections between our towns and villages as well as to capital cities and consider technology and innovative service models.

Key Stakeholders - Who will we work with?

- Freight Industry and Producers
- Riverina Eastern Organisation of Councils (REROC)
- Victorian/NSW/Federal Government incl. Heavy Vehicle Regulator
- Regional Development Australia – Murray and Riverina
- Ports – Melbourne, Botany, Kembla, Newcastle
- Train and air freight operators
- Transport NSW
- Cross Border Commissioners
- Community

State and Regional Document Links

- State Priorities – “Reducing road fatalities”
- NSW Government – Future Transport Strategy 2056
- NSW Government – A 20 Year Economic Vision for Regional NSW
- NSW Government – Riverina Murray Regional Plan 2036 (Direction 17-21)
- RDA Murray Regional Plan 2016 - 2019
- Regional Economic Development Strategy – Albury, Western Murray, Western Riverina, Murray
- RAMROC Regional Freight Transport Plan (v 2018)
- MRT – Murray Region Destination Management Plan



Outcomes – What difference will we make to Transport Connectivity?

The RAMJO will achieve:

- Shared Strategies and shared Implementation and Investment Plans (I&R Plans) for Freight Transport Connectivity and Public Transport Connectivity in the region
- Increased funding and action for priority transport infrastructure within the region
- More efficient point to point freight transport enabling improved economic growth
- Increased liveability within our smaller communities with increased access to education, employment and health services etc
- Reduced transport injuries and fatalities – toward zero

Actions – What we are going to do?	Core Function	Success Measures – How will we know we have succeeded?	
		Indicator - What will we measure?	Tool - How will we measure it?
1. Establish a sub-committee to lead collaboration, planning and action on Transport Connectivity (both freight and people).	Strategic planning and priority setting	A representative committee established and functioning well.	Observational
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
3. Work with our key stakeholders to develop and implement evidenced based and prioritised Strategies and Implementation and Resourcing Plans 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
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
b. Work with the Cross-Border Commissioners to address relevant freight and public transport issues e.g. licencing, insurances, feeds, permits, discounts, ticketing etc.	Intergovernmental collaboration	Cross border issues addressed	Annual review



Priority Pillar 4: Improve Digital Connectivity

Context – Why is this important?

Our world is becoming more and more reliant on digital technology and its reliable supply affects our capacity for economic growth, environmental sustainability and liveability.

Digital technology is used by every industry and particularly benefits rural areas with such things as water management (telemetry), enabling online/distance education, decentralised employment, supporting close to home health service models, assisting irrigators with remote water testing and pump controls, and farmers with stock control through such things as livestock scanning and facial recognition.

A lack of digital connectivity is a major problem for the RAMJO area. The issues include mobile phone blackspots, slow, unreliable or patchy internet connections, poor National Broadband Network (NBN) coverage, and poor satellite coverage. Additionally, with the asymmetric digital subscriber line (ADSL) services being phased out, the RAMJO communities are at risk of being without service unless they are prepared and able to move to the NBN.

These issues are affecting everyday transactions as well as limiting the implementation of new technologies including self-monitoring analysis and reporting (SMART) technology and placing our rural communities at a disadvantage.

The challenges are the exponential growth in demand and expectations by community and business matched with the large geographical size of the RAMJO area.

Our lack of ability to keep up with demand means we are at risk of losing industry investment and population growth. Improving digital connectivity is noted in multiple strategy documents as crucial for economic growth as well as our health and safety. However, there is a lack of strategies detailing or proposing solutions.

A key role for the RAMJO is to work with community, business, government and service providers to facilitate the development of key infrastructure to improve performance and attract economic growth in the region.

Key Stakeholders - Who will we work with?

- NSW Government - including local Members of Parliament
- Federal Government – including Members of Parliament
- Telecommunications providers
- National Broad Band Network – Review Board
- Private sector
- Community (baselines, advocacy, feedback) – social enterprises, community collaboration
- Regional Development Australia – Riverina and Murray

State and Regional Document Links

- State Priorities – “Better government digital services”
- NSW Government – A 20 Year Economic Vision for Regional NSW
- RDA Murray Regional Plan 2016 - 2019
- Regional Economic Development Strategy – Albury Wodonga, Western Murray, Western Riverina, Murray
- Mobile Blackspot Program

Outcomes – What difference will we make to Digital Connectivity?



The RAMJO will achieve:

- A shared Strategy and a shared Implementation and Resourcing Plan (I&R Plan) for digital connectivity in the region
- Increased funding and action for priority digital communication infrastructure and services within the region
- Comprehensive and reliable digital coverage across the region, free of blackspots
- Increased liveability within the RAMJO with increased digital access and reliability for education, employment, health services, industry etc

Actions – What we are going to do?	Core Function	Success Measures – How will we know we have succeeded?	
		Indicator - What will we measure?	Tool - How will we measure it?
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
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
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
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
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
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

Priority Pillar 5: Better Match Health Services to Our Changing Needs



Context - Why is this important?

The health of rural Australians is poorer than for individuals living in the cities and regional centres and even worse for our Indigenous populations. How can we change that for the residents of the RAMJO area?

The major challenges facing the smaller communities in the RAMJO is maintaining basic health services and addressing the changing needs of the ageing population (e.g. supporting ageing in place) and the increased demand for mental health services both for young people and adults. The loss of health services (such as general practitioners, dentists, allied health professionals, and specialist medical services such as obstetricians) results in further population decline as people relocate to be close to these important services.

Successful strategies for maintaining health services to date include Councils providing housing and medical facilities and the provision of GP training locally. However, gaps still exist, and innovative solutions are required to address these.

The direction for NSW Health is to create self-reliant regions where people can get the best possible services close to home. This involves developing regional centres of excellence such as Albury Wodonga Health with its Cancer Centre, regional health hubs and developing new models of care to take the pressure off major hospitals e.g. establishing systems and supports to utilise smaller hospitals for recovery and recuperation following treatment at a major centre. These strategies require improvements in transport, digital connectivity (e-health), infrastructure, workforce training and new service provision.

The RAMJO has a role in working with health service providers (and training organisations) to ensure the needs of the communities are met (and are affordable) with consideration given to the broader underlying supports/enablers required and to identify the potential role of councils.

Key Stakeholders - Who will we work with?

- NSW Department of Health
- Murrumbidgee Local Health District (MLHD)
- Primary Health Networks (PHN)
- Albury Wodonga Health (AWH)
- Local Health Advisory Committees (LHACs)
- Australian Medical Association (AMA)
- Rural Doctor Network (RDN)
- General Practitioners, Nurses, Allied Health Providers
- Universities and other health training providers
- Community and Patient Transport Services
- Aboriginal Health Services
- National Disability Insurance Scheme (NDIS) / Providers

State and Regional Document Links

- NSW Premiers Priority “Improving service levels in hospitals”
- RDA Murray Regional Plan 2016 – 2019, MLHD and MPHNS – Strategic Plan
- Regional Economic Development Strategies – Albury, Western Riverina, Murray, Western Murray

Outcomes – What difference will we make to better match Health Services to our changing needs?



The RAMJO will achieve:

- A shared Strategy and a shared Implementation and Resourcing Plan (I&R Plan) for improved health and health service provision in the region
- An alliance of three levels of government that supports action and investment to improve health service provision
- Increased funding for health infrastructure and services
- Improved access to health and medical services closer to home – locally and regionally
- Reduced health-related population loss

Actions – What we are going to do?	Core Function	Success Measures – How will we know we have succeeded?	
		Indicator - What will we measure?	Tool - How will we measure it?
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
2. Establish a health alliance across three levels of government to support planning and action on Health Service provision.	Intergovernmental collaboration	A representative committee established and functioning well.	Observational
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
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
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

Priority Pillar 6: Boost Industry/Workforce/Jobs



Context - Why is this important?

Industry growth has a significant impact on population growth e.g. 20 new jobs can mean an increase of 60-80 people as they bring their families with them to the region. However, there are many underlying issues preventing industry growth and these vary across the RAMJO. These include; poor transport connectivity, digital connectivity, water and energy security, and a lack of suitable housing and lack of a skilled workforce.

Solutions to preserving and enhancing productivity in the face of a drier environment is critical to our economic future, particularly as we aim to gain access to overseas markets. The RAMJO region is well placed to lead innovations in this space.

The Regional Economic Development Strategies recommend a need to support a more diverse and resilient economy by attracting industries that are not impacted by seasonal conditions. They also recommend growing “value-adding” opportunities such as bringing processing to the region to complement production. Growth areas are highlighted as agriculture, manufacturing, health and aged care.

A significant issue for the RAMJO is the outward migration of young people as they leave the region to gain training, education and employment. Attention must be given to improving access to education, traineeships and job pathways across the region. This will require better relationships with schools, TAFEs, universities and employers.

Some of the other solutions to industry, jobs and employment growth may include stronger regional marketing strategies to industry, the removal of red

tape, a reduction in costs and other enabling factors mentioned throughout the other priorities.

Key Stakeholders - Who will we work with?

- Member councils
- Federal and State Governments both NSW and Victorian
- Registered Training Authorities (RTO's) including Uni and TAFE
- Key industry groups
- Business Enterprise Centres (BECs)
- Local Members - Federal/State
- Cross Border Commissioners and Victorian Councils
- Energy/water corporations
- Other Joint Organisations (and Councils)
- Regional Leadership Executive (Premiers and Cabinet)
- Education/Schools
- Industry
- Regional Development Australia (RDA) – skilled migration and grow your own programs

State and Regional Document Links

- Premiers Priorities – “Creating jobs”
- State Priorities – “Encouraging business investment”
- NSW Government – A 20 Year Economic Vision for Regional NSW
- NSW Government – Riverina Murray Regional Plan 2036 (Directions 1-5)
- RDA Murray Regional Plan 2016 - 2019
- Regional Economic Development Strategies – Albury Wodonga, Western Murray, Western Riverina, Murray

Outcomes – What difference will we make to boost our industry/workforce/jobs?



The RAMJO will achieve:

- A shared Strategy and a shared Implementation and Resourcing Plan (I&R Plan) for industry, workforce and jobs growth in the region
- A more attractive and supportive environment for industry investment (with less red tape)
- Increased ‘new’ industry investment and increased jobs through new industries and industry growth/diversification
- Local training pathways, incentives and supports established to meet workforce gaps
- Lower unemployment (particularly youth and older people) and retention of youth in our region
- Increased household income and increase socioeconomic index
- Enough housing supply to meet the housing needs of the growing workforce
- Government agencies decentralised from capital cities to the RAMJO

Actions – What we are going to do?	Core Function	Success Measures – How will we know we have succeeded?	
		Indicator - What will we measure?	Tool - How will we measure it?
1. Establish a sub-committee to lead collaboration, planning and action to boost industry/workforce/jobs.	Strategic planning and priority setting	A representative committee established and functioning well.	Observational
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
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: <ol style="list-style-type: none"> develop a regional industry/business prospectus and promote this nationally / internationally. Promote and support industry diversification and innovation Work with Councils and NSW Planning to reduce barriers to industry growth. Develop and implement housing strategies in industrial growth areas. Work with training providers to develop training pathways to address workforce gaps. Work with the RDA's 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
4. Advocate and support the decentralisation of government agencies to the RAMJO region.	Regional leadership and advocacy	Submissions for hosting the relocation of services.	

Priority Foundation: Strengthen Our Capacity to Act



Context - Why is this important?

The biggest limiting factor preventing progress on all the Priority Pillars is workforce. Our eleven councils all experience difficulty recruiting skilled staff, specifically in engineering, land use planning, finance, surveying, project management and so forth. Some also experience difficulty attracting contractors to tender for works, particularly in the more isolated locations.

All our councils operate on a tight budget and many have a declining rate base while also having to manage increasing costs and expectations.

We need smarter ways of working together to address these issues, reducing duplication and maximising synergies that then unlock and redirect resources to where they are needed.

With the RAMJO being an incorporated organisation, there is an opportunity to optimise the benefits that can be gained through scale and capacity and redesign how services are delivered. For example, the RAMJO could;

- provide a collective tendering service
- provide a business unit with brokerage services (such as internal auditing, planning and building services, back of house operational roles, library services, visitor information services, regional waste management) etc.
- provide support for a region wide workforce development strategy

The RAMJO could also facilitate the establishment of decentralised centres of expertise and the sharing of resources and expertise. It could also facilitate improved planning and community engagement.

Opportunities for building capacity should be explored both within and outside the region particularly with metropolitan councils.

The focus of the RAMJO will be to strengthen the capacity of RAMJO member Councils to act individually and collectively for the benefit of the region.

Key Stakeholders - Who will we work with?

- Member Councils
- Federal and State Governments both NSW and Victorian
- Office of Local Government (OLG)
- Registered Training Authorities (RTO's) including Universities and TAFE

State and Regional Document Links

- NSW Joint Organisation Guidelines

Outcomes – What difference will we make to strengthen our capacity to act?



The RAMJO will achieve:

- Council workforce gaps addressed
- Improvements in project delivery
- Improved staff skills and retention

Actions – What we are going to do?	Function	Success Measures – How will we know we have succeeded?	
		Indicator - What will we measure?	Tool - How will we measure it?
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. <ol style="list-style-type: none"> Engineering, planning, surveying, certification etc Internal auditing, back of house services Library services 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.
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.
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
4. Facilitate resource, 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.

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:

To Whom	Document / Format	Method	Timeframe
Member Councils	Progress Reports	Email	As required
	Annual Reports	Email	30 November (annually)
NSW Department of Premier and Cabinet	Progress Reports	Email	As required
	Annual Report	Email	30 November (annually)
Office of Local Government	Progress Report	Email	As required
	Annual Report	Email	30 November (annually)
RAMJO Communities	Project Progress Updates	RAMJO and Council: Website / Social Media / Media / Council newsletters	As projects reach notable milestones
	Annual Report	RAMJO and Council: Website / Social Media / Media / Council newsletters	Annually
Key Stakeholders	Progress Report	Email	As required
	Annual Report	Email	30 November (annually)

Appendix

How We Developed the Statement of Strategic Priorities

The process 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 CEOs 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

Table 1: 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
Federal Report		
Parliament of the Commonwealth of Australia - House of Representatives Select Committee on Regional Development and Decentralisation	“Regions at the Ready: Investing in Australia’s Future” (June 2018)	http://apo.org.au/system/files/180236/apo-nid180236-940831.pdf

Population Data

Table 2: LGA by Population Time Series: 2001 - 2017

Estimated Resident Population	2001	2006	2011	2016	2017	Data Notes
Albury	45,265	47,655	49,451	52,171	52,949	There has been an increase in the estimated resident population of the RAMJO region of 6703 people between 2001 – 20017.
Berrigan	8,075	8,160	8,297	8,609	8,664	
Carrathool	3,290	2,863	2,671	2,793	2,796	
Edward River	10,074	9,287	8,888	8,991	8,949	Whilst Albury, Berrigan, Federation, Griffith and Murray River LGA's have experienced a steady increase in population others have experienced fluctuations over the 16-year period.
Federation	12,121	12,479	12,509	12,445	12,444	
Griffith	24,412	24,583	25,395	26,356	26,586	
Hay	3,620	3,394	3,085	2,984	2,979	
Leeton	11,832	11,502	11,406	11,407	11,417	However, since 2011 these communities have shown signs of recovery, particularly Carrathool, Edward River, Leeton and Murrumbidgee.
Murray River	10,997	11,082	11,257	11,872	11,956	
Murrumbidgee	4,548	4,109	3,888	3,929	3,952	
Narrandera	6,686	6,103	6,115	5,949	5,931	
Total RAMJO ERP	140,920	141,217	142,962	147,506	148,623	

Source: ABS Stats <http://stat.data.abs.gov.au/>

Table 3: LGA Population by Age 2016 and 2017

Estimated Resident Population by LGA by Age	2016					2017				
	0-14	15-44	45-64	65+	Total	0-14	15-44	45-64	65+	Total
Albury (C)	10,012	20,359	12,827	8,973	52,171	10,249	20,447	12,944	9,309	52,949
Berrigan (A)	1,512	2,471	2,243	2,383	8,609	1,471	2,503	2,229	2,461	8,664
Carrathool (A)	565	1,053	779	396	2,793	570	1,046	779	401	2,796
Edward River (A)	1,645	2,934	2,467	1,945	8,991	1,609	2,901	2,457	1,982	8,949
Federation (A)	2,193	3,532	3,398	3,322	12,445	2,158	3,430	3,442	3,414	12,444
Griffith (C)	5,594	10,264	6,388	4,110	26,356	5,593	10,387	6,397	4,209	26,586
Hay (A)	544	938	889	613	2,984	549	927	895	608	2,979
Leeton (A)	2,427	4,117	2,883	1,980	11,407	2,406	4,122	2,887	2,002	11,417
Murray River (A)	2,097	3,422	3,330	3,023	11,872	2,134	3,476	3,263	3,083	11,956
Murrumbidgee (A)	828	1,386	1,053	662	3,929	825	1,366	1,081	680	3,952
Narrandera (A)	1,214	1,881	1,603	1,251	5,949	1,213	1,827	1,618	1,273	5,931
TOTAL	28,631	52,357	37,860	28,658	147,506	28,777	52,432	37,992	29,422	148,623

Source: ABS Stats 2016 Census <http://stat.data.abs.gov.au/>

Predicted Population Change 2016-2036

Data Limitations

At the time of writing, the only official available projection data for the 11 local government areas of the RAMJO was that from the NSW Department of Planning and Environment (DPE). This data is based on the 2011 ABS Census. Updated data (based on the 2016 Census) is due for release in early-mid 2019.

The DPE data has been included as a guide, however caution should be applied when referring to this data because it under estimates the growth that has been experienced as at 2016 by 1,356 people. Member Councils note that the DPE figures do not consider “the recent economic and population growth associated with the breaking of the 2000’s drought, improved terms of trade and the adoption of the Murray Darling Basin Plan, which have underpinned unprecedented investment in the region.” (Ref: Western Riverina Regional Economic Development Strategy 2018-2022 – Supporting Analysis).

There are notable differences between the DPE 2016 predicted population and the actual 2016 ABS Census data. A comparison of the two data sets is shown in table 4.

Table 4: 2016 Estimated Resident Population compared with Projected Population for 2016 by LGA

Local Government Area	ABS Estimate Resident Population 2016	Dept P&E Projected Population 2016	Difference	Data Notes
Albury	52,171	52,150	21 ↑	Comparing the ABS Estimated Resident Population (2016) with the Projected Population for 2016 shows many discrepancies between the two data sets.
Berrigan Shire	8,609	8,400	209 ↑	
Carrathool	2,793	2,600	193 ↑	
Edward River	8,991	8,850	141 ↑	
Federation	12,445	12,650	-205	In most cases, it demonstrates an under-estimation of population growth in the LGAs, the exceptions being of Federation, Leeton. The estimate for Narrandera was almost exact.
Griffith	26,356	25,900	456 ↑	
Hay Shire	2,984	2,850	134 ↑	
Leeton Shire	11,407	11,700	-293	Overall, the RAMJO population was underestimated by 1,356 people.
Murray River	11,872	11,500	372 ↑	
Murrumbidgee Shire	3,929	3,600	329 ↑	
Narrandera Shire	5,949	5,950	-1	
TOTAL:	147,506	146,150	1,356 ↑	

Table 5: Predicted Population Change 2016 - 2036 by LGA

Local Government Area	Total Population		% Under 15 years		% Over 65 years	
	2016	2036	2016	2036	2016	2036
Albury	52,150	59,950 ↑	18.12	16.26	16.87	24.85 ↑
Berrigan Shire	8,400	7,850	16.07	13.38	28.57	40.13 ↑
Carrathool	2,600	2,150	19.23	18.60	17.31	30.23 ↑
Edward River	8,850	7,550	19.21	17.22	22.03	31.13 ↑
Federation	12,650	12,500	17.39	15.20	26.88	38.00 ↑
Griffith	25,900	26,250 ↑	21.24	18.67	15.83	25.33 ↑
Hay Shire	2,850	2,350	19.30	17.02	21.05	34.04 ↑
Leeton Shire	11,700	11,750 ↑	20.09	19.15	16.67	27.23 ↑
Murray River	11,500	12,350 ↑	16.52	13.77	26.96	38.87 ↑
Murrumbidgee Shire	3,600	3,200	19.44	17.19	20.83	29.69 ↑
Narrandera Shire	5,950	4,750	21.01	18.95	21.85	31.58 ↑
TOTAL:	146,150	150,650 ↑	18.87	16.66	21.35%	31.91% ↑

Source: NSW Department Planning and Environment 2018 (2011 Census) <http://www.planning.nsw.gov.au/Research-and-Demography/Demography/Population-projections>

Table 6: Predicted Population Structure Change 2016 -2036

RAMJO	2011		2016		2021		2026		2031		2036	
	No.	%										
0-14 years	28,750	20.12	27,450	18.13	26,900	18.13	26,200	17.51	25,750	17.11	25,100	16.66
15-44 years	52,000	36.39	51,650	35.34	50,850	34.27	50,000	33.41	48,100	31.96	46,350	30.77
45-64 years	37,400	26.2	38,250	26.17	37,650	25.37	36,050	24.09	35,550	32.62	35,500	23.56
65+ years	24,750	17.32	28,800	19.71	33,000	22.24	37,400	24.99	41,100	27.31	43,700 ↑	29.01
TOTAL:	142,900	100.00	146,150	100.00	148,400	100.00	149,650	100.00	150,500	100.00	150,650	100.00

Source: NSW Department Planning and Environment 2018 (2011 Census) <http://www.planning.nsw.gov.au/Research-and-Demography/Demography/Population-projections>

Employment by Industry

Table 7: Industry by Employment Time Series 2006 - 2016

RAMJO - Industry by Employment	2006	2011	2016
Health Care and Social Assistance	5765	6868	7555
Agriculture, Forestry and Fishing	8606	7151	7239
Manufacturing	8461	8111	7079
Retail Trade	7416	7184	6458
Education and Training	4265	4697	5107
Construction	4282	4387	4938
Accommodation and Food Services	4387	4494	4636
Public Administration and Safety	3401	3748	3619
Transport, Postal and Warehousing	2540	2579	2672
Inadequately described/Not stated	1579	1534	2573
Other Services	2107	2258	2361
Professional, Scientific and Technical Services	2175	2163	2177
Administrative and Support Services	1290	1405	1732
Wholesale Trade	2281	1990	1472
Financial and Insurance Services	1122	1083	957
Electricity, Gas, Water and Waste Services	809	876	807
Rental, Hiring and Real Estate Services	660	609	601
Arts and Recreation Services	486	543	531
Information Media and Telecommunications	591	491	454
Mining	81	151	175
TOTAL	62304	62322	63143

Source: ABS 2016 Census – LGA Community Profiles – Time Series Profile Table 34 Industry by Employment by Sex (collated LGAs)
<http://www.abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20Census%20Community%20Profiles>

Gross Regional Product

Data Limitations

Gross Regional Product data was not available at Local Government level from one source. It has therefore been collated from REMPLAN, Profile ID, LGA Community Strategic Plans and LGA Economic Strategies. All data used is 2017 except for Leeton, which is 2016. The totals are therefore considered an estimate and should be viewed as indicative rather than absolute figures.

Table 8: Estimated Gross regional Product 2017

Gross Regional Product	2017 \$ Millions	Data Source
Albury	3674	https://www.economyprofile.com.au/albury/trends/gross-regional-product#table
Griffith	1724	https://economy.id.com.au/griffith/gross-product
Murray River	644	https://www.economyprofile.com.au/murrayriver/trends/gross-regional-product
Edward River	615	https://www.edwardriver.nsw.gov.au/Council/Forms-Policies-and-Publications/Corporate-Publications-and-Strategies Economic Development Strategy 2018-2021 – REMPLAN data
Federation	606	https://economy.id.com.au/federation/gross-product
Leeton	527	http://www.leeton.nsw.gov.au/about-leeton/community-strategic-plan.aspx (2016 data)
Berrigan	494	https://economy.id.com.au/berrigan/gross-product
Murrumbidgee	486	https://economy.id.com.au/murrumbidgee/gross-product
Narrandera	340	https://www.economyprofile.com.au/narrandera/trends/gross-regional-product#table
Carrathool	213	https://www.economyprofile.com.au/carrathool/trends/gross-regional-product#table
Hay	199	
TOTAL	\$ 9.523 Billion	

Snapshot Data for Strategic Priorities Pillars Unpacked

Table 9: Strategic Pillar Snapshot Data Unpacked

Water	Energy	Transport
<p>3 Major Rivers</p> <ul style="list-style-type: none"> • Murray • Murrumbidgee • Lachlan <p>6 Major Water Storage Servicing</p> <ul style="list-style-type: none"> • Darmouth • Hume • Yarrawonga/Mulwala • Burrinjuck • Blowering • Wyangala <p>11 Waste Water Treatment Facilities</p> <ul style="list-style-type: none"> • 1 per LGA <p>3 Major Irrigation Systems</p> <ul style="list-style-type: none"> • Murrumbidgee irrigation system • Coleambally Irrigation system • Murray irrigation 	<p>3 Solar Farms</p> <ul style="list-style-type: none"> • Griffith x 2 • Carrathool x 1 • Various under construction and/or scheduled for construction <p>Hydro</p> <ul style="list-style-type: none"> • Hume <p>Energy</p> <ul style="list-style-type: none"> • Essential Energy (almost all RAMJO) • SP Ausnet (NSW/Vic Border) <p>21.64% Dwellings with solar power</p> <ul style="list-style-type: none"> • <i>Australian PV Institute (ABS PV data)</i> • http://pv-map.apvi.org.au/historical#4/-26.67/134.12 	<p>9 Major Highways</p> <ul style="list-style-type: none"> • Hume • Olympic • Riverina • Mid-Western • Sturt • Newell • Cobb • Burley Griffin Way • Kidman Way <p>Railway lines</p> <ul style="list-style-type: none"> • 1 x major line – Melbourne - Albury - Sydney • 5 x branch lines • https://en.wikipedia.org/wiki/Rail_transport_in_New_South_Wales#/media/File:NSWRailMap.png <p>Airports</p> <ul style="list-style-type: none"> • Albury • Corowa • Griffith • Hay • Narrandera • Deniliquin • <i>Source: Regional Economic Development Strategies</i> <p>Intermodal terminals</p> <ul style="list-style-type: none"> • Albury • Deniliquin • Western Riverina Intermodal Freight Terminal – between Griffith & Leeton • Tocumwal • https://www.transport.nsw.gov.au/sites/default/files/media/documents/2017/Intermodal%20terminals%20by%20local%20government%20area.pdf

Digital	Health	Industry
<p>72% Household Internet Access</p> <ul style="list-style-type: none"> • ABS 2016 Quick Stats http://www.abs.gov.au/websitedbs/D3310114.nsf/Home/Census?OpenDocument&ref=topBar <p>Progressive NBN coverage</p> <ul style="list-style-type: none"> • NBN Coverage as at Oct 2018 – map https://www.nbnco.com.au/residential/learn/rollout-map.html • As at June 2018, the NBN was available at 87,588 premises in Farrer, of which 46.5% had been taken up. Note: This overall figure includes LGA's of Greater Hume, Balranald and Wentworth which are outside RAMJO. To break this down to LGA level – contact NBN. <p>Black Spots</p> <ul style="list-style-type: none"> • 107 Reported Black Spots (2016) - excel spreadsheet https://www.communications.gov.au/what-we-do/phone/mobile-services-and-coverage/mobile-black-spot-program • Round 1 & 2 Funded Base Stations - Australian Government National Map http://nationalmap.gov.au/#share=nsaL9s98RSmRILiOtolyLMP7Z9 <p>Mobile Phone Towers</p> <ul style="list-style-type: none"> • Tower Search: https://www.rfnsa.com.au/?first=1 <p>Coverage Checker</p> <ul style="list-style-type: none"> • https://www.telstra.com.au/coverage-networks/our-coverage • https://www.optus.com.au/shop/mobile/network/coverage • https://www.vodafone.com.au/network/coverage-checker 	<p>Major Hospitals x2</p> <ul style="list-style-type: none"> • Albury Wodonga Health • Griffith Base <p>Health Service x7</p> <ul style="list-style-type: none"> • Berrigan • Corowa • Deniliquin • Finley • Hay • Leeton • Narrandera <p>Multi-Purpose Service x 5</p> <ul style="list-style-type: none"> • Hillston • Jerilderie • Lockhart • Tocumwal • Urana <p>https://www.mlhd.health.nsw.gov.au/our-facilities</p> <p>Residential Aged Care Places</p> <ul style="list-style-type: none"> • PHIDU (June 2016) “Social Atlases of Australia: Local Government Areas – NSW/ACT” http://phidu.torrens.edu.au/social-health-atlases/data#social-health-atlases-of-australia-local-government-areas 	<p>Employment by Industry</p> <ul style="list-style-type: none"> • ABS 2016 Census – LGA Community Profiles – Time Series Profile Table 34 Industry by Employment by Sex (collated LGAs) http://www.abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20Census%20Community%20Profiles <p>Gross Regional Product</p> <ul style="list-style-type: none"> • REMPLAN – Albury, Carrathool, Murray River, Narrandera • ID.Profile – Berrigan, Federation, Griffith, Murray • Economic Development Strategic Plan – Edward River • Community Strategic Plan - Leeton <p>Jobs, Unemployment, Median Weekly Household Income</p> <ul style="list-style-type: none"> • ABS 2016 Census – LGA Community Profiles http://www.abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20Census%20Community%20Profiles <p>Higher Education</p> <ul style="list-style-type: none"> • UNSW Medical School – Albury • UNSW – Rural Clinical School – Griffith Campus • Charles Sturt University - Albury • TAFE x 6 – Albury, Griffith, Leeton, Narrandera, Deniliquin, Corowa • Western Riverina Community College • Deakin Uni – Centre for Regional and Rural Futures and Irrigation Research Centre • Yanco Agricultural Institute – between Leeton and Narrandera • Source: <i>Economic Development Strategies 2018-2022 (x4)</i>

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