2013 2016

RDA RIVERINA REGIONAL PLAN

Regional Development **Australia**
RIVERINA NSW

NSW GOVERNMENT
A NSW Government Initiative

An Australian Government Initiative

Acknowledgement

"The adventure of life is to learn. The purpose of life is to grow. The nature of life is to change. The challenge of life is to overcome. The essence of life is to care. The opportunity of life is to serve. The secret of life is to dare. The spice of life is to befriend. The beauty of life is to give." **William Arthur Ward**

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Message from the Chair

The Riverina region of NSW stretching from the foothills of the Snowy Mountains to the great western plains and the gateways to the outback has abundant natural resources, breathtaking scenery and an enviable diversity of economic opportunities. With creativity and a strong sense of purpose, an exciting future for our region beckons, based on its competitive advantage of relative water security in what we must accept is a drought prone continent. This advantage is complemented by a skilled and experienced labour force which is buttressed by excellent educational and research facilities playing an increasingly crucial direct and indirect role in our region's progress.

Globalisation and exploding information technologies are opening up new opportunities greater than at any time in our region's history. The challenge is to grasp these opportunities in a way which advances not just economic growth as traditionally measured but also our general living standards including lifestyle, health and well being.

This requires a holistic approach but within a framework of strategic priorities. Agriculture and a large range of related industries will remain the mainstay of our expanding regional economy and every effort should be applied to ensuring its long term viability and expansion. This will mean continuing to improve connectivity within the region and to other parts of Australia with an emphasis on rail and road transport infrastructure and improved information highways to raise productivity and keep costs as low as possible in a highly competitive marketplace.

Innovation is the master key to not only economic and social progress but also the enhancement of our environment on which long term sustainable prosperity and desirable living standards crucially depends. Without clean water, clean air and healthy soils, long term economic development is severely prejudiced if not ultimately impossible. All of us have to ensure that the region continues to develop the skills, the entrepreneurial drive and the generally innovative spirit to carve out a successful future. Our educational and research institutions will have a crucial role to play in the innovative process and establishing facilitating mechanisms for the commercialisation of new ideas and concepts to enhance and diversify our economy.

The modern regional economy is not a physical machine or some sort of passive clockwork mechanism. Rather in the information and digital age our economy is very much a network with success depending on the vibrancy of our communications and in particular the ability to collaborate to meet our needs and aspirations. Regional development is primarily a creative endeavour to extract optimum benefits from all our resources - land, water, labour and capital. Joyfully, the creativity of our minds and collaboration between ourselves are not constrained. These are both infinite resources driven by limitless imagination.

A fundamental challenge is to inspire our youth and to alert them to the expanding and exciting opportunities that the digital age provides in every field of endeavour. Fostering confidence in our future as a region

and more broadly as a nation is vital. The young are increasingly footloose so liveability, lifestyle and general well being should be high on the inspirational agenda. Retaining and attracting young bright creative and globally minded individuals is essential to realise our full potential as a region. Social infrastructure including safe, inspiring and attractive CBDs, a wide range of recreational facilities and good health and medical facilities are also crucial.

The promotion of our strengths and opportunities will be increasingly important. We have the strengths like agriculture, research and education and we need to widely broadcast these assets to the rest of the nation and beyond. Growing our export income by way of promoting and selling our products and services is of huge importance. The visitor economy is also crucial and we must enhance our attractiveness as a destination for those visitors seeking stimulating and unique experiences.

Finally, any plan is only as effective as the willingness of all players to help implement its components. We know this region has huge potential and I know that throughout this region there are large numbers of dedicated and talented individuals striving to make their communities and the region a better place.
I hope that this regional plan provides some assistance and context for the realisation of dreams and aspirations whatever these may be.

Tom Watson
CHAIR

Executive Summary

The RDA Riverina Regional Plan is a road map for the future development of the Riverina region. Through discussions and consultations with various stakeholders across the region and the review of existing planning documents a footprint for action has been developed.

RDA-Riverina will work in collaboration with Local Government, Government Agencies, NGO's, Business/Industry Groups as well as neighbouring RDA's (RDA-Murray, RDA-Southern Inland, RDA-Central West , RDA-Orana and RDA-Far West) to capitalise on opportunities and implement the strategies identified in the plan. RDA Riverina through its Committee, strategic sub-committees, forums and networks adopts an asset or strength, place based approach when working with all stakeholders to share knowledge, contacts and facilitate project development.

The Regional Development Australia (RDA)-Riverina region stretches 500 kms east to west across NSW (covering an area of approximately 68,354 sq Km) and services a population of approximately 145,000 people (2011 Census 144,459). The RDA-Riverina region comprises of 14 Local Government Areas (LGA's) including: Bland, Carrathool, Coolamon, Cootamundra, Griffith, Gundagai, Hay, Junee, Leeton, Lockhart, Murrumbidgee, Narrandera, Temora and Wagga Wagga.

The Riverina region is home to the Murrumbidgee River and the major food producing areas of the Murrumbidgee Irrigation Area (MIA) and Coleambally Irrigation Area (CIA). Renowned for being one of Australia's largest agricultural hubs, the Riverina region relies heavily on the agriculture sector for its economic prosperity. The MIA itself provides over one-quarter of all the fruit and vegetable production in NSW and is also one of Australia's largest exporters of bulk wines. The region not only grows but processes significant agricultural product from meat, rice/cereal, cotton, vegetables, fruit (citrus), nuts to wine. Retail, manufacturing (particularly value adding to food & beverages), health care and social assistance are also major employers in the region.

The City of Wagga Wagga and Griffith are the major centres of the RDA-Riverina service area, home to approximately 60,000 and 24,000 people respectively.

These centres located at the east (Wagga Wagga) and west (Griffith) of the region are hubs for the provision of health, education and other government services for the region. Wagga Wagga in particular has experienced significant population growth and has been noted as one of the state's fastest growing regional cities.

Unemployment across the Riverina region was 4.4% and the workforce participation rate 64.5% (2011 ABS Census Participation rate & Unemployment rate DEEWR, Small Labour Markets Australia) in 2011. The median age is 41 for the region and the average weekly household income is $994 for the region. The capacity to attract and retain skilled labour in the region will continue to be a challenge especially considering the aging population and migration of younger people aged 20-35years.

The region has a strong education base with Charles Sturt University, TAFE NSW Riverina Institute, RAAF and Kapooka Army Base. All of these facilities will be vital in building the skills and confidence of all people (including Aboriginal & new immigrants) in the region.

The Riverina has a wealth of people with a proactive and entrepreneurial approach to business and life. Opportunities for development exist in the Riverina region in agriculture, aged care, aviation, manufacturing, transport & logistics and education.

RDA Riverina has 6 key goals, however Goal 6 relates to operational activity so will not be listed in this section. The key emerging priorities and issues will be listed with RDA Riverina key regional priorities under the relevant RDA Riverina goals:

Goal 1:   **To proactively encourage greater economic growth, diversity & industry innovation.**

Key Emerging Issues

- Infrastructure development- maintaining & building infrastructure to support industry development and the livability of the region.

- Improved, integrated and efficient transport mechanisms for the movement of freight and people including road, rail, air, bridges & intermodals. By pass options for heavy duty transport B-doubles/B-triples into the future.

- Coordinated land use plans

- Value adding potential particularly in regard to agriculture.

- Promotion of the region for investment & employment.

- Further development of the visitor economy particularly agri-tourism

- Access to finance (low interest loans or investors) for private and public entities (Local Government).

Goal 1:	To proactively encourage greater economic growth, diversity & industry innovation.	
Strategy	**Key Regional Priority**	**Description**
1:2	Transport	Support initiatives that position the Riverina as a logistics and transport hub with improved systems for the movement of freight and people. The priority infrastructure project is the development of the Western Riverina Freights & Logistics Hub allowing the efficient transport of freight from the western Riverina region via rail to port (Melbourne or Sydney).
	Transport	Support the development of an integrated (road/rail) Management Plan or Transport Road Map for the Riverina/Murray region such as the expansion of the Riverina Eastern Organisation of Councils GPS transport infrastructure mapping.
1:3 & 1:4	Utilities & Telecommunications	Support the expansion of gas infrastructure across the Riverina region as well access to a consistent mobile service coverage and high-speed broadband to benefit industry and communities.
1:5	Business/ Industry	Promote the diversification and value adding opportunities from agriculture (food & fibre economy), education and training & health. In partnership with Riverina Regional Tourism build the visitor economy and the opportunities available from agritourism. Investigate the possible establishment of a "Research Centre of Innovation Excellence". The centre would act as a vehicle for successful commercialization of new technologies.
1:7	Promotion of the Riverina	Promote the Riverina as a vibrant and attractive place for people to visit, live, work and invest through the Country Change www.countrychange.com.au & Evocities www.evocities.com.au projects. Promote the Riverina visitor economy including visitors for:- Investment Employment opportunities Lifestyle opportunities Education & training Cultural, sport & recreation activities Events

Goal 2: **To nurture the development of a sustainable environment for future generations including the development of an innovative response to the water challenge.**

Key Emerging Issues

- Environmental sustainability-adjusting to a variable water supply and the need for a coordinated and collaborative management system for the river (Murrumbidgee) and implementation of the Murray Darling Basin Plan

Strategy	Regional Priority	Description
2:1	Water Management	Encourage a balanced and considered approach to the management of water ensuring sustainable outcomes for communities and the environment. Support the implementation of the Murray Darling Basin Plan in a considered and collaborative manner. Ensure social & economic indicators are used to monitor communities in the process as well as environmental indicators.

Goal 3: **To support education and skill development initiatives that enable all people to have the capacity & confidence to contribute to the region's growth.**

Key Emerging Issues

- Workforce development- ensuring a skilled & reliable workforce particularly for health (aged care) as a growth sector and agriculture including its value added industries.

Strategy	Key Regional Priority	Description
3:1	Workforce development	Monitor the current and future labour or skills shortages and support training or skill development for these industry occupations. Ares identified Health & Allied Service (including aged care), Agriculture (semi skilled & professional occupations), engineering, trades & early childhood. Promote opportunities in the food and fibre economy, particularly the diverse range of workforce opportunities. Use multi-media (You-Tube & TV) to promote the message.
3:2	Community Capacity Building	Build the capacity of people living in the region so they can contribute to the economic and social fabric of the region. Facilitate workshops or opportunities to develop grant writing skills and leadership capacity.

Goal 4:   **To facilitate a collaborative approach between all tiers of government, business and community to solving the challenges of the region.**

Key Emerging Issues

- Declining population in many of the smaller LGA's, particularly younger generation.
- Aging and retiring workforce, loss of corporate knowledge, particularly in government agencies.
- Capitalising on leadership potential of talented younger generation

Strategy	Regional Priority	Description
4.1	Leadership Development	Support & nurture strong leadership so that projects & activities are supported in a cohesive, strategic and visionary way with good collaboration between all levels of government, business & community. Build leadership capacity of those in Local Government, Yong People & Aboriginal & Torres Strait Island people by supporting programs to increase leadership capacity.

Goal 5:   **To encourage a proactive approach to health and living**

Key Emerging Issues

- Community well being – building the health, skills and leadership capacity of all people in the region.
- Equitable and accessible service delivery across the region.
- Recovering and rebuilding after natural disasters (flood, fire and drought).
- NSW Local Government review and the potential impact on communities

Strategy	Key Regional Priority	Description
5:1	Health Facilities & Services	Promote mental health programs across the region and the application for Headspace in the Western Riverina.
5:2	Well Being	Support and promote the University of Canberra National Regional Well Being Survey. Build resilience and provide tools for communities rebuilding after disaster such as flood, fire & drought.

Vision for the Region

Vision

The RDA-Riverina region will be renowned for its excellence in all dimensions – economic, social and environmental with an emphasis on innovation, life long learning, healthy living and an optimistic outward looking culture based on confidence, resilience and social inclusion.

Although this plan has a 3 year time frame, RDA Riverina is looking for the vision to be realised in 5-10 years.

Connecting communities, business & government to projects, programs, services, funding and other people'.

Mission

RDA-Riverina will build partnerships that facilitate the development of a sustainable region.

Values

RDA-Riverina embraces and supports the following values:-

- Innovation/creativity
- Commitment to a learning culture
- Inclusiveness
- Sustainability
- Optimism

Goals

Goal 1: To proactively encourage greater economic growth, diversity & industry innovation.

Goal 2: To nurture the development of a sustainable environment for future generations including the development of an innovative response to the water challenge.

Goal 3: To support education and skill development initiatives that enable all people to have the capacity & confidence to contribute to the region's growth.

Goal 4: To facilitate a collaborative approach between all tiers of government, business and community to solving the challenges of the region.

Goal 5: To encourage a proactive approach to health and living.

Goal 6: To act with honesty, integrity, transparency and in accord with relevant legal and financial obligations, sound corporate governance procedures and to fulfil Departmental funding requirements.

Outcomes

The strategies that RDA-Riverina implements when aiming to achieve its goals will result in the following key outcomes as required by the Commonwealth:

Outcome 1:

Enhanced Community Engagement and Consultation

Consultation and engagement with the community on issues, solutions and priorities, to identify the aspirations and potential of the region. This will help to develop a long term vision for the region's future and connect the community with the vision.

Outcome 2:

Improved Regional Planning

Informed regional planning that identifies solutions which turn regional strengths and comparative advantages into a sustainable, innovative and competitive regional strategy for implementing the vision for the region.

Outcome 3:

Enhanced Whole-of-Government Approach

An enhanced whole-of-government approach to regional issues based on strong and creative partnerships across and between all three levels of government – national, State/Territory and local-which link governments to the regional community to better realize the opportunities created by regionalism and encourage regionally informed policy development.

Outcome 4:

Enhanced Awareness of Government Programs

Enhanced awareness of government programs that supports their use by the regional community to complement and build on regional strategies and aspirations, including leveraging funding between governments and the private sector.

Outcome 5:

Improved Community & Economic Development

Improved community & economic development that encourages soundly-based economic growth, environmental sustainability and social inclusion in the region by facilitating partnerships across all sectors-including the private sector and non-government organisations-such as by promoting business, contributing to environmental studies and supporting services that encourage social inclusion.

Role of Regional Development Australia

What is Regional Development Australia (RDA)?

Regional Development Australia (RDA) is a partnership between the Australian, state, territory and local governments to strengthen regional communities. It will have a pivotal role in ensuring the long-term sustainability of Australia's regions. Visit the national website www.rda.gov.au for more information on the whole network.

RDA Riverina is part of a national network of 56 committees established in August 2009. In NSW RDA committees are non profit community-based organisations that are made up of 12 volunteer committee members appointed jointly by the State & Commonwealth Ministers. Each RDA committee has a broad and diverse skills base and demonstrated networks and alliances.

The committees work with their communities to identify and address the economic, social and environmental issues affecting them. RDA

Committees also produce a regional plan that guides them in growing and strengthening their communities. The Regional Plan sets out the economic, environmental and social vision for the region, articulates the drivers of change, identify strengths, weaknesses and opportunities, and list priorities for action. An Annual Overview is produced for RDA Riverina which provides information regarding the project and activities that RDA Riverina is involved in. The Annual Overview and the Regional Plan can be accessed from the RDA-Riverina website www.rdariverina.org.au

The RDA-Riverina will also have a Business Plan that identifies in detail the delivery details for RDA-Riverina over a year period (in line with the financial year eg 2013-2014) reflecting actions listed in the Regional Plan. Any changes in the Regional Plan will be reflected in the RDA-Riverina Business Plan.

Regional Development Framework

Commonwealth Minister for Infrastructure and Regional Development The Hon Warren Truss MP and Assistant Minister for Infrastructure and Regional Development Mr Jamie Briggs MP

NSW Minister for Trade & Investment, Regional Infrastructure & Services The Hon. Andrew Stoner MP

Commonwealth Department of Infrastructure and Regional Development

Department of Trade & Investment (NSW)

RDA Committees (NSW)

Committee Members & Strategic Sub-Committees

Name	Background/ Experience/ Qualifications
Tom Watson: Chair	Economics Advisor
Joe Burns: Deputy Chair	Murrumbidgee Catchment Management Authority
Robert (Bob) Tuck: Treasurer	Business Management/ International Consulting , MBA & DBA Business Management, Director KunWa Consulting
Brett Stonestreet Secretary/Public Officer	General Manager , Griffith City Council
Gary Lavelle	General Manager, Temora Shire Council
Margaret Andreazza	Project Officer, Griffith Connections
Bill (William) Thompson	Solicitor/Partner Comminshendrik, Coolamon
Michael Rutledge	Mayor Hay Shire Council/Business Owner
Kerry Penton	Director TAFE NSW Riverina Institute
Phil Pinyon	General Manager, Wagga Wagga City Council
Diana Gibbs	Owner/Director Diana Gibbs Consulting,
Tracey Valenzisi	Director Inspired Results, Executive Officer Australian Regional Tourism Network

RDA Riverina Strategic Sub-Committees:

Strategic Sub-committees have been established to utilise the specific skills, expertise and experience of the RDA Riverina committee members and also involve key stakeholders external to the RDA Riverina Committee to further pursue the goals and strategies set in the RDA Riverina Regional Plan. Each sub-committee has its' own terms of reference (See RDA Riverina Policies & Procedures Manual). The Strategic Sub-Committees are listed below:-

- **Health:** Focuses on health related activities such as health reform & health infrastructure.

- **Environmental Sustainability (Water, Energy, low carbon):** Focus on activities that are related to the Murray Darling Basin Plan, the environment, clean energy, water, lowering carbon & natural resource management.

- **Infrastructure:** Identify infrastructure priorities for the Riverina & coordinate the Riverina/ Murray Infrastructure Committee. Riverina Murray Infrastructure Committee includes additional members: representatives from REROC, RAMROC, Department of Premier & Cabinet, NSW Business Chamber-Murray Riverina, Trade & Investment NSW and RDA-Murray (Chair & Executive Officer) & RDA-Southern Inland (Executive Officer). Discuss & prioritise infrastructure priorities for the Riverina/Murray region.

- **Education, Research & Development, Social Inclusion, Skills & Jobs:** Focus on education (including research & development) & training initiatives to skill the workforce and build the capacity of people and organisations across the region.

- **Industry (Tourism, Food & Beverages, business):** Focus on business, tourism, food/ wine opportunities in the region.

Organisational Structure

FUNDER

Department of Infrastructure & Regional Development (Commonwealth)

FUNDER

NSW Trade & Investment (State)

Regional Development Australia-Riverina Committee
Chair, Deputy Chair, Secretary (Public Officer), Treasurer & members
(12 Committee members in total)

RDA-Riverina Sub-Committees

Chief Executive Officer

Skilled Migration Officer

Accounts & Administration Officer

Project Officer

Administration Support

Stakeholders/Collaborators:

- 14 LGA's: Bland, Carrathool, Coolamon, Cootamundra, Griffith, Gundagai, Hay, Junee, Leeton, Lockhart, Murrumbidgee, Narrandera, Temora & Wagga Wagga.
- Regional Organisation of Councils: REROC & RAMROC
- Government Departments (State & Federal) / Agencies/ NGO's

Clients: Community members, Business/Industry Groups, Businesses, Regional Organisations, Community Groups (Indigenous, Cultural, Sporting etc)

RDA-Riverina has an office located in Griffith and Wagga Wagga. A presence in the two largest centres conveniently located at either side of the region assists with a regional approach to service delivery.

RDA Riverina staff in Wagga Wagga are co-located with staff from the Department of Trade & Investment (TINSW) which allows for further collaboration & promotion of Federal & State government programs and services. The one stop shop approach.

Analysis of the region

This plan utilises the Council of Australian Governments (COAG) Regional Australia Standing Council (2013) Framework for Regional Economic Development   as a guide to analysing the region. The economic performance of a region is influenced by a range of factors. The 'Key Determinants for Long –term Regional Economic Growth' set the foundation for the Regional Economic Development Framework, and provide a lens through which to analyse a region and identify regional economic development priorities. The five key determinants are:-

1. Human Capital (particularly education and skills)

2. Sustainable (economic, environmental and social) communities and population change

3. Access to international, national and regional markets

4. Comparative advantage and business competitiveness

5. Effective cross-sectoral and intergovernmental partnerships (including place-based approaches) and integrated regional planning

As the responsibility for regional economic development in Australia is shared across Commonwealth, state and local governments, partnerships are critical to successful regional economic development efforts, particularly those involving place-based strategies. The RDA Riverina Regional Profile has a more expansive range of data on the region and this document can be accessed from the website www.rdariverina.org.au

Human Capital, particularly education and skills

Improvements in human capital can enhance the innovative and productive capacity of a workforce. Developing a highly skilled and educated workforce assists with building the resilience of a region. Individuals with greater education and skills can pursue a wider range of employment opportunities, adapt to new processes and technologies which improve productivity, and improve their standard of living.

School Education:

The NSW Department Education & Communities (DEC) provides information about schools in NSW. The National Assessment Program- Literacy & Numeracy (NAPLAN) is an annual assessment completed by every student in Years 3,5,7 and 9 in four domains: reading, writing, language and numeracy. Any student at or above the minimum standard has achieved the basic skills of literacy and numeracy for that year, has the required skills to fully participate in schooling. NAPLAN results for the region have increased across all age levels in reading and numeracy from 2010-2011 and have exceeded the NSW minimum standards in most years levels . Please see Table A1 for details.

Table A1: Riverina Students at, or above the NAPLAN minimum standard in 2011 (%)

	Year 3	Year 5	Year 7	Year 9
Reading	97.7	96.1	97.3	94.5
NSW	95.4	91.2	95.1	91.3
Numeracy	95.7	94.4	94.0	90.9
NSW	96.6	95.0	94.5	92.9

Source: NSW Department of Education and Communities, 2011

The retention rates in the Riverina public schools from years 7-12 are significantly lower than the rates for New South Wales; however there has been an improvement from 2010 to 2011 . At a regional level , rates tend to be more volatile because smaller populations, varying enrolment patterns to complete secondary education and student movement between school regions and school sectors. These rates are also strongly linked with the RDA Riverina region's low higher education levels and the increasing demand for tertiary qualified professionals in the region.

Table A2: Full-time apparent retention rates in Riverina public schools, 2005-2011 (%)

Year Level	2005	2006	2007	2008	2009	2010	2011	NSW Retention Rates 2011
Years 7-10	86.6	85.5	85.6	87.3	87.5	90.40	92.2	102.3
Years 10-12	56.8	56.8	57.8	55.5	57.7	59.7	60.6	73
Years 7-12	50.6	50.3	50.0	47.5	49.4	52.1	53	70.5

Source: NSW Department of Education and Communities, June 2011

The total of people with post-school qualifications in the Riverina (SA4) region is 40%, which is below the NSW average of 46.2% according to 2011 ABS Census data. See table A3. The greatest percentage of people with post-school qualifications in the Riverina (SA4) region held Certificates - 16.6%, which is above the NSW average of 14.2%. These figures correlate with the high number of TAFE colleges, community education centres and registered private training providers located within the Riverina. This also reflects the high interest in trade and certificate qualifications. The Riverina region faces emerging skills shortages and the provision of appropriate vocational education and training and higher education services is a critical element in addressing this issue. In 2010 State Training Services NSW, listed the top five areas of vocational training in the region were: food processing, primary production, engineering and mining, process manufacturing and community services, health and education .

Table A3: Percentage of post-school qualification

Type of qualification	Riverina Statistical area Level 4 (SA4)	NSW
Postgraduate Degree	1.1%	3.4%
Graduate Diploma and Graduate Certificate	0.8%	1.2%
Bachelor Degree	6.6%	11.4%
Advanced Diploma and Diploma	4.5%	6.7%
Certificate	16.6%	14.2%
Inadequately Described/Not Stated	9.4%	9.2%
Total with qualifications	40%	46.2%

Source: ABS (2011) Census BCP b40b

The Riverina indigenous population compared to non-indigenous population between 25 and 65 years of age in 2011 who have no post school qualifications is significantly higher than the state. See the table A4 below.

School Education:

Table A4: Persons aged 25-64 highest non-school qualifications completed by indigenous status (% of population) 2011.

Post –school qualification	Riverina		New South Wales	
	Indigenous	Total Population (%)	Indigenous	Total Population (%)
Degree or Higher	5.0	17	9.0	29
Diploma/Advanced Diploma	5.0	8.0	7.0	11
Certificate undefined	2.0	2.0	2.0	2.0
Cert III & IV Level	20	24.0	20	19
Certificate I & II	3.0	2.0	3.0	2.0
No Post Qualification	65	47.0	60	38

Source: 2011 Census: Population and Housing, Time series Profile (cat. No. 2069.0.30.003), T25 Industry of Employment by Sex for Time Series

Table A5: Percentage of employed persons by occupation – Riverina SA4

Occupation	Riverina	%	NSW	%	Aust.	%
Employed people aged 15 years and over						
Managers	11,406	16.7	418,333	13.3	1,293,970	12.9
Professionals	10,268	15	713,548	22.7	2,145,442	21.3
Technicians and Trades Workers	10,149	14.9	414,668	13.2	1,425,146	14.2
Labourers	9,353	13.7	273,129	8.7	947,608	9.4
Clerical and Administrative Workers	8,077	11.8	473,141	15.1	1,483,558	14.7
Community and Personal Service Workers	6,707	9.8	297,667	9.5	971,897	9.7
Sales Workers	6,286	9.2	290,496	9.3	942,140	9.4
Machinery Operators And Drivers	4,958	7.3	199,438	6.4	659,551	6.6

Source: ABS Census 2011

Sustainable (economic, environmental and social) communities and population change.

Population is one of the most important resources of a region. Population change can be a significant factor in the long term viability of the local community in terms of economic, environmental and social sustainability.

Population change effects demand for regional infrastructure and services, and can influence the amenity or liveability of regions. Growth in a region's working age population can boost the labour force and expand the productive capacity of the region's economy.

Table B1: Percentage Growth by Shire

Local Government Area	2001	2006	2011	2001-2011
Bland	6,439	6,273	5,899	-540
Carrathool	3,320	2,977	2,622	-698
Coolamon	3,911	3,916	3,977	66
Cootamundra	7,132	7,142	7,184	52
Griffith	23,805	23,795	24,511	706
Gundagai	3,726	3,740	3,692	-34
Hay	3,574	3,450	3,054	-520
Junee	5,585	5,767	5,757	172
Leeton	11,469	11,212	10,936	-533
Lockhart	3,397	3,106	2,876	-521
Murrumbidgee	2,519	2,422	2,199	-320
Narrandera	6,486	6,044	5,876	-610
Temora	5,972	5,721	5,660	-312
Wagga Wagga	55,056	57,601	60,216	5,160
RDA –Riverina	**142,391**	**143,166**	**144,459**	**2,068**
Total NSW	**6,371,745**	**6,585,736**	**6,958,812**	**587,067**

Source: Census 2011. Resident Population 2011 Census data 2001, 2006 & 2011

According to RDA Riverina region population by age Table B2 the most significant population growth by age group has been experienced in the 65+ age bracket, which has risen from approximately 19,100 in 2001, to 22,700 in 2011. This growth has also been reflected in the NSW and National population data, however the age group range of 15-65years in the RDA Riverina region has not experienced the same growth as the State or National population. It is significantly less.

The growth in this age bracket indicates that the Riverina is experiencing an increasingly aging population and therefore, long-term planning within the region is required. There may also be a need to plan for infrastructure to accommodate the changing size, composition and distribution of the population, as well as potentially attract skilled migrants to contribute to the labour force.

Table B2: RDA Riverina region population by age
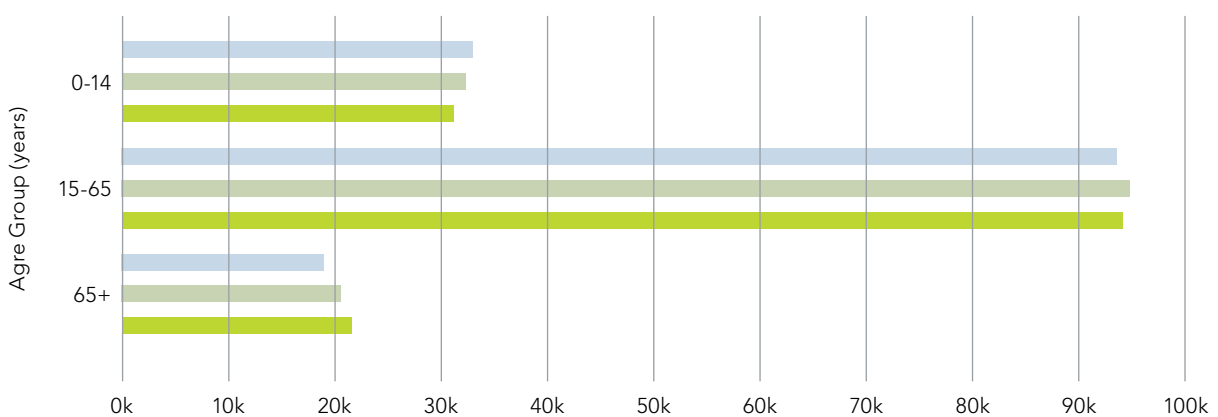
Source: http://myregion.gov.au/profile/riverina/data/population/age
Population by Age and Sex, Regions of Australia, 2010 (cat. no. 3235.0)

The Population Characteristics and Labour Force 2011 Census data outlined in Table B3 shows that the Indigenous population of the Riverina has increased from 2006 from 4.1% to 4.7%.

The median age of the Riverina population has also increased since 2006, from 36 to 40. This is higher than the Australian median age of 37. This is in part due to a change in the LGA's included in the RDA Riverina region but also indicative of the aging population.

Household incomes across the Riverina region have increased since 2006, with the average individual income rising from $424 to $521 per week. This has been reflected in the average household income which has increased from $864 to $994 per week.

The Riverina's unemployment rate of 4.4% is well below the NSW and Australian averages, highlighting that the Riverina region has numerous employment options. This figure has been consistent since 2006. The workplace participation rate in the Riverina for people aged 15 and over is slightly higher than the NSW average, sitting at 64.5%.

Although the Riverina region has a relatively low proportion of people born overseas compared to the State and Australia the region has experienced an increase from the 2006 Census demonstrating the relocation of skilled workers or refugees to the region.

Table B3: Population characteristics and labour force

	Riverina	NSW	Australia
Indigenous Population	4.7	2.5	2.5
Median Age	40	38	37
Average Incomes ($ per week) • Individual • Household • Family	521 994 1263	561 1237 1477	577 1234 1481
Participation Rate (% population aged 15 & over who wish to participate in the labour force)	64.5	63.4	65.1
Unemployment Rate (% of labour force not able to find a job)	4.4	5.1	5.4

Source: 2011 ABS Census data
Participation rate & Unemployment rate DEEWR, Small Area Labour Markets Australia

Graph B1 provides an overview of the unemployment rates in the individual SLAs located in the RDA-Riverina region. According to the graph, the unemployment rates have fluctuated since 2008, however all SLAs experienced a decline in unemployment rates since December 2010, indicating strong employment in the region over the past two years.

Graph B1: Unemployment rates per individual SLA from December 2008 – December 2012*

Dec 08   Dec 10   Dec 12
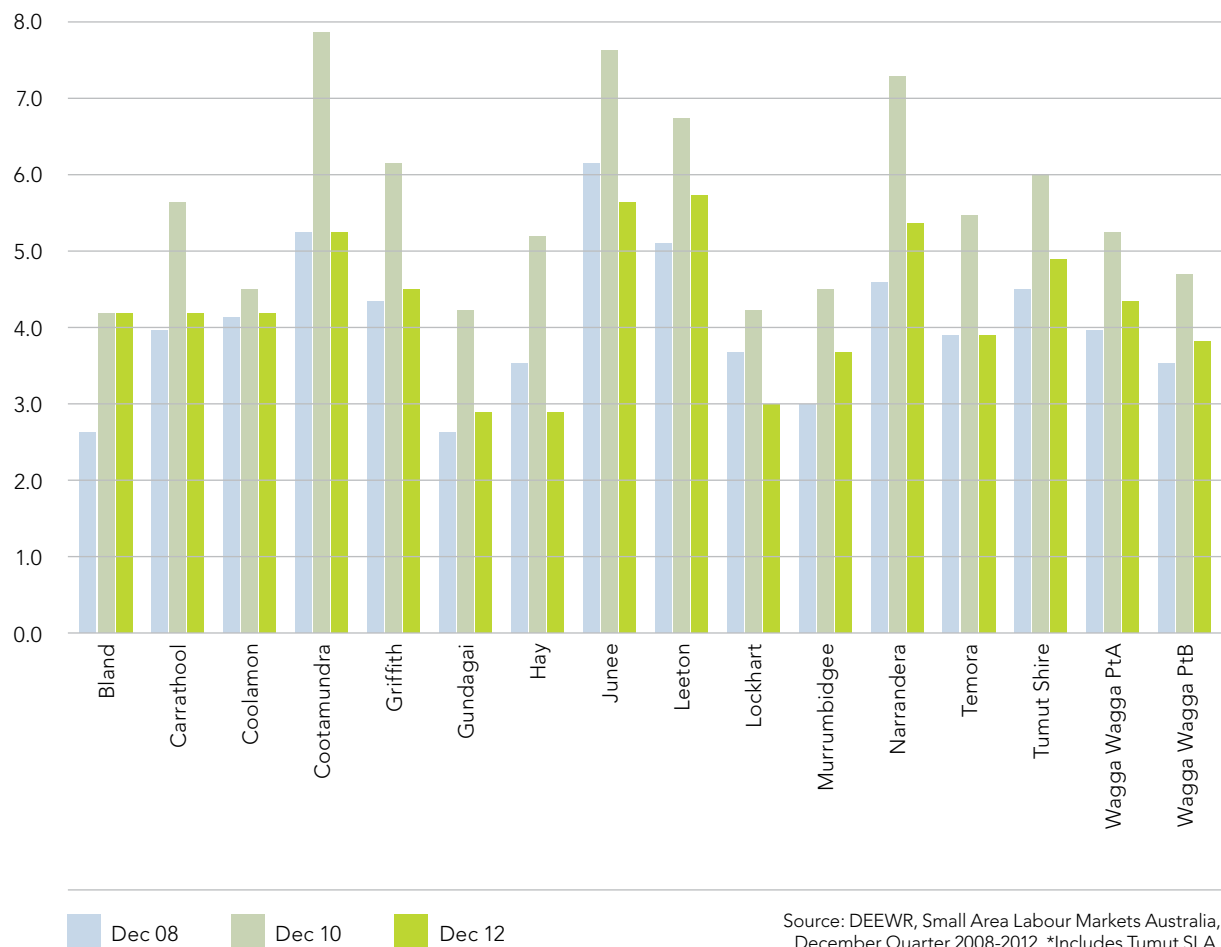
Source: DEEWR, Small Area Labour Markets Australia, December Quarter 2008-2012. *Includes Tumut SLA.

Graph C1: Percentage of Family Households with an Internet Connection 2006 - compared to 2011.

2006   2011
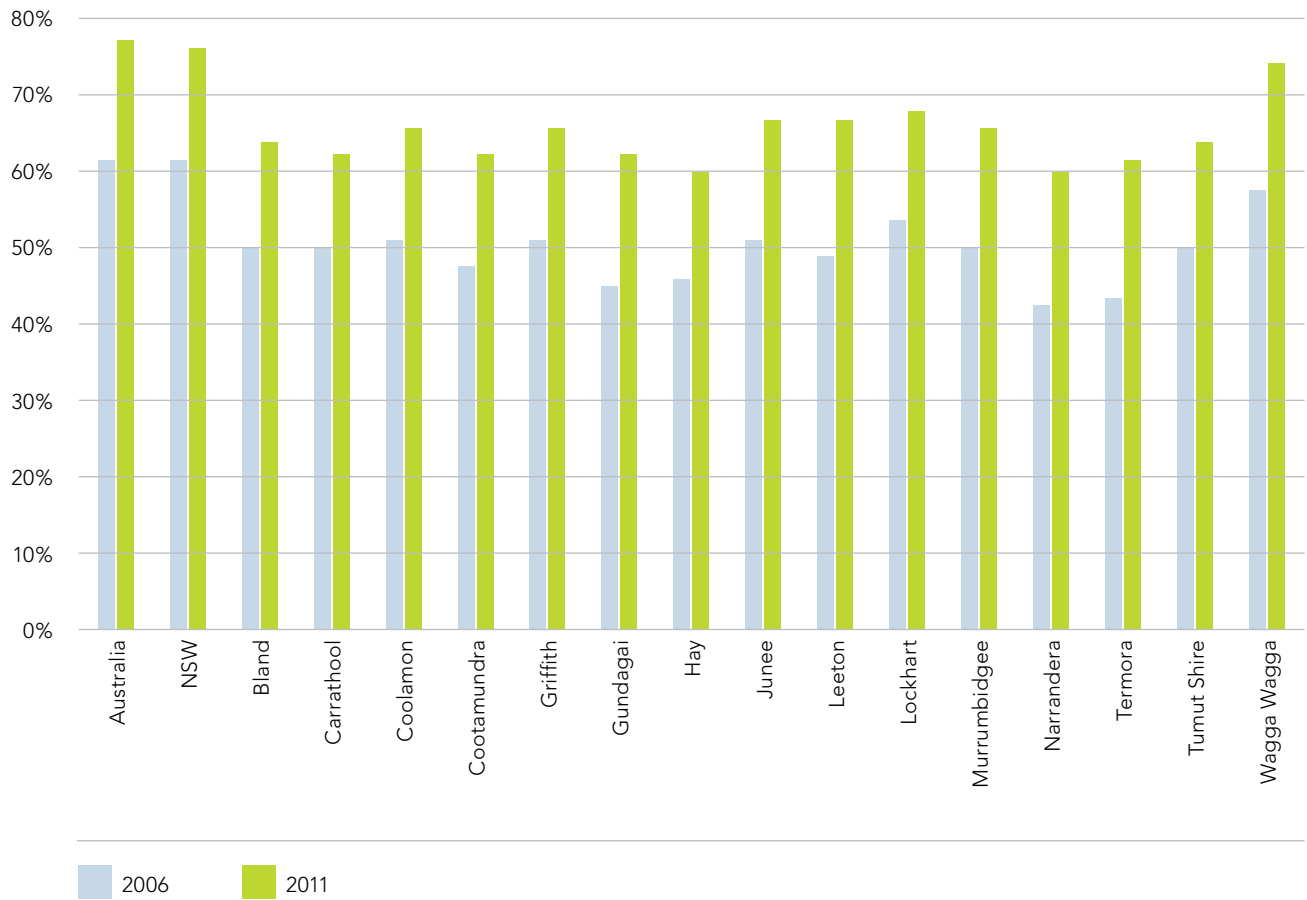
Graph C2 provides a snapshot of the percentage of internet connections across Australia, NSW and the RDA-Riverina region from 2006 compared to 2011. The average number of internet connections in NSW (76%) is very similar to the Australian average (77%), however the RDA-Riverina region is not far behind with an average of 68% of households with broadband internet connections. There are particular areas of the RDA-Riverina region that are considerably isolated and still have no access to the internet.   With technology speeds improving at a rapid rate, these percentages are expected to increase in the coming years.

Source: Census 2011 Basic Community profile

Graph C2: Percentage of Broadband Internet Connections comparison 2006-2011
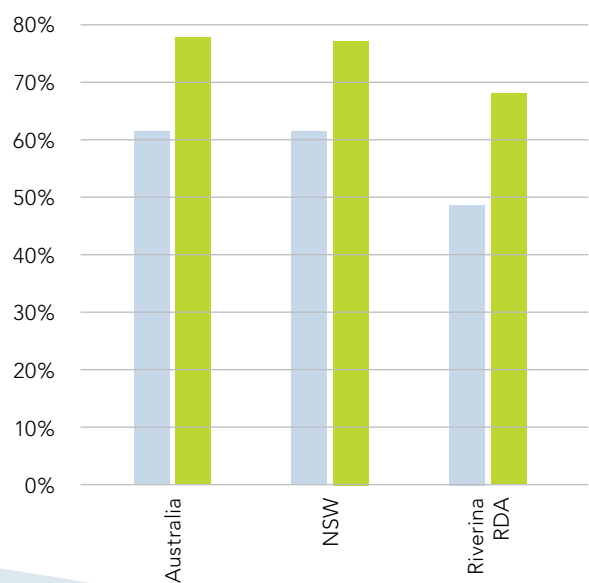
Access to international, national and regional markets

Access to markets includes access to trading partners, clients and labour. Improving access to markets broadens trade, allows competitive industries to grow, and can increase the availability of goods and services.

Transport

Transport infrastructure is an important economic driver as well as an important tool for social inclusion. The Riverina region produces a significant amount of NSW agricultural product. The interconnectivity of road and rail enable the efficient transportation of this raw and value added product to port (Melbourne and Sydney) and national and international markets. The volume of freight that is transported from the Riverina region is expanding. Data from the Port of Melbourne has indicated the international trade from the Riverina in 2012-2013 is as follows:

- Approximately 120,000 containers are exported from the Riverina (2009 volumes were about 52,000 containers)

- Industry breakdown: 54% are agriculture, 36% Pulp & Paper, 6% Industrial and 4% is Retail

- Commodity breakdown: 36% is Pulp & Paper, 14% Rice, 13% Cotton, 11% Grains and 8% is Wine

- 59% uses Rail and 41% uses road transport

- 85% of trade is containerised and 15% is bulk

The relocation and establishment of the Western Riverina Freight & Logistics Hub in Griffith/Leeton is a significant priority project for the Riverina. This will provide greater connectivity between the west & east of the region and enable commodities to be transported by rail to ports (Sydney or Melbourne) via the Riverina Freight & Logistics Intermodal planned for Bomen in Wagga Wagga.

Communications

Access to the internet and mobile service coverage is an important tool for communication with markets at all levels.

Graph C1 represents the percentage of family households with an internet connection in the Local Government Areas of the RDA-Riverina region. The data indicates that there has been a surge in the internet's popularity and availability since 2006, with each LGA recording an average of at least 60% or more households with an internet connection in 2011. The average number of households with internet connections across NSW is approximately 75%.

The surge in internet connections across the Riverina in 2011, compared to 2006, can be attributed to the availability of high-speed broadband, as well as the increase in individual and family incomes. However there are still inequities in access to high speed broadband and mobile service coverage in the Riverina compared to other areas in the Australian and the State.

Comparative advantage & business competitiveness

Comparative advantage is an area of relative strength or specialisation. Efforts to develop regional economies are most successful when they focus on building such strengths. Businesses can also use a region's comparative advantage to build on such strengths. Businesses can use a region's comparative advantage to build a competitive advantage, which is also developed through the combination of factors such as knowledge, resources, skills and the ability to innovate.

Table D1 details the employment trends across the Riverina region from 2006 to 2011 (Note: the classification of data for this table is broader than the RDA Riverina region) Agriculture, forestry and fishing is the largest employer in the Riverina region according to 2011 Census data, with 8,427 people employed in the sector, an increase of 5.8% since 2006. The retail sector closely follows agriculture, with 7,838 people employed in the category which

also saw an increase of 5.8% from 2006. Health care and social assistance is the third largest employer in the region, employing 7,703 people.

The range of employment options across the RDA-Riverina region is changing in line with overall trends in the national economy. This has seen growth in tertiary and higher order service sector industries and a decline in primary production due to drought, lower water allocations, the high Australian dollar, commodity prices, farm mechanisation and holdings becoming larger.

As seen in Graph D2, Agriculture, Forestry and Fishing remains the largest employer in the Riverina region; however it has experienced a significant decline since 2001. The other major employers in the region are Retail Trade, Health Care and Social Assistance and Manufacturing.

Table D1: Industry of employment trends 2006-2011

Industry	NUMBER 2006	% OF TOTAL 2006	NUMBER 2011	% of Total 2011
Agriculture, forestry and fishing	7,935	13	8,427	11.9
Mining	87	0.1	431	0.6
Manufacturing	6,752	10.8	7,354	10.4
Electricity, gas, water and waste services	776	1.2	1,052	1.5
Construction	3,762	6	4,680	6.6
Wholesale trade	2,362	3.8	2,462	3.5
Retail trade	7,377	11.8	7,838	11.1
Accommodation and food services	3,835	6.2	4,516	6.4
Transport, postal and warehousing	2,910	4.7	3,316	4.7
Information media and telecommunications	613	1	499	0.7
Financial and insurance services	1,127	1.8	1,236	1.7
Rental, hiring and real estate services	669	1.1	701	1
Professional, scientific and technical services	2,055	3.3	2,285	3.2
Administrative and support services	1,455	2.3	1,557	2.2
Public administration and safety	5,075	8.1	5,623	7.9
Education and training	5,327	8.5	6,244	8.8
Health care and social assistance	6,023	9.7	7,703	10.9
Arts and recreation services	435	0.7	497	0.7
Other services	2,276	3.7	2,594	3.7
Inadequately described/Not stated	1,456	2.3	1,633	2.3
Total	**62,307**	**100**	**70,648**	

Source: Census 2011

Graph D2: Employment by Industry RDA Riverina region
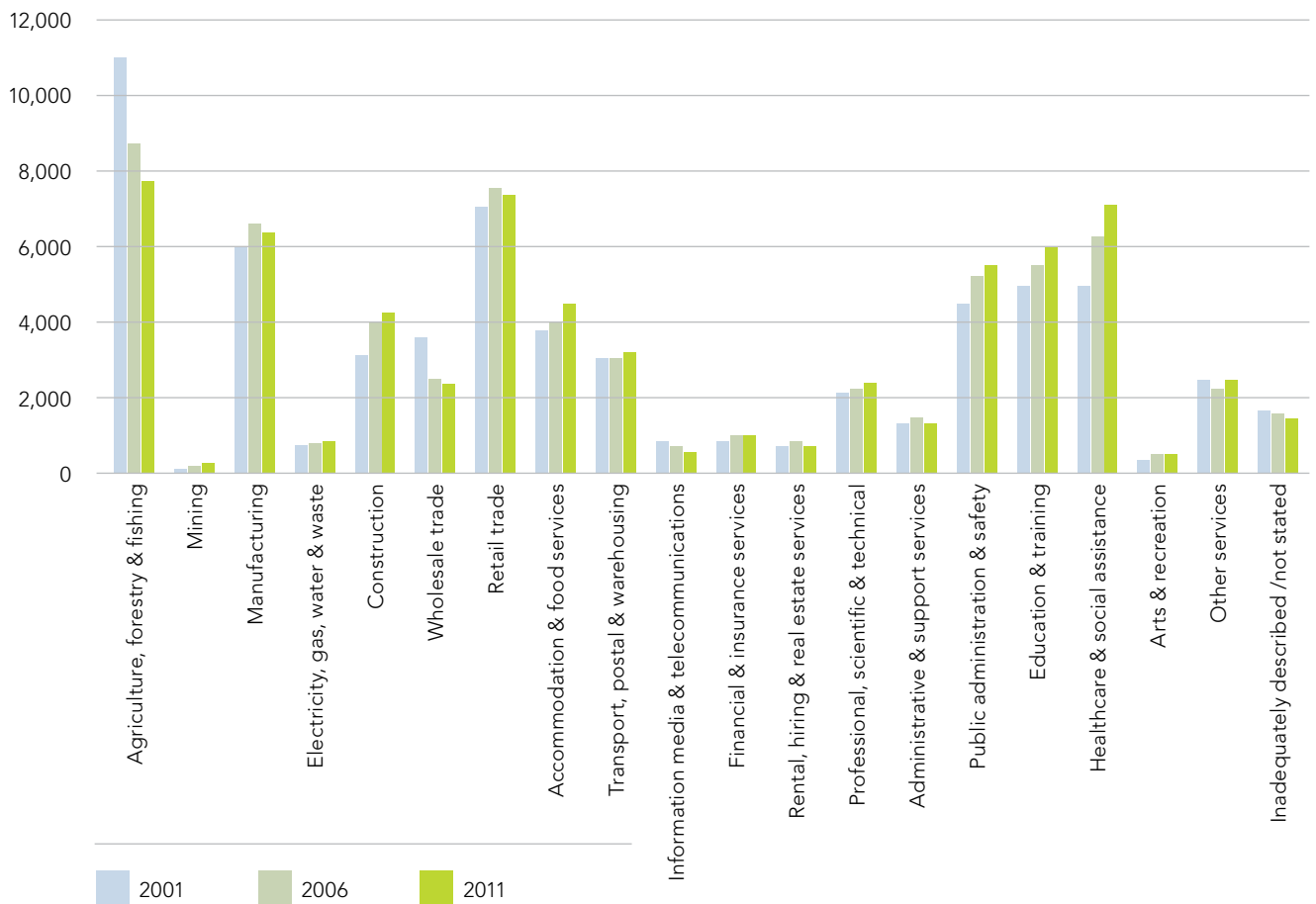
Source: http://myregion.gov.au/profile/riverina/data/economy/industry?qt-data_employment_by_industry=1#qt-data_employment_by_industry

Table D4: Comparison of Number of persons employed in Manufacturing in different RDA regions from 2001-2011

RDA Region	Number employed in agriculture forestry & fishing		
	2001	2006	2011
Riverina	11,059	8,781	7,659
Murray	8,173	7,218	5,807
Northern Inland	13,767	12,076	11,083
Orana	9,396	7,773	6,882
Central West	8,553	7,460	6,699
NSW	92,358	78,100	69,014
National	330,783	280,922	249,820

Source: http://myregion.gov.au/data

Table D4: Comparison of Number of persons employed in Manufacturing in different RDA regions from 2001-2011.

RDA Region	Number persons employed in Manufacturing		
	2001	2006	2011
Riverina	6,066	6,862	6,595
Murray	6,177	5,892	5,547
Northern Inland	4,766	5,121	5,079
Orana	3,308	2,859	2,591
Central West	7,728	6,844	6,419
NSW	301,561	277,680	264,406
National	980,952	952,019	902,826

Source: http://myregion.gov.au/data

The RDA Riverina region is the second largest inland region with persons employed in agriculture, forestry and fishing (see Table D3) and is the inland region with the largest number of persons employed in manufacturing. Many of the employed positions in manufacturing are related to the food and wine industry. There is further potential for value adding to agricultural product in the region.

The retail sector is the second largest employer so supporting this sector to expand and capitalise on new technologies (enabled by faster broadband),will be extremely important in the future if this sector is to be competitive.

As well as being the region's largest employer, the gross value of agricultural production (GVAP) in the Riverina region was $1.8 billion, which was 16% of the total gross value of agricultural production in NSW ($11.7 billion) for 2010-2011.

According to the 2013 ABARES report, the total land held by farm businesses in the Riverina was estimated to be 4.4 million hectares in 2010-2011. Agricultural land in the region is mainly used for grazing (2.5 million hectares) and cropping (1.6 million hectares). In addition, 169,863 hectares of land held by farm businesses were set aside for conservation (ABS 2012).

The most important commodity in the region, based on agricultural output value, is wheat (ABARES, 2013 Report). In 2010-2011, wheat contributed 30% ($548 million) to the total gross value of agricultural production in the Riverina region. Fruit was the second largest contributor, accounting for 8% or $150 million to the total gross value of agricultural production in the region.

For further detailed data regarding agriculture production please refer to the RDA Riverina Regional Profile 2013.

Tourism or Visitor Economy

Tourism is a significant contributor to the economic prosperity of the RDA-Riverina region. The below data provides a snapshot of visitor statistics to the Riverina region for the year ending December 2012 :

- The Riverina received 824,000 domestic overnight visitors – up by 2.0% on year ending December 2011.

- Visitors to the Riverina spent over 1.8 million nights in the region – down by 8.4% on year ending December 2011.

- The Riverina region received 4.7% of visitors and 3.0% of nights in regional NSW.

- 'Visiting friends and relatives' (36.0%) was the largest purpose for visitors to the region, followed by 'holiday or leisure' (31.3%). Compared to 2011, visitors who travelled for 'holiday or leisure' grew by 7.1%.

- 'Eat out at restaurants' (47.0%) was the most popular activity undertaken by visitors to the region, followed by 'visit friends and relatives' (39.2%) and 'pubs, clubs, discos etc.'

- Domestic overnight visitors spend $302 million in the region, down by 16.6% on year ending December 2011.

Regional NSW (39.6%) was the largest source of visitors to the region, followed by Sydney (22.5%) and Victoria (19.1%). Compared to year ending December the regional NSW source market grew by 7.2% while Sydney decreased by 17.0%. This presents an opportunity for the Riverina to capitalise on its tourist destinations to increase the number of visitors to the region and their length of stay. Food and wine is a predominant reason for visitors to come, presenting opportunities for Riverina Regional Tourism to increase the availability and variety of these experiences.

Cost of Living

The median individual weekly income within the Riverina (Murrumbidgee SA4) region is $521, slightly lower than the NSW average of $561 a week. However, the median cost for renting a house within the Riverina is $180, compared to $300 across NSW. All figures indicate that the cost of living within the Riverina is considerably lower compared to the NSW average.

Table D2: Income and cost of housing characteristics, Riverina SA4 compared to NSW

Source: ABS (2011) Census http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/communityprofile/113?opendocument&navpos=230

	Riverina (Murrumbidgee SA4)	NSW
Median individual income ($ per week)	521	561
Median household income ($ per week)	994	1,037
Median family income ($ per week)	1,263	1,477
Median rent ($ per week)	180	300
Median housing loan repayment ($ per month)	1,387	1,993

Effective cross-sectoral and intergovernmental partnerships (including through place-based approaches) and integrated regional planning.

RDA Riverina through its Committee, strategic sub-committees, forums and networks has worked with all levels of government and key regional agencies and entities across the region in regard to planning, projects and the development of place based strategies to capitalise on opportunities and overcome challenges.

RDA-Riverina Committee consists of 12 members with a diverse range of skills, experiences and knowledge from community, business and government.

The Committee meets approximately 4 times a year, rotating the location for the meetings across the Riverina region. Having the meetings in different communities enables the Committee members to observe and listen to the opportunities and challenges in each of the communities/Local Government Areas that it services. The local council Mayor and General Manager are invited to present a brief snapshot on their local government area to the meeting (highlighting new projects, opportunities & challenges) and in some cases, project site visits are organized.

RDA Riverina Strategic Sub-Committees

RDA-Riverina has strategic regional sub-committees that relate to priority areas identified in the RDA-Riverina Plan. Each sub-committee has it's own terms of reference. Additional members with the required expertise or qualifications that are outside or external to the RDA-Riverina committee can be co-opted to the sub-committees. Please see the RDA Riverina Business Plan for further detail on the of Strategic Regional Sub-Committees.

Strategic Regional Sub-Committees include:

- Infrastructure

- Health:

- Education, Research & Development, Social Inclusion, Skills & Jobs:

- Environmental Sustainability (Water, Energy, low carbon) Sub-committee:

- Tourism, Food, Wine, Business: Including the Country Change Sub-Committee

Regional Strengths & Opportunities

	Strengths	Emerging Trends/ Opportunities
TRANSPORT	• Centrally located with access to many of NSW highways. Road access via highways is good for tourism. • Airports & aeronautical industries have potential for growth. • Access to larger centres such as Wagga Wagga, Albury & Griffith. • Connectivity (due to previous infrastructure investment) provides a comparative advantage • Aviation industry & air services industry	• Development of a major integrated Transport Plan (Road, rail & air) for Riverina & Murray region. Use REROC transport mapping data as a starting point. RAMROC Councils also about to use REROC mapping data. • Fast tracking the Inland Rail Corridor. • Support fast train initiative although a longer term strategy • Create corridors for allowing for future transport developments (road, rail) and enable airport capacities so they can manage larger planes
ENVIRONMENT	• A great environment to work. • Access to the workplace & complementary rural life style including sport & leisure. • River & associated parks provide leisure, nature & adventure based activity. • Carbon Farming	• Investigate water storage options • Collaborative management of the river system. Develop a mechanism to bring all agencies (Commonwealth, State & local as well as other entities charged with water management) together to discuss river management • Potential for renewable or alternative energy – solar, biomass (feed stocks), biodiesel, hydro. • Potential of waste recovery centre
AGRICULTURE	• Ensuring land is used within its capability • Suitability of the western region for nuts. Currently walnuts, almonds and in the near future hazelnuts to be grown. • Major food bowl & exporter of fresh & processed food. • The region has leading agricultural production & processing practices & supporting industries. • Strong export • Food & fibre expanding	• Processing or value adding potential with agricultural commodities. • Higher value cropping opportunities. • Value adding incentives to establish industries in close proximity to product source. • Opportunity to develop sustainable model for corporate farming and foreign investment in agriculture. Investigate cooperative option. • Agritourism & education
BUSINESS	• Subdivisions in some of the smaller LGA's creating lifestyle blocks, residential allotments & industrial areas have generated a positive interest • Diverse economy agriculture, retail, health & education • Additional mining activities in the Riverina	• Opportunities for high yielding business events & conferences in the Riverina. • Investor familiarisation tours. • Development of facilities to develop sports tourism & the visitor economy • Agritourism and potential for Asian market
EDUCATION	• Strong education sector- CSU, TAFE, Kapooka Army Base, RAAF Base, AAPA, quality schools	• Export education to international markets Particularly Asia. • Use the Murrumbidgee Rural Studies Centre for overseas students as well as those nationally. • Create innovation hub or network

Regional Needs & Challenges

	Needs	Challenges
TRANSPORT	• Investigate impact of Holbrook Hume Highway bypass and impact on other highways (Olympic Highway) between Wagga Wagga & Albury. • Lack of support and consistency from government in regard to transport. The NSW Government needs to articulate vision for intermodals. • Further funding for roads & bridges to ensure appropriate standards for freight loads.	• Limited rail rolling stock • Purchase of rail land for industrial land use. Minimal or no response from State government regarding facilitating this process. • Heavy duty transport strategy particularly for major centres and those towns on primary transport routes.
BUSINESS	• Further training and workforce development strategies to ensure compliance with new National Employment Standards. • Finding skilled & semi-skilled people for various occupations.	• Increased red tape and new legislation surrounding employing staff that creates additional barriers for small business. This has an impact on Small to Medium Enterprises and their ability to grow.
ENVIRONMENT	• Extension of natural gas network to include smaller communities • MDBP -Finalise environmental watering plan. • Need a more consistent water delivery process & certainly around water delivery for farmers and communities. • Further architectural planning, attracting visitors and creating attractive destination	• Loss of rateable income for LGA's when land is purchased by State ie for Crown Land or National Parks such as Nimmie Caira project.
COMMUNITY	• Support and planning to support communities recover from disasters ie flood, drought, fire. Development of a disaster relief plan. • Access to low cost finance for Local Government, significant borrowing can be an obstacle for infrastructure projects • Attracting workforce for new industries	• Declining population in many of the smaller LGA's • Local Government Review creating anxiety and causing concern for communities.
COMMUNICATIONS	• Access to faster broadband for home and business • Access to mobile phone coverage a significant issue, especially now as more services accessed via mobile technologies	• Limited mobile service coverage or blackspots in many LGA's. • Capacity of existing ADSL and other broadband infrastructure at full capacity or inadequate. • Satellite internet relatively poor speed and unreliable.

	Needs	Challenges
HEALTH	• Both Wagga Wagga & Griffith hospitals need further funding to complete adequately to keep up with the increasing demand.	• Lengthy time for accrediting overseas Doctors to Australian standards in NSW
AGRICULTURE	• Further research on corporate farming and foreign investment in agriculture and its impact on communities. • Further research into diversification and more efficient technologies and practices. • Shorten supply chains and improve transport linkages.	• Decreasing employment in agriculture (some due to mechanism but also low profile of the industry & fluctuating demand for certain skills or occupations) • Reduction in horticultural activities due to high labour requirements, restrictive regulatory requirements, high input costs and significant variability and unpredictable prices
EDUCATION	• Further research & development linked to industry requirements	• Competition between schools and TAFE for numbers can restrict school based apprenticeship and vocational education opportunities.
PLANNING	• Need government services that operating within communities to be coordinated. Currently they are not talking to each other. • Government departments are not assisting with delivering CSP. They should be a part of the process from the start so they are aware of the process and participate in delivering the content of the plan.	• Plans exist at all government levels but are not integrated and implementation strategies are not there. • Flawed data used as basis for planning ie NSW Planning Population Estimate Figures. These vary greatly from independent analysis by companies such as Id.

Current status of local economy

Economic Drivers:

- Access to water & good water policy

- Access to transport & markets eg ports, rail/road intermodals

- Access to government services & facilities eg Education, Health

- Access to new technology & communication

- Commodity prices

Economic Vulnerability:

- Fluctuating commodity prices in the agricultural sector eg decrease in wine grape price (due to oversupply)

- High Australian dollar impacting on manufacturing & exports eg wine, food processing

- Cost price squeeze particularly in agriculture, prices are stagnant or declining and costs increasing (particularly energy costs for refrigeration).

- Competing international agricultural imports eg apples (NZ), oranges (Brazil)

- Availability of qualified, skilled & experienced labour force

- In the western part of the region the dependence on agriculture and the processing of agricultural products.

- Structural change in retail sector

- Structural change in government (local, state & commonwealth) impacts on service delivery but may also be significant provider of employment in small communities.

- Global economic instability contributing to loss of business confidence (beyond resources) leading to a two speed economy

- Deteriorating bridges, road and rail infrastructure (impacts of floods and increased use).

Goal 1: To proactively encourage greater economic growth, diversity and industry innovation.

Rationale:

The Riverina's economy is heavily reliant on agriculture and this sector is still the region's largest employer despite climate impacts (drought), policy and commodity variables. Other significant sectors are retail, health & community services and manufacturing (food processing is significant within manufacturing). Businesses in the Riverina region need to continue to diversify, innovate and value add so they can be sustained during fluctuating environments, both climatic and economic.

To enable economic growth, diversity and industry innovation a number of enablers need to be present. These include:

- Environmentally sustainable infrastructure

- Efficient transport mechanisms providing access to transport & markets eg ports, bridges, rail/road intermodals

- Infrastructure and services that support the liveability of the region (health, education, arts/culture, sport/recreation)

- Access to available utilities such as gas, electricity, water and new technology or telecommunications (faster broadband & mobile service coverage)

- A skilled and reliable workforce

To enable business & industry to expand, diversify and innovate the following is also required:

- The creation of a positive and supportive environment for business/industry

- The promotion of the Riverina region and its capabilities for investment, growth, diversification & innovation.

- The development of a strong and evidence based business case to attract investment

Strategy 1:1 INFRASTRUCTURE

Prioritise and support significant infrastructure projects that contribute strategically to the economic, social and environmental development of the region. It is vital that infrastructure projects be resourced appropriately both financially and with human capital, to ensure success.Infrastructure is defined as physical infrastructure: bricks & mortar, roads, rail, utilities in this situation. Infrastructure is an enabler for business and industry expansion and establishment.

Key Outcomes:

- Outcome 5: Improved Community & Economic Development
- Outcome 3: Enhanced Whole-of-Government Approach

Key Regional Economic Determinant:

- Comparative Advantage & business competitiveness

Key Performance Indicators:

- Identification of at least 3 significant regional infrastructure priority projects per year.
- At least 2 collaborative infrastructure project receive funding in the region per year.

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Facilitate Riverina Murray infrastructure committee involving relevant department agencies & key stakeholders to assess and prioritise infrastructure projects for the region	RDA-Riverina Infrastructure sub-committee	• REROC/RAMROC • NSW Business Chamber • Department Premier & Cabinet • TI NSW • Infrastructure NSW & Australia	Continuous
Build the collaboration and skill level of LGA's, business & agencies so they can prepare detailed funding applications, strengthening the case for infrastructure investment funding from either private or public sources	RDA Riverina	• REROC/RAMROC • LGA's • Trade & Investment NSW (TI NSW) • Infrastructure NSW & Australia	Ongoing
Promote government infrastructure funding Commonwealth & State (such as NSW Community Building Partnership Funding) Encourage and support infrastructure that improves the livability of communities such as arts/cultural and sport/recreation facilities.	RDA Riverina	• Other Government Departments & Agencies • Department Premier & Cabinet • TI NSW • Australia Council • NSW Sport & Recreation • Arts NSW	Ongoing

Significant Riverina Infrastructure Projects

Project Selection Criteria for regionally significant infrastructure

RDA Riverina will help communities, business/industry, NGO's & LGA's shape projects and will guide applicants with project funding applications. It will take a more active role and/or provide support to projects/ initiatives which meet the following criteria:

1. The project aligns with the priorities listed in the RDA-Riverina Regional Plan

2. The project advances the Vision, Goals & Strategies of RDA Riverina

3. There is evidence that the project addresses a demonstrated need

4. There is a commitment of funding from the proponent or project partners or the strong likelihood of funding.

5. There are active partnerships and evidence of collaboration, to ensure results on the project.

6. RDA Riverina will be able to make a real difference on the issue, within the limits of the resources available and attracted, within 2 years.

A more detailed description of the Riverina Regional Infrastructure projects will be maintained and updated (in an appendix document) on a regular basis by the Riverina Murray Infrastructure Committee. Please contact the Riverina Murray Infrastructure Committee (facilitated by RDA-Riverina) regarding progress of significant Riverina & Murray Infrastructure projects. Below is a brief summary of significant infrastructure projects carried forward from 2012-2013:

Project	Stakeholders	Outcomes/Benefits	Project Cost
Western Riverina Intermodal Freight Terminal	- Griffith City Council - Leeton Shire Council - RAMROC - Trade & Investment NSW - Dept Premier & Cabinet - Transport NSW - ARTC - Private Enterprise	Increase capacity for the movement of rail freight to Port. Currently at capacity. Improve storage capacity	Estimated $39-$42 million

Gocup Road	• Gundagai Shire Council • Tumut Shire Council • REROC • NSW Transport • NSW Roads Maritime Services	Increase the capacity for the movement of freight (timber, timber products etc) via road in a safe and efficient manner.	Estimated $30 million project. First phase $5million
Murray Darling Medical School	• Charles Sturt University/ La Trobe University • NSW TAFE Riverina Institute	Charles Sturt University and La Trobe University to establish a new rural medical school to address the chronic and ongoing shortage of doctors in our communities, with a particular focus on GP and procedural careers.	$46 million
Murray Darling Engineering Program	• Charles Sturt University	Project delivered across 2 regions (Riverina / Central West).To build teaching facilities to support the introduction of innovative new work integrated civil engineering programs to address current and future skills needs for Murray Darling Basin communities and industries. A feasibility study conducted in 2012 confirmed the regional need for and viability of the new engineering program.	$18.72 million $6.24 m Riverina $12.48 m Central West $17.7m Infrastructure & equipment $1.02 m non-capital establishment costs

Strategy 1:2 TRANSPORT

Encourage an integrated and collaborative approach to the development of road, rail and air services within the Riverina region and within the national transport framework.

Transport infrastructure is an important economic driver as well as an important tool for social inclusion. The Riverina is well positioned for ease of transport and access to ports, however flooding in 2012 has had a significant

Key Outcomes:

- Outcome2: Improved Regional Planning
- Outcome 5: Improved Community & Economic Development
- Outcome 3: Enhanced Whole-of-Government Approach

Key Regional Economic Determinant:

- Access to international, national and regional markets
- Comparative Advantage and business competiveness

Key Performance Indicators:

- 1 transport & logistics project approved per year.

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Infrastructure: • Facilitate the strengthening of freight infrastructure partnerships (road/rail) across the region for local, regional, State & National business growth. • Support initiatives that position the Riverina as a logistics & transport hub with improved systems for the movement of people and freight. Such as the development of the Riverina Freight & Lohistics Hub in Wagga Wagga and Western Riverina Intermodal Freight Terminal (Griffith) • Support the rebuilding of deteriorating road & rail infrastructure.	RDA RiverinaLGA's	• REROC/RAMROC • NSW Roads & Maritime Services • Department of Infrastructure & Transport • ARTC • LGA's • TI NSW • Infrastructure NSW & Australia • RDA Riverina	2015
Planning: • Encourage a commitment from all levels of Government to the long term planning, design and development of road/rail corridors in the Riverina to meet future growth eg Inland Rail and fast train • Support the development of an 'Integrated Transport (road/rail) Management Plan' or Transport Road Map for the Riverina/ Murray region. Promote the expansion of the REROC GPS transport infrastructure mapping system to RAMROC and other regions.	REROC (lead agency have designed a GPS mapping system) RAMROC LGA's	• NSW Transport • NSW Roads & Maritime Services • Department of Infrastructure & Transport • ARTC • RDA Riverina	2014
Public Transport: • Support initiatives that improve community access to public transport particularly for education and health services and tourism. • Support the engagement of a Community Transport Co-ordinator.	NSW Family & Community Services NSW Transport	• NSW Family & Community Services • Dept. Education & Community Services • RDA Riverina/RRT • REROC/RAMROC • Countrylink	2014

Strategy 1:3 UTILITIES

Support the maintenance and development of utility (particularly gas, but also electricity & water) infrastructure across the Riverina region to benefit industry and communities.

Key Outcomes:

- Outcome 5: Improved Community & Economic Development
- Outcome 3: Enhanced Whole-of-Government Approach

Key Regional Economic Determinant:

- Sustainable (economically, environmentally and socially) communities and population change
- Comparative Advantage and business competiveness

Key Performance Indicators:

- Gas network extended to service 1 additional LGA by 2015 in the Riverina region

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Utilities: • Identify gaps in utilities across the region and investigate feasibility of delivery particularly to support the expansion or development of new industry such as mining.	LGA's	• REROC/RAMROC • Industry • TI NSW • Utility providers	2014
• Promote the extension of the natural gas network to include smaller communities across the Riverina. For example Murrumbidgee Shire Council & Hay Shire Council	RDA Riverina	• LGA's • REROC/RAMROC • TI NSW	2015

Strategy 1:4 TELECOMMUNICATIONS

Support the further development of telecommunications (mobile service coverage and high-speed or faster broadband) services for all people living in the Riverina region. Assist in educating businesses & communities about the benefits of Australia's emerging digital economy.

Rationale:

Reliable & efficient telecommunication infrastructure is essential to enable and encourage business/industry growth (including Home Based business) and service sector delivery. Access to faster broadband both fibre, fixed wireless and satellite will be vital in many Riverina communities. Improving the mobile service coverage will also enable further business & service sector improvements.

Many cities/towns in the Riverina cannot access ADSL2 or 2+, and all experience a rapid decline in mobile service and wireless/satellite internet connections away from the centre of town.

Key Outcomes:

- Outcome 5: Improved Community & Economic Development
- Outcome 3: Enhanced Whole-of-Government Approach

Key Regional Economic Determinant:

- Sustainable (economically, environmentally and socially) communities and population change
- Comparative Advantage and business competiveness
- Access to international, national & regional markets

Key Performance Indicators:

- Increase of 20% in number of households with access to the internet in the Riverina region at the 2016 census.

- Target set that 60% of businesses will have a web presence in 2016 in the Riverina

- All people living in the region will have access to faster broadband (via fibre, fixed wireless or satellite) by 2016 with speeds of 5 mbps upload and 25 mbps download as a minimum.

- All areas within each LGA in the RDA Riverina region will have access to mobile service by 2015

Strategy 1:4 TELECOMMUNICATIONS

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
• Support the establishment of infrastructure that enables all people living in the region to have access to faster broadband. • Support & promote the importance of improving the mobile service coverage in the Riverina region. Reduce the mobile blackspots.	RDA Riverina LGA's	• REROC/RAMROC • CSU/TAFE NSW Riverina • Murrumbidgee Medicare Local • Murrumbidgee Local Health District • Regional Arts Boards	2016
• Promote the benefits of Australia's emerging digital economy to business and communities especially in regard to business productivity, health & education. • Work collaboratively with Local Government, industry and community.	LGA's & RDA Riverina	• REROC/RAMROC • Industry • TI NSW • RDA Murray • Training Providers • National Broadband Network (NBN)	2013-2016
• Promote & assist in facilitating the roll out of faster broadband (optic fibre, fixed wireless and satellite) across the Riverina efficiently and effectively.	LGAs	• RDA Riverina • LGA's • REROC/RAMROC • NBN	2013-2016

Strategy 1:5 BUSINESS/INDUSTRY DEVELOPMENT

Facilitate and support existing and new business/industry developments that add value to the natural resources, man-made infrastructure and social/cultural aspects of the Riverina region.

Rationale

Build on existing businesses (growing critical mass) and profile them to the region thus creating greater awareness and growth. Create a positive proactive environment for attracting and retaining business and industry.

Key Outcomes:

• Outcome 4: Enhanced Awareness of Government Programs

- Outcome 5: Improved Community & Economic Development
- Outcome 3: Enhanced Whole-of-Government Approach

Key Regional Economic Determinant:

- Comparative advantage and business competitiveness

Key Performance Indicators:

- Number of government programs/services promoted per month (target 3)

- Support 2 business /industry initiatives that align with activities in the Riverina Business & Regional Plan.

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Technology & Innovation: • Promote new technologies and innovation as a mechanism for developing new industries. • Support research & development as an avenue for discovering new technologies. • Proactively investigate the possible establishment of a "Research Centre of Innovative Excellence". The Centre would act as a vehicle for the successful commercialisation of new technologies, forming the basis of developing new industries or enhancing the productivity of existing ones.	RDA Riverina	• CSU/ TAFE NSW • Regional Australia Institute • Business/Industry Groups	2016

Strategy 1:5 BUSINESS/INDUSTRY DEVELOPMENT

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Promotion of Programs/Services: Promote government programs & services that support innovation & environmental sustainability to businesses. Such as:- • Use of new technology • Education/ Training • Research & development • Energy efficiencies • Lowering carbon footprint	RDA Riverina	• AusIndustry • Trade & Investment NSW • Dept. Education & Communities • DEEWR • CSU • Dept. Broadband, Communications and the Digital Economy	2013-2016
Promote the diversification & value adding opportunities of business/ industry across the region. Look at the potential of:- • Hospitality & the visitor economy especially agritourism. • Telecommunications/Technology • Agriculture-food & fibre, water efficiency, carbon farming, paddock to plate • Education & training (national as well as international markets) • Health & associated industries Promote the SKM Report – 'Scenario Planning for an Innovative Response to the water challenge'.	RDA Riverina	• Regional Arts Boards • Cultural & Tourism Facilities • Riverina Regional Tourism • Business Groups • CSU/TAFE • DAFF • Trade & Investment • Business Enterprise Centre • Industry • Dept. Agriculture, Fisheries & Forestry (DAFF) • Dept Primary Industries • Murrumbidgee Rural Studies Centre	2013-2016
Promote government programs & services that support existing & new businesses to grow & expand:- • Development of the visitor economy (tourism industry development) • Emerging mining opportunities • Small Business /Retail • Creative Industries-arts & culture	RDA Riverina	• Riverina Regional Tourism • LGA's • Industry Groups • Trade & Investment NSW • AusIndustry • Riverina BEC • NSW Business Chamber Murray Riverina • RDA Riverina • Chambers of Commerce/ Business Groups	2014

Strategy 1:6 SUSTAINABLE WORKFORCE

Promote and educate businesses about developing a sustainable workforce.

Rationale:

The way people approach work is very different now, the employment market is very competitive, evidence suggests people will change their jobs several times in their career, employees have considerable choice, so business and industry need to understand their workforce requirements and develop strategies that will enable them to attract, retain and develop a sustainable workforce. Being an 'Employer of Choice' is key.

See Goal 2 for further strategies in relation to workforce development.

Key Outcomes:

- Outcome 5: Improved Community & Economic Development
- Outcome 3: Enhanced Whole-of-Government Approach
- Key Regional Economic Determinant:
- Human Capital , particularly education and skills

Key Performance Indicators:

- Host or support 4 forums/events promoting workforce development per year
- RSMS visas are 40% of total visas processed.

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Labour Market Analysis: Monitor the current industry/business labour or skills shortages and analyse the training requirements or skills requirements for industry occupations. Areas identified include:-Use of new technology • Health including aged care & allied health. • Agriculture –semi skilled labour to professional occupations • Engineering • Trades • Early Childhood	DEEWR- Employment, Jobs & Skills Coordinator (EJSC) position	• TAFE NSW Riverina • Job Service Providers • State Training • Charles Sturt University • ITAB's- Industry Training Bodies • Skills Australia • NSW Business Chamber • Chambers of Commerce • RDA Riverina • LGA's • Industry	2013-2014

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe

Workforce Strategies:
• Promote sustainable workforce development strategies and the concept of being an 'Employer of Choice'. Promote further education to employers regarding new employment conditions and how they can ensure they are compliant.
• Promote the concept of 'training & education' of employees to employers
• Promote workforce development funding to industry.
• Promote the benefits and support for including Aboriginal people, migrants and people with disabilities in the workforce.
• Promote the many pathways from school to employment:
  • School Based Apprenticeships
  • Traineeships
  • Internships/Scholarships
	DEEWR-Employment, Jobs & Skills Coordinator position
	
	Partnerships Brokers-Compact & Getset
		• TAFE NSW Riverina
		• Job Service Providers
		• State Training
		• Charles Sturt University
		• ITAB's- Industry Training Bodies
		• Skills Australia
		• NSW Business Chamber
		• Chambers of Commerce
		• RDA Riverina
		• LGA's
		• Riverina BEC
			2014

Farm (food & fibre) Dependent Economy: Promote through multimedia options (video footage to be used on Youtube, TV etc) the diverse and varied range of workforce opportunities within the farm dependent economy. Such as • semi –skilled & professional positions • employment opportunities in growing, transporting, manufacturing (processing & packaging), marketing, exporting, retailing/ searching & researching agricultural products.	RDA Riverina Industry	• Dept. Agriculture, Fisheries & Forestry (DAFF) • Dept. Primary Industries • Murrumbidgee Rural Studies Centre • CSU/TAFE NSW • Riverina Community College • DEEWR • Industry Groups/business	2014
Skilled Migration Program: • Promote the Skilled Migration Program to assist business with labour shortages. • Support businesses through the application process for the Regional Skilled Migration Scheme (RSMS). • Promote www.skillselect.gov.au • Support new skilled migrants and their families settle into the region.	RDA Riverina (Regional Certifying Body)	• Dept. Immigration & Citizenship • Trade & Investment NSW • Business/Industry Groups • LGA's	2013-2016

Strategy 1:7 PROMOTION OF THE RIVERINA

Promote the Riverina as a vibrant and attractive place for people to visit, live, work and invest. Promote the Riverina visitor economy including visitors for:-

- Investment
- Employment opportunities
- Lifestyle opportunities
- Education & training
- Cultural, sport & recreation activities
- Events

Rationale

The Riverina offers a range of facilities and services as well as jobs however those in metropolitan areas and other regions have limited awareness of this. Further promotion is required within and outside the region to make people aware of what communities in the region have to offer.

Tourism (or visitor economy) is a critical factor in the initial showcasing of the region & the initial step before a relocation for a job or business venture is considered. Events play a significant part in attracting visitors to the region as well as building the morale of the community.

The recently developed term 'visitor economy' encompasses a much broader tourism definition, it refers to it as 'the direct and indirect contributions to the economy resulting from a person (a visitor) travelling outside their usual environment for holiday, leisure, events, festivals, business, conventions/exhibitions, education, to visit friends and relatives and for employment in NSW. Thus promotion of the region and developing the visitor economy is imperative for the economic growth.

Key Outcomes:

- Outcome 5: Improved Community & Economic Development
- Outcome 3: Enhanced Whole-of-Government Approach

Key Regional Economic Determinant:

- Sustainable (economically, environmentally and socially) communities and population change
- Comparative Advantage and business competiveness

Key Performance Indicators:

- No. of downloads of the Riverina Regional Profile from the RDA-Riverina website.
- Number of people that have taken up the Relocation Grant in the Riverina region.
- Attendance at or participation in 2 projects that promote the Riverina region per year.
- Generate 200 leads by those interested in relocating to the region per year.
- Average of 1500 visits on the Country Change website per month.
- 30 businesses or individuals/families relocate to the Riverina region by June 2014.

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Riverina Regional Profile: Develop the Riverina Regional Profile (a supporting document for the RDA-Riverina Regional Plan 2013-2016) and include 2011 Census data and other relevant statistics. Present data on the social, economic & environmental status of the region.	RDA Riverina	• ABS • ABARE • ROC's • LGA's • Id profiles • Myregion website	November 2013
Development of the visitor economy: • Promotion of the Riverina region as a visitor (tourism) destination. • Further product development particularly focusing on agritourism and the food economy, particularly for the Asian market. • Promotion of the regions events such as TASTE Riverina www.tasteriverina.com.au	Riverina Regional Tourism	• RDA Riverina • Destination NSW • Australian Regional Tourism • LGA's • Business • Sporting, arts/cultural groups	2013-2015
Investment: Promote the business/industry opportunities that exist in the Riverina region for investment from national & international investors: • Aviation Industry • Transport & Logistics • Manufacturing –particularly value-adding to agriculture • Agriculture	LGA's & Business/ industry	• REROC/RAMROC • Trade & Investment NSW • Austrade • Industry Bodies • Chambers of Commerce • NSW Business Chamber • RDA Riverina	2013-2014

Strategy 1:7 PROMOTION OF THE RIVERINA

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Investment: • Renewable energy eg solar, biomass & hydro • Education & training • Health & Aged Care • Technology • Hospitality/Accommodation (Tourism) • Mining (Bland, Temora & Lockhart LGA's)	LGA's & Business/ industry	• Tourism, Food, Wine & Business Sub Committee • Riverina Regional Tourism	2013-2014
Riverina Food: Develop a sustainable food strategy for the Riverina in line with the National Food Plan. Support food producers: • Establishment of Riverina Food Groups. • Promote the paddock to plate concept and further development of hospitality & tourism • Facilitate & support events that promote food producers, food manufacturing/value add, tourism/hospitality industry & youth in the region eg. 100 Mile Food Challenge, CRAVE & TASTE Riverina	RDA Riverina	• Trade & Investment NSW • Riverina Wine Grapes Marketing Board • Citrus Industry • TAFE/CSU • Business/ Industry Groups • RRT • Ricegrowers Association • Dept. Primary Industries • LGA's	2013-2014
Country Change & Evocities: • Evaluation of the Country Change project • Determine level of interest from LGA's/ business for Country Change & adjust project to suit their needs. • www.countrychange.com.au • Further the collaboration between Evocities (Wagga Wagga /Albury) & Country Change. • Promote Evocities www.evocities.com.au • Support the newly announced NSW Decentralisaton Taskforce initiatives:- • Promotional campaign promoting the $7000 relocation grant & $10,000 Skilled Regional Relocation Incentive. • See yourself in a new life' www.newlifensw.com.au	RDA Riverina	• LGA's • REROC/RAMROC • Business/ Industry • Wagga Wagga City Council • NSW Trade & Investment	2013-2015

Goal 2:

To nurture the development of a sustainable environment for future generations involving an innovative response to the water challenge.

Rationale:

Ensuring a sustainable environment is imperative to the Riverina region. As the Riverina has a diverse range of landscapes including cities, towns, farming land, rivers, plains, rolling hills, timbered forests and open grasslands it is in the interest of all people living in the region to protect and nurture the environment they live in. The diversity of the land scapes both man- made and natural is what makes the region appealing and the challenge is to ensure the balance remains for all into the future.

Water availability is arguably the most important issue regional Australia and the world will face in the next 20 years. The desirable outcome is security of water for the optimum results economically, environmentally & socially. The changing and variable nature of the environment is a factor the region has had to adjust to for many years and this will continue to occur especially in relation to the availability of water. Building the confidence, skills and capacity of people within the region will be vital in adjusting to these environmental changes.

Strategy 2:1 WATER MANAGEMENT

Encourage a balanced and considered approach to the management of water ensuring sustainable outcomes for communities and the environment.

Key Outcomes:

- Outcome 3: Enhanced Whole-of-Government Approach
- Outcome 1: Enhanced Community Engagement and Consultation

Key Regional Economic Determinant:

- Comparative advantage and business competitiveness
- Sustainable (economically, environmentally & socially) communities and population growth
- Effective cross-sectoral and intergovernmental partnerships and integrated regional planning.

Key Performance Indicators:

- RDA-Riverina involved with stakeholder meetings (4)
- Number of water efficiency/ adjustment programs & new industry options promoted. (5).
- No. events attended (target 4)

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Collaboration: • Encourage a collaborative & unified approach to the implementation of water policy such as the MDBP & water needs. Convey the importance of local solutions to local challenges and the use of local expertise. • Promote the importance of considering the social, economic & environmental concerns of each catchment.	RDA-Riverina Water/ Environment sub-committee Riverina Local Land Services	• Murrumbidgee CMA • NSW Irrigators • Industry • NSW Office of Water • Murray Darling Basin Authority • Murrumbidgee Irrigation • Coleambally Irrigation • NSW Parks & Wildlife • Local Aboriginal Land Councils • LGA's	2013-2016

Strategy 2:1 WATER MANAGEMENT

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Promote Programs: • Promote government programs & services that support diverse industry options, research & development and water efficient technologies/infrastructure. For example' Water for the Future' Programs	RDA Riverina	• LGA's-Strengthen Communities Basin Cluster 4,5 6 • REROC /RAMROC • Dept Sustainability, Environment, Water, Population & Communities • NSW Office of Environment & Heritage	2013-2014
Research: Encourage further research & development into:- Support food producers: • water efficient technology and processes, • water storage, • sustainable environmental management • diverse agricultural production systems	Industry CSU/CSIRO	• Charles Sturt University-EH Graham Centre • NSW TAFE Riverina Institute • Murrumbidgee Rural Studies Centre • CSIRO • Dept. Primary Industries • RDA Riverina	2013-2016

Strategy 2:2 ENVIRONMENTAL SUSTAINABILITY

Promote sustainable environmental practices to ensure the future of our region for generations to come.

Key Outcomes:

- Outcome 3: Enhanced Whole-of-Government Approach
- Outcome 1: Enhanced Community Engagement and Consultation
- Outcome 4: Enhanced Awareness of Government Programs

Key Regional Economic Determinant:

- Comparative advantage and business competitiveness
- Sustainable (economically, environmentally & socially) communities and population growth
- Effective cross-sectoral and intergovernmental partnerships and integrated regional planning

Key Performance Indicators:

- At least the redevelopment of one (1) existing and one (1) new building that encompasses environmentally sustainable practices
- RDA-Riverina involved in supporting the establishment of 1 renewable or alternative energy project in the Riverina region.
- No. opportunities/ activities promoted (target 4)
- Funding of the CMA's Community Action Plans after June 2013

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Environmentally Sustainable Infrastructure: Promote the redevelopment of existing and the building of new infrastructure that environmentally sustainable practices are incorporated and low carbon initiatives considered ie. Energy (renewable energy) & water efficiencies, recycling of waste etc. Promote the use of Clean Energy Future funding & Sustainable Advantage Program\ Energy Efficiency for Small Business Program http://www.environment.nsw.gov.au/sustainbus/sustainabilityadvantage.htm	LGA's	- Trade & Investment NSW - Coleambally Irrigation - Murrumbidgee Irrigation - Charles Sturt University - LGA's (REROC/RAMROC) - Low Carbon Australia - NSW Environment & Heritage - Dept Sustainability, Environment, Water, Population & Communities - AusIndustry	2014

Strategy 2:2 ENVIRONMENTAL SUSTAINABILITY

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Renewable energy: • Promote and support renewable & alternative energy sources such as solar, biomass/ bio-fuels/biochar & hydro. • Support the expansion and development of utility infrastructure such as the location and capacity of transmission lines, gas supply and water.	RDA Riverina	• AusIndustry • Dept Sustainability, Environment, Water, Population & Communities • NSW Environment & Heritage • Murrumbidgee Irrigation • RAMROC/REROC	2014
Energy Efficiency & Environmentally sustainable practices: Promote opportunities, activities and training for business, local government & other organisations that encourage energy efficiency & environmental sustainability practices:- • Low carbon transport rail & cycling • Recycling & composting	RDA Riverina	• AusIndustry • NSW Environment & Heritage • State Training Service • Murrumbidgee CMA • CSIRO • TAFE NSW Riverina Institute • LGA's	2014
Natural Resource Management: Collaborative development, investment in & implementation of the Murrumbidgee Catchment Management Authority Action Plan and the Lachlan Catchment Authority Action Plan (Bland, Carrathool & Temora LGA's).	Riverina Local Land Services	• Murrumbidgee Landcare • NSW National Parks & Wildlife • Landholders • Industry • LGA's • Aboriginal Groups • Murrumbidgee Irrigation • Coleambally Irrigation • RDA Riverina	2013 Plan developed.

Goal 3:

To support education and skill development initiatives that enable all people to have the capacity & confidence to contribute to the region's growth

Rationale:

The Riverina region has experienced a shortage of skilled people over the last few years. Unemployment rates in the Riverina have been historically low and although a significant rise in 2009-2010 current data states the average unemployment rate across the region is again decreasing. Although unemployment figures alone are not the only indicator. Demand for the Skilled Migration Program over the last 2 years also supports this trend. As well numerous workforce reports and anecdotal feedback from business and industry, particularly sectors such as agriculture, health (Health Workforce 2025 Report), education & government services (including Local Government). Education is vital for all people in the region to improve their skills base and confidence so they can contribute to the region and the Riverina can grow what already exists.

Looking to employ sectors of the community who have skills to bring into a work environment but may need further support in the initial phase is one solution. All people should be given the opportunity to work, especially those with significant strengths and attributes to contribute to the workforce. Aboriginal people according to 2009 Census employment data 53% of the Aboriginal population were employed compared to 76% of the non-aboriginal population.

Strategy 3:1 WORKFORCE DEVELOPMENT

Promote the importance of education & training for all people.

Key Outcomes:

- Outcome 4: Enhanced Awareness of Government Programs
- Outcome 1: Enhanced Community Engagement and Consultation
- Outcome 2: Improved Regional Planning

Key Regional Economic Determinant:

- Human Capital, particularly education and skills
- Sustainable (economically, environmentally & socially) communities and population growth

Key Performance Indicators:

- The establishment of a course at a local institution which is identified as a skill shortage area.
- 4 education & industry meetings attended.
- Facilitate 2 meetings or activities promoting employment of indigenous people.
- % of indigenous people in the labour force increases by 2% at the next census.

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Transition from School to work: Support & strengthen the capacity of education & training institutions to identify skills gaps & develop courses that address the skills needs of the Riverina region. Industry skills gaps include the following:- • Medical, Nursing & Allied Health • Hospitality & Tourism training • Agriculture • Technology • Trades- electrical, mechanical • Mining • Natural Resource Management (eg climate adaption & land management) Support programs currently in place encouraging a greater connection between schools, education and industry such as: • Primary Industries Science Education (PISE) • Engineering- Build A Bridge Program • School Based Apprenticeships/ Traineeships • Internships/Scholarships	Partnership Brokers – Compact & Getset	• Schools • TAFE NSW Riverina Institute • Charles Sturt University • Riverina Community College • Other training providers • State Training • DEEWR- Regional Employment, Skills & Job Coordinator • Dept. Education & Communities • VEiSAB • Youth Transitions • NSW Education & Communities • Business/Industry groups • Parents • RDA Riverina	2014

Strategy 3:1 WORKFORCE DEVELOPMENT

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Sustainable workforce development (attracting & retaining employees): • Promote further education, training & skilling with business & industry. • Work with NSW Industry training & Advisory Bodies as well as to develop work force strategies and support funding (Workforce Development Fund applications to then implement the strategies.	DEEWR- Regional Employment, Skills & Job Coordinator	• DEEWR • State Training • Skills Australia • NSW Industry training & Advisory Bodies • RDA Riverina • Training Providers • LGA's	2013
Social Inclusion: Encouraging the inclusion of people (Aboriginal people, people with disabilities or barriers to employment, migrants/refugees) currently not significantly engaged in our workforce. • Promote the 'Positive Employment Projects' model to private & public sector in regard to employing aboriginal people.	DEEWR – Regional Employment, Skills & Job Coordinator	• Aboriginal Affairs • Dept Education & Communities • LGA's • REROC & RAMROC • Chambers of Commerce • National Parkes & Wildlife • Local Aboriginal Land Councils • RDA Riverina	2014

Strategy 3:2 COMMUNITY CAPACITY BUILDING

Build the capacity of people living in the region so they can contribute to the economic and social fabric of the region.

Key Outcomes:

- Outcome 1: Enhanced Community Engagement and Consultation
- Outcome 4: Enhanced Awareness of Government Programs

Key Regional Economic Determinant:

- Human Capital, particularly education and skills

Key Performance Indicators:

- A minimum of 6 workshops coordinated across the Riverina per year.
- A minimum of 10 individuals who attend the workshops are Aboriginal
- 80% rate workshop as good-excellent
- Number successful applicants (non-profit organisations) for the funding per year in each LGA (Target 2 successful grants)
- Number LGA's successful at securing funding per year (Target 2 successful grants)

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Capacity Building: Coordinate training programs to improve the capacity of individuals & all communities across the region. Such as:- • Grant Writing • Governance • Community Development • Report Writing • Leadership	RDA Riverina	• LGA's • Community groups • REROC / RAMROC • Industry groups • Aboriginal Organisations	2013- 2014
Administer Riverina First Community Fund (RFCF): This fund is an initial step to build the collaboration and skill level of LGA's, business, community & agencies so they can prepare detailed funding applications, strengthening the case for infrastructure investment funding from either private or public sources	RDA Riverina	• LGA's • Community Groups • Business groups	2013-2014

Goal 4:

To facilitate a collaborative approach between all tiers of government, business and community to solving the challenges of the region.

Rationale:

The strength of the region will ultimately be determined by the capacity of communities (including business) to work collaboratively with all levels of government to maximise the resources available to solve the challenges and capitalise on the opportunities presented.

A pivotal component in this is the leadership capacity of people in the region, their capacity to adjust to change and their ability to work together.

Strategy 4:1 Leadership Development

Support and nurture strong leadership so that projects & activities are supported in a cohesive, strategic and visionary way with good collaboration between all levels of government, departments/agencies, NGO's & industry/community.

Key Outcomes:

- Outcome 3: Enhanced Whole-of-Government Approach
- Outcome 4: Enhanced Awareness of Government Programs
- Outcome 1: Enhanced Community Engagement and Consultation

Key Regional Economic Determinant:

- Human Capital, particularly education and skills
- Effective cross-sectoral and intergovernmental partnerships and integrated regional planning.

Key Performance Indicators:

- 2 projects developed with more than 2 stakeholders by 2014.
- Number projects/activities assisted per month (target 5).
- 4 Riverina Development Officers Forums coordinated annually
- Number leadership projects supported across the region (target 2)

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Building Leadership: Support & implement programs to increase the leadership capacity of people in the region focusing on: • Local Government & Civic Leadership • Young People • Aboriginal & Torres Strait Island People	REROC –Youth Leadership Program RAMROC RDA Riverina	• REROC/RAMROC • Indigenous Coordination Centre • Local Aboriginal Land Councils • Youth Groups • LGA's • Dept. Premier & Cabinet	2013-2014
Promotion of Government programs & services through: Coordination of Regional Networks such as: • RDO forums. Departments, agencies invited to present on their programs. • RCRN & WRRSN network meetings • RDA-Riverina website, facebook, newsletters, Annual Overview • Attendance at community/business events • Participation in Regional Networks such as: • Vocational Education in Schools Advisory Board (VEISAB) • Riverina International Trade network	RDA Riverina	• LGA's • Departments & Agencies	Ongoing

Strategy 4:2 REGIONAL PLANNING

Encourage and support visionary and collaborative long term and integrated (between the 3 tiers of government) planning processes.

Key Outcomes:

- Outcome 2: Improved Regional Planning
- Outcome 3: Enhanced Whole-of-Government Approach

Key Regional Economic Determinant:

- Effective cross-sectoral and intergovernmental partnerships and integrated regional planning.

Key Performance Indicators:

- No of individuals/organizations consulted during RDA Riverina regional plan (target 50)
- Input into a minimum of 5 Regional plans per year.

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Informed & long term Regional Planning: • Ensure long term & informed regional planning. • Provide input & feedback on other regional plans and government agency planning. • Annual review of the RDA Riverina Regional Plan	RDA-Riverina	• LGA's • Industry • Government Agencies • NGO's	July/August 2013

Goal 5: To encourage a proactive approach to health and living.

Rationale:

A dependable health system is a critical factor in attracting people to the region as well as servicing the increasing aging population. Health impacts on all facets of a region including economic activity, job creation, education & training and the liveability of a region.

Under the National Health Reform Agreement, all Australian governments have agreed to work together to implement reforms designed to:

- Improve patient access to services and public hospital efficiency through the use of Activity Based Funding (ABF) based on a national efficient price

- Ensure the sustainability of funding for public hospitals by increasing the Commonwealth Government's share of public hospital funding through an increased contribution to the costs of growth

- Improve the transparency of public hospital funding through a National Health Funding Pool

- Improve standards of clinical care, performance reporting and accountability across the health and aged care system

- Improve local accountability and responsiveness to the needs of communities

- Improve the provision of GP and primary health care services, and

- Improve aged care and disability services.

Implications for the region:

- Lead to a greater focus on preventative health and protection. Chronic diseases such as diabetes, stroke, kidney disease (renal failure), depression put a significant strain on the health system but are amendable to preventative measures.

- Significant investments in primary health care facilities- including after hours services, new GP training places and new GP Super Clinics- to take pressure off Pubic Hospitals

Strategy 5:1 HEALTH FACILITIES & SERVICES

Ensuring access to adequate health facilities & services for all people in the region.

Key Outcomes:

- Outcome 3: Enhanced Whole-of-Government Approach
- Outcome 4: Enhanced Awareness of Government Programs
- Outcome 1: Enhanced Community Engagement and Consultation
- Outcome 2: Improved Regional Planning

Key Regional Economic Determinant:

- Human Capital, particularly education and skills

- Sustainable (economically, environmentally & socially) communities and population growth

Key Performance Indicators:

- Funding of at least 1 health project in the region.
- Establishment of 1 health literacy, education or communication project in the region

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Facilities: Facilitate & support the development of adequate health facilities & services for all people in the region.	NSW Health Murrumbidgee Local Health District	• Murrumbidgee Medicare Local • Dept. Health & Aging • FAHCSIA • LGA's REROC/RAMROC • RDA Riverina	2016

Strategy 5:1 HEALTH FACILITIES & SERVICES

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Services: Increase awareness; • Of health literacy, education & communication projects to assist in changing the behaviour in communities about how health services should be delivered. • In communities & with practitioners about the opportunities with e-health & telemedicine capabilities as well as arts in health. Support; • Service delivery models that enable people to live in their own home especially older people and people with a disability. • Initiatives & programs for integrated allied and mental health service delivery in isolated rural areas. • Community & regional networks that connect communities to mental health & allied health initiatives • Research that evaluates new methods/ models for health care delivery.	Murrumbidgee Local Health District Murrumbidgee Medicare Local RDA Riverina NGO's Dept Health & Aging Department Family & Community Services	• Murrumbidgee Local Health District • Murrumbidgee Medicare Local • NSW Health • NSW Dept. Family & Communities Services • Dept. Health & Aging • NGO's • CSU/TAFE/UNSW • FAHCSIA • Telemedicine Australia • LGA's/RDA Riverina • Regional Arts Boards • • Riverina Communities Rural Network (RCRN) • Western Riverina Rural Service Network (WRRSN)	June 2015 June 2014 2014 2013-2014
Health Programs: Support programs such as:- • Homeless Action Plan Riverina Murray • 'Keeping Them Safe' Initiative. • Aboriginal Child, Youth and Families Strategy (ACYFS) project. ACYFS will focus on strengthening the skills of Aboriginal communities to support the healthy development of babies and young children of this region. The client group for the project will be parents and carers of Aboriginal children aged 0-5 years and their communities.	RDA Murray (Homeless Action Plan) Dept Family & Community Services Murrumbidgee Local Health Network Murrumbidgee Medicare Local	• REROC/RAMROC • NSW Police/NSW Health • Families NSW • Indigenous Coordination Centre • Aboriginal Land Councils • Multicultural Groups • TAFE NSW Riverina Institute • FAHCSIA • RDA Murray • RDA Riverina	2013-2014

Strategy 5:2 WELL BEING

Promote a proactive approach to health and support healthy living projects.

Key Outcomes:

- Outcome 3: Enhanced Whole-of-Government Approach
- Outcome 4: Enhanced Awareness of Government Programs
- Outcome 1: Enhanced Community Engagement and Consultation
- Outcome 2: Improved Regional Planning

Key Regional Economic Determinant:

- Human Capital, particularly education and skills
- Sustainable (economically, environmentally & socially) communities and population growth

Key Performance Indicators:

- Result of community or regional well-being survey
- Assist with 4 arts/cultural/sport projects in the region.
- Assist with 1 Natural Resource Management event in the region.

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
• Promote education and awareness in regard to mental health particularly in relation to young people. • Support the application for Headspace project in the Western Riverina.	Partnership Brokers/Youth Connections Murrumbidgee Medicare Local	• Murrumbidgee Medicare Local • Murrumbidgee Local Health District • NGO's • Schools /DEC • Griffith Connections • FACS / LGA's • RDA Riverina	2012

Strategy 5:2 WELL BEING

Actions	Lead Agency	Partner agencies/ stakeholders	Timeframe
Well Being: • Support & promote the University of Canberra National Regional Wellbeing survey. The survey is anticipated to be conducted annually and first survey conducted from July –October 2013. Initial results should be released Feb 2014. See http://www.canberra.edu.au/murray-darling-crn/regional-wellbeing for more information about the survey & who is funding it. • Facilitate the branding of the Riverina as a 'wellness community' or region that values good health/healthy living. • Promote the value of arts/cultural activities, sport & recreation, connection to environment (especially important for Aboriginal people and culture) in building connected and healthy communities.	RDA Riverina	• RAMROC/REROC • LGA's • University of Canberra • Murrumbidgee Medicare Local • Murrumbidgee Local Health District • NGO's • Murrumbidgee/ Lachlan CMA • Regional Arts Boards • Community groups (sport, cultural, art, resource management)	2013-2014 2014
Volunteering: • Support and promote the virtues of volunteering in sport, cultural & community groups and natural resource management.	LGA's	• Regional Arts Boards • NSW Sport & Recreation • Rotary/Lions/CWA • Museums/Galleries • Sporting Clubs • RDA Riverina • Landcare Groups	2014
Disaster Recovery: • Build resilience and provide tools for communities rebuilding after disasters such as floods & drought.	RDA Riverina	• RAMROC/REROC • LGA's • Dept Premier & Cabinet • NGO's	2013-2016

Goal 6:

To act with honesty, integrity, transparency and in accord with relevant legal and financial obligations, sound corporate governance procedures and to fulfill Departmental funding requirements.

RDA Riverina will use the following documents to ensure it achieves this goal. These documents include:

- RDA Riverina Business Plan 2012-2013

- RDA Riverina Policies & Procedures Manual

- RDA Riverina Rules of Incorporation

- RDA Australia Government Committee Handbook

- RDA Better Practice Guide

The RDA Riverina Business Plan sets the operational activities for RDA Riverina aligning with the goals and strategies in the RDA Riverina Regional Plan.

Government Strategic Context

NSW 2021

NSW 2021 is a plan to make NSW number one. It is a 10 year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities It replaces the State Plan as the NSW Government's strategic business plan, setting priorities for action and guiding resource allocation. There are FIVE STRATEGIES:

1. **Rebuild the Economy** - restore economic growth and establish NSW as the 'first place in Australia to do business'

2. **Return Quality Services** – provide the best transport, health, education, policing, justice and family services, with a focus on the customer.

3. **Renovate infrastructure**- build the infrastructure that makes a difference to both our economy and people's lives.

4. **Strengthen our Local Environment and communities** - improve people's lives by protecting natural environments and building a strong sense of community.

5. **Restore accountability to Government** - talk honestly with the community , return planning powers to the community and give people a say on decisions that affect them.

There are 32 goals and these can be viewed from the website http://www.2021.nsw.gov.au/

A significant goal is number three:

Drive economic growth in regional NSW. Targets include the following:

- Increase the share of jobs in regional NSW

- Increase the population in regional NSW by 470,000 by 2036

- Protect strategic agricultural land and improve agricultural productivity

NSW Industry Action Plans

Six Industry Action Plans have been released over 2012/2013 and they are:

Manufacturing – with a focus on processed food and beverage manufacturing; metal manufacturing; and machinery and equipment manufacturing including biomedical and medical devices, renewable energy technology, and defence equipment;

Professional services – focused on finance and insurance; legal and regulatory services; and engineering services;

Digital Economy – focused on digital content and applications; information services and analytics; and smart networks and intelligent technologies;

International Education and Research – with a focus on pursuing education export opportunities (from both public and private providers), building international education and research collaborations and pursuing opportunities for innovation and education delivery; and

The Visitor Economy – with a focus on developing a tourism and events strategy to double tourism expenditure to NSW by 2020

Creative Industries – to drive the growth of creative industries over the next 10 years. This action plan is being developed in an environment where all levels of government are revising their arts & cultural policies.

Agriculture Industry Action Plan is currently under development.

NSW Regional Action Plan: Riverina

Emerging Priorities for the Riverina:-

- Support economic growth

- Integrate and coordinate human services delivery and improve customer service

- Coordinated regional infrastructure

- Accessible health services that attract skilled medical professionals

- Natural resource management which achieves environmental and economic sustainability.

- Engage with young people to improve education outcomes and increase community participation and employment opportunities.

Visit the website for a link to further information about Regional Action Plans:- http://2021.nsw. gov.au/delivering-locally-0

Local Government

The Riverina-RDA is composed of 14 Local Government areas: Bland, Carrathool, Coolamon, Cootamundra, Griffith, Gundagai, Hay, Junee, Leeton, Lockhart, Murrumbidgee, Narrandera, Temora and Wagga Wagga.

These LGA's are represented by 2 regional organisation of council groups:

- REROC: Riverina Eastern Regional Organisation of Councils www.reroc.com.au

- RAMROC: Riverina and Murray Regional Organisation of Councils www.ramroc.org.au

Relationship and alignment between key documents

The RDA-Riverina Committee will embrace the charter for RDA's set by the Australian Government, Australian Government priorities and then align that with the NSW State Plan Key Priority Areas. An overarching consideration for all activities will be considering the Social Inclusion principles for Australians.

RDA-Riverina will encompass projects and activities that align with the Regional Growth Strategic Plan, State Plan and also align with the RDA Charter as priorities for action in their Business Plan. The Regional Plan and Business Plan will be revised on an annual basis to ensure that they are relevant and incorporate new initiatives that may be developed with time.

Please refer to Appendix 3: How Riverina priorities align with State Government Priorities at the end of the Regional Plan. Commonwealth Priorities are still under development with the new government.

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http://www.csu.edu.au/__data/assets/pdf_file/0014/124106/F1500-CSU-Strategy-2011_WEB.pdf

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http://www.csu.edu.au/research/grahamcentre/downloads/GC-Strategic-Plan-web-version.pdf

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http://www.business.nsw.gov.au/__data/assets/pdf_file/0003/24375/VET_finalreport_20120810.pdf

Health Workforce Report 2025
http://www.hwa.gov.au/health-workforce-2025

Infrastructure Australia. 2009 National Infrastructure Priorities
http://www.infrastructureaustralia.gov.au/publications/files/National_Infrastructure_Priorities.pdf

Local Government Plans

Murrumbidgee Catchment Management Authority Action Plan 2012
http://www.murrumbidgee.cma.nsw.gov.au/about/next-gen-cap.aspx

NSW 2021: A Plan to make NSW Number One 2011
http://www.2021.nsw.gov.au/

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http://www.daff.gov.au/nationalfoodplan

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http://www.deewr.gov.au/Employment/Programs/RESJ/Pages/default.aspx

Riverina and Murray Regional Organisation of Councils (RAMROC)
www.ramroc.com.au

Riverina Eastern Regional Organisation of Councils (REROC)
www.reroc.com.au

Regional Australia Standing Council, Framework for Regional Economic Development, 2013, Department of Regional Australia, Local Government, Arts & Sport.

'Scenario Planning for an Innovative Response to the water challenge in the Riverina/Murray region' study. NSW Trade & Investment NSW (2012) Sinclair Knight Mertz

TAFE NSW Riverina Institute 2012-2017 Strategic Plan
http://www.rit.tafensw.edu.au/priorities/

APPENDIX 1: Progress of Significant Riverina Funded Infrastructure Projects

Project	Stakeholders	Outcomes/Benefits	Progress
Upgrade Base Hospital in Wagga Wagga	Wagga Wagga Base Hospital Wagga Wagga City Council Murrumbidgee Local Health Network NSW Dept of Health Dept of Health and Ageing: • National Health and Hospitals Network. • National Rural and Remote Health Infrastructure	The development of a modern healthcare facility suited to the current and future needs of the local community	In May 2011 it was announced that this project would receive $55.1million through the regional priority round of the Commonwealth Health & Hospitals Fund to redevelop a range of facilities including an expanded emergency department. Construction started on this facility in 2012.
Griffith Airport upgrade & Industrial Land development.	• Griffith City Council • REX Airlines	Will improve the capacity of the airport & runway for increased business and visitor traffic.	Received $1.9m through RDAF RD 1 July 2011. Construction commenced at the airport early 2012 and airport upgrade nearly complete September 2013
Griffith Community Private Hospital Partnership (Griffith) E-Health Services & Training Facility	• Griffith City Council • St Vincents Hospital Mater Health Sydney • Murrumbidgee Local Health Network • University of Wollongong • Charles Sturt University • TAFE NSW • Casella Spagnolo Trust	The Griffith Community Private Hospital will be co-located on the same site as the Griffith Base Hospital, the facility will create integrated health campus delivering public/private medical, surgical & primary care for the growing rural community. Key strategic partners will bring world class clinical, managerial, teaching, workforce and research skills to the area.	The project received $5.4 million for a Clinical Teaching/training facility in 2011. This project received $11.388 million through the Commonwealth Hospitals & Health Fund (HHF) in May 2012. Community Fund Raising is currently underway.
Riverina Intermodal & Logistics Hub	• Wagga Wagga City Council • Trade & Investment • Private Enterprise • RTA/ ARTC	Opportunity for further business development & expansion with transport links to Sydney & Melbourne Ports. This location is central point for freight with access to both Sydney & Melbourne	This project received $14.5 million in RDAF RD 2 June 2012.

APPENDIX 2: Stakeholder Engagement & Consultation

RDA-Riverina uses a number of strategies to collect and collate information for the Riverina Regional Plan or Road Map. Existing plans from Local Government, Government Departments and other regional organisations are also collated.

A brief survey has been developed which is used as the basis for all the individual consultations and to ensure consistency. The questions asked in the survey are listed below:-

- What are the economic trends & emerging opportunities in the region?

  - Either strategic advantages, strengths and opportunities for the region. What can be done in the Riverina that no other region can offer. What is the Riverina's point of difference.

  - OR

  - What are the good things about working here?

- What are the major issues/challenges facing the Riverina and surrounds?

- What projects, activities or programs would you or your organization like to implement in the next year/s that would make a substantial impact to the growth of the region. Provide reference to planning documents if available.

- What kind of community and economic development projects have worked well in the recent past?

- What projects would you like to see happen that would be beneficial to the region or substantial areas of the Riverina region?

  - List priorities for action for regional growth & job creation.

  - Social inclusion

  - Environmental sustainability

  - Infrastructure – Please list 3-5 Infrastructure (hard or brick/mortar) projects that are a priority for the next year that will provide a significant regional benefit.

- Who else should we talk to?

This survey is revised and updated annually in the review process.

Consultations that have occurred over 2012/2013

Clusters or Groups	Stakeholders or those consulted	Method
Riverina Development Officer Networks	• LGA's (Community & Economic Development Officers • Trade & Investment NSW • AusIndustry • Industry Capability Network • Regional Arts Boards- Western Riverina Arts / Eastern Riverina Arts • Riverina Business Enterprise Centre • Riverina Regional Tourism • Partnership Brokers	Forums including a planning forum. 26 July 2012-Hillston 22 November 2012-Hay 28 February 2013-Griffith 6 June 2013- Cootamundra
Riverina Murray Infrastructure Sub-Committee	• RDA-Murray / RDA-Southern Inland • Dept. Premier & Cabinet • Trade & Investment NSW • NSW Business Chamber- Murray/Riverina • REROC / RAMROC	Face to face through Sub-committee meeting 19 October 2012
Murrumbidgee Valley Stakeholder Group & Murray Darling Basin Authority	• Murrumbidgee Irrigation, Coleambally Irrigation Ltd, Murrumbidgee Groundwater Inc., Young Irrigators Network • Benerembah/Warrawidgee Water Users Association • Wah Wah Waters Users, High Security Irrigators' Murrumbidgee, Murrumbidgee Private Irrigators' Inc. • NSW Farmers Association, Murrumbidgee Food & Fibre Group • Ricegrowers's Association of Australia Inc., • Riverina Citrus, Wine Grapes Marketing Board • Riverina Winemakers • Griffith, Leeton, Carrathool, Murrumbidgee Councils • Griffith & Leeton Chamber of Commerce • A & G Industries	Last stakeholder meeting held 31 July 2012 10 October 2012 November 2012. March/ April 2013
Vocational Education in Schools Advisory Board	• Charles Sturt University • NSW TAFE Riverina Institute • School Principals/ Parents & Citizens • NSW Department of Education – State Training Services • DEEWR	Individual face to face meetings or teleconference (4 times per year)

Clusters or Groups	Stakeholders or those consulted	Method
Education & Training	• Riverina Community College • Partnership Brokers/ Youth Connections • Charles Sturt University • Murrumbidgee Rural Studies Centre • Isolated Children's & Parents Association (ICPA) • NSW TAFE Riverina Institute	Individual face to face meetings
Sustainable Environment	• Murrumbidgee Catchment Management Authority • Murrumbidgee Irrigation/Coleambally Irrigation • NSW Dept. Primary Industries • NSW Environment & Heritage • Dept. Climate Change & Energy Efficiency • Dept. Sustainability, Environment, Water, Population….. • NSW State Water	Individual face to face meetings
Social Inclusion Stakeholders	• Indigenous Coordination Centre • Dept. of Immigration & Citizenship • St Vincent de Paul • Anglicare, Youth of the Streets • Sandhills Aboriginal Corporation • Multicultural Council, Wagga Wagga • NSW Department of Housing • NSW Department of Transport • Office of Aboriginal Affairs • Kurrajong Waratah • Ningana Enterprises /Dorothy Waide Centre • TAFE NSW Riverina Institute	Individual Face to face meetings with individuals stakeholders
NSW Regional Managers Network	• Representatives from all State Agencies operating in Western NSW	Face to face Meetings 16 Oct 2012-Dubbo 29 November 2012-Wagga Wagga 8 May 2013-Dubbo 23 May – Wagga Wagga
Health Sub-Committee	• Murrumbidgee Local Health Network • Murrumbidgee Medicare Local • Charles Sturt University, TAFE NSW Riverina Institute	Meetings held on 21 Nov 2012 28 March 2013
Western Riverina Rural Service Network (formerly CMG) - WRRSN	• Griffith Neighbourhood House • Rural Financial Counsellors • Intereach, Uniting Church, Salvation Army • Mission Australia, Relationships Australia • Centrelink, Local Government	Individual Face to face meetings (4 per year) 1 Aug 2012-Carrathool 7 Nov 2012-Whitton 6 Feb 2013- Darlington Point 15 May 2013-Merriwagga

Consultations that have occurred over 2012/2013

Clusters or Groups	Stakeholders or those consulted	Method
Riverina Communities Rural Network (RCRN)	• Murrumbidgee Local Health Network • Riverina Division of General Practice • Barellan, Ariah Park, Cootamundra Community members • NERRCS, Intereach, CWA • Dept. Family & Community Services • Campbell Page Youth Connections • Presentation Sisters Rural Outreach • TAFE Riverina Institute-Outreach • Rural Chaplain Cootamundra • Dept. Primary Industries • Mate Helping Mate • Local Government	Face to face meetings held on:- 10 August 2012 – Coolamon Shire 8 Nov 2012-Bethungra 8 Feb 2013-Gundagai 17 May 2013- Narrandera
Business /Industry including: Riverina International Trade Network	• Trade & Investment NSW • Transport businesses • Port of Melbourne /Sydney Ports • Cotton Australia • AusIndustry • Individual businesses / producers • Riverina Business Enterprise Centre • Industry Capability Network • Riverina Regional Tourism • Charles Sturt University • TAFE NSW Riverina Institute	Network/Industry meetings/forums Individual Face to face meetings
Local Government -14 LGA's	• General Managers & Mayors attended specific forum on the RDA-Regional Plan, infrastructure priorities and general information sharing session. • Attendance at REROC or RAMROC meetings by the Chair or Executive Officer • RDA-Riverina Committee Meetings rotate around the region and Councils representatives present on current opportunities & challenges.	23 July 2012 22 July 2013

Clusters or Groups	Stakeholders or those consulted	Method
Riverina First Sub-Committee & Applicants	• Local Government • Community Groups-Rotary, CWA, Progress Associations • Non Government Organisations • Chambers Commerce	Discussions & face to face meetings with applicants.
Food Futures Forum	• Charles Sturt University, EH Graham Centre • TAFE NSW Riverina Institute, Trade & Investment NSW, Riverina Regional Tourism, Industries, Business, AusIndustry, Austrade/Export Advisor	10th July (Griffith) 2013-59 attendees 11th July (Wagga Wagga) 2013- 70 attendees

Review

Review of the Regional plan is vital to ensure it remains relevant and the actions and associated Key Performance Indicator's are acted upon. It is also vital that the RDA-Riverina is in constant contact with stakeholders and Government so that it is aware of relevant changes to legislation, programs, services and grants for the region. The addition of a new strategic document or the release of more Government funding for a certain program may help realise some of the identified actions sooner leading to quicker and possibly more beneficial regional outcomes.

Therefore the RDA-Riverina will review the Regional Plan and its activities on an annual basis (May/June) to make sure it is responsive
to changes in the needs and issues of the region. However changes may be required before an annual review takes place so the document will be a 'living document' adaptable to the regions needs and priorities.

Activities included in the Annual Review:

• Direct consultation with key stakeholders and Government

• A strategic planning & review of progress against KPI's workshop

• Feedback will also be invited via email and the website.

Once the document has been reviewed, the directions and priorities will be consolidated into the RDA-Riverina Business Plan to keep current the projects, the timelines and key performance indicators.

APPENDIX 3: How Riverina priorities align with NSW 2021.

Riverina Priorities	NSW Departments- Agencies	NSW 2021 Goals
Infrastructure including: Transport Telecommunications Roads/Rail Affordable Housing	Department of Transport • Rail Corporation NSW (Railcorp) • Roads & Maritime Services • Sydney Ports Corporation Department of Trade & Investment, Regional Infrastructure and Services • Infrastructure NSW Department of Family & Community Services • Housing NSW • NSW Aboriginal Housing Department of Planning & Infrastructure	Return Quality Services & Rebuild the Economy Goal 3: Drive economic growth in regional NSW Goal 9: Improve customer experience with transport services Goal 10: Improve road safety Renovate Infrastructure Goal 19. Invest in critical infrastructure Goal 20: Build liveable centres Goal 21: Secure potable water supplies
Business/Industry development:	Department of Trade & Investment, Regional Infrastructure and Services • Department of Primary Industries • Destination NSW • Office of Small Business Commissioner Department Of Finance & Services:- • NSW Fair Trading • NSW Industrial Relations • NSW Public Works	Rebuild the Economy: Goal1: Improve the performance of the NSW economy Goal 3 : Drive economic growth in regional NSW Goal 4: Increase the competitiveness of doing business in NSW
Education & Training Capacity Building	Department of Education & Communities • Office of Communities • Office of Education	Return Quality Services Goal 5: Place downward pressure on the cost of living Goal 6: Strengthen the NSW skill base Goal 15: Improve education and learning outcomes for all students Goal 24: Make it easier for people to be involved in their communities Goal 30: Restore trust in State & Local Government as a service provider

Riverina Priorities	NSW Departments- Agencies	NSW 2021 Goals
Health, Ageing & Well Being	NSW Ministry of Health • Local Health Districts NSW Family & Community Services • Aging, Disability & Home Care (ADHC) Department of Attorney General & Justice • Corrective Services / NSW Police Department of Premier & Cabinet	Goal 11: Keep people healthy and out of hospital Goal 12: Provide world class clinical services with timely access and effective infrastructure Goal 13: Better protect the most vulnerable members of our community and break the cycle of disadvantage Goal 14: Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential. Goal 16: Prevent and reduce the level of crime Goal 17: Prevent and reduce the level of re-offending Goal 18: Improve community confidence in the justice system Goal 25: Increase opportunities for seniors in NSW to fully participate in community life Goal 27: Enhance cultural, creative, sporting and recreation opportunities
Environmental Sustainability	Department of Premier & Cabinet:- • Office of Environment & Heritage • Environmental Protection Authority Catchment Management Authority	Strengthen Our Local Environment and Communities Goal 22: Protect our natural environment Goal 23: Increase opportunities for people to look after their own neighbourhoods and environments Goal 26: Fostering opportunity and partnership with Aboriginal people

The above Government priorities and programs were valid as of September 2013, however these are subject to change at any time. This section of the Regional Plan will be updated on a regular basis (at least every 6 months) to ensure the information provided is as accurate and current as possible

RDA Riverina Local Government Areas and their communities

Bland Shire Council: Ungarie, Barmedman, West Wyalong, Wyalong, Tallimba, Weethalle, Naradhan, Mirrool
www.blandshire.nsw.gov.au

Carrathool Shire Council: (Hillston, Goolgowi, Ranking Springs, Merriwagga & Carrathool)
www.carrathool.nsw.gov.au

Coolamon Shire Council: (Coolamon, Ganmain, Ardlethan, Beckom, Marrar & Matong)
www.coolamon.nsw.gov.au

Cootamundra Shire Council: (Wallendbeen, Stockingbingal)
 www.cootamundra.nsw.gov.au

Griffith City Council: (Yoogali, Hanwood, Tharbogang, Lake Wyangan, Bilbul, Beelbangeera, Nericon, Yenda)
 www.griffith.nsw.gov.au

Gundagai Shire Council: (Muttama, Nangus, Adjunbilly, Coolac)
www.gundagai.nsw.gov.au

Hay Shire Council: (Hay, Booligal & Maude)
www.hay.nsw.gov.au

Junee Shire Council: (Bethungra, Old Junee, Junee Reefs, Eurongilly, Illabo, Dirnaseer, Wantabadgery, Harefield)
www.junee.nsw.gov.au

Leeton Shire Council: (Yanco, Whitton, Wamoon, Murrami)
www.leeton.nsw.gov.au

Lockhart Shire Council: (Lockhart, The Rock, Yerong Creek, Pleasant Hills and Milbrulong)
www.lockhart.nsw.gov.au

Murrumbidgee Shire Council: (Darlington Point & Coleambally)
www.murrumbidgee.local-e.nsw.gov.au

Narrandera Shire Council: (Grong Grong, Barellan, Colinroobie, Corobimilla, Kamarah, Kywong, Moombooldool, Binya)
www.narrandera.nsw.gov.au

Temora Shire Council: (Temora, Ariah Park & Springdale)
www.temora.nsw.gov.au

Wagga Wagga City Council: (Wagga, Forest Hill, Kapooka, Gumly Gumly, Bomen- Lady Smith, Collingullie, Currawarna, Mangoplah, Uranquinty, Tarcutta, Oura, Galore, Humula)
www.wagga.nsw.gov.au

"Leaders are not, as we are often led to think, people who go along with huge crowds following them. Leaders are people who go their own way without caring, or even looking to see, whether anyone is following them. "Leadership qualities" are not the qualities that enable people to attract followers, but those that enable them to do without them. They include, at the very least, courage, endurance, patience, humor, flexibility, resourcefulness, stubbornness, a keen sense of reality, and the ability to keep a cool and clear head, even when things are going badly. True leaders, in short, do not make people into followers, but into other leaders. " **JOHN HOLT**