



Regional Development Australia Murray

STRATEGIC PLAN

July 2019 – June 2021



Australian Government

ACKNOWLEDGEMENTS

Traditional Custodians

RDA Murray acknowledges the traditional custodians of the land in the Murray Region. RDA Murray appreciates the contribution of Elders, past and present and emerging leaders with deep respect. RDA Murray acknowledge the important role of Aboriginal people within the Murray Region and the communities it works with.

Funding

RDA Murray receives core funding from the Australian Government Department of Infrastructure, Transport, Cities and Regional Development.

Preparing the Plan

This Strategic Plan was prepared by the Committee and staff in consultation with stakeholders throughout the Murray Region. RDA Murray would like to thank all those who contributed; their thoughts, ideas and insights have been invaluable in forming a clear and robust path of action for the duration of the plan.

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This strategic plan has been produced by RDA Murray and does not necessarily represent the views of the Commonwealth, its officers, employees or agents.

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FORWARD



RDA Murray is a Not-for-profit Incorporated Association with a strong volunteer Committee. RDA Murray has recruited a diverse Committee from every corner of the Region. Committee members' skillsets, place of origin and leadership networks dovetail to reflect the wide ranging and diverse mix of industry, development, social, geomorphological, cultural and economic opportunity drivers of the Region. Our team is committed to growing our Regions economic prosperity and importantly achieving this through the lens of liveability and sustainability. We have focused on our governance and leadership model to underpin our teams drive for connectedness to the development of the Murray region.

The committee has worked with all members of our team and a broad range of industry and community stakeholders to develop our key directions for our 2019 -2021 strategic plan. Our committee is excited to be able to present this plan to support the development of the Region through the period and beyond. We also believe this plan will allow us to focus on the longer term sustainability for our small, medium and large enterprises to create a dynamic environment as a leading area in the RDA network.

The leadership of our executive officer and the dedication of her team will underpin our success in achieving the goals of our 2019-2021 Strategic plan.

We are committed to use our networks and connections to further the cause of a vibrant economically and socially enabled community.

A handwritten signature in black ink that reads "B. Millar".

Brian Millar
Acting Chair



RDA Murray is the 'go to' organisation to connect people with opportunities to build economic and social advantage in the Murray Region.

We are committed to catalysing opportunity from a strong and resilient community living in an area that comprises Upper Murray, Albury, South West Slopes, southern Riverina, Western Murray Valley, Sunraysia and Rangelands socioecological systems of southern NSW.

RDA Murray has well qualified staff with diverse networks to collect information, organise and activate on economic and social issues raised in the Murray Region. RDA Murray has built a communications network of over 13,000 individuals and organisations engaged in understanding, activating and delivering on regional opportunity and advantage.

RDA Murray is focused on connectedness creating a foundational community and culture of optimism and mindfulness within and for the region.

A handwritten signature in black ink that reads "E. HAYES".

Edwina Hayes
Executive Officer

OUR PLAN ON A PAGE

Activating Growth and Innovation

Vision

The Murray Region is a skilled, well connected community that is empowered for innovation, opportunity, inclusion and economic prosperity.

Mission

To provide leadership, facilitate new thinking and support collaborative action to realise the region's potential.

Strategic Goal

By June 2021, the Murray Region will be better connected, further resourced (financial and human capital) and have made measurable impacts toward improving economic, environmental and social prosperity.

Strategy 1 – Business Adaptation and Development

GOAL

To facilitate the attraction of new business investment and growth of existing business across the Murray Region in a way that maximizes opportunities, reduces costs and builds economic resilience.

KEY INITIATIVE / OUTPUTS

- Regional Profile of assets and investment opportunities
- Facilitate and advocate for business diversification, innovation or expansion support
- Leadership Development

Strategy 2 – Workforce Development and Population Growth

GOAL

To enable a skilled workforce and support population growth in the Murray Region.

KEY INITIATIVE / OUTPUTS

- Regional Skills Audit
- Skilled Migration Program
- Secondary Settlement Program
- Increasing Aboriginal Environment Teams

Strategy 3 – Network Development

GOAL

To improve the ability of our region to make smarter decisions, maximise opportunities and work together to deliver on our economic, environmental and social aspirations through improved information sharing, stronger relationships and increased collective capacity.

KEY INITIATIVE / OUTPUTS

- Quality Information sharing within strong working relationships
- Robust key stakeholder communication network, system and strategy
- Maximize funding support and advice
- Major projects database and portal


Strategy 4 – Contemporary Governance

GOAL

To facilitate RDA to achieve its strategic objectives and drive improvement by having a framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in RDA Murray

KEY INITIATIVE / OUTPUTS

- Robust governance systems and processes
- Accountable board performance
- A healthy culture

 **Values** - Leadership, connectedness, action oriented, and regionally focussed

ABOUT RDA MURRAY

Purpose

Regional Development Australia (RDA) Murray is a committee of local people delivering local solutions to local social, economic and environmental issues. The committee works with all levels of government, business and community groups to support the growth and development of the Murray region.

RDA Murray has a leadership and facilitative role with a clear purpose of growing a strong and confident regional economy that harnesses competitive advantage, seizes on economic opportunity and attracts investment.

RDA Murray is a provider of information, an advocate for the region, a partnership builder and a driver of change.

RDA Charter

Working in close partnership with fellow RDA Committees, all levels of government, and the private sector, RDA Committees will:

1. Collaborate with relevant stakeholders to identify economic opportunities and leverage private and public sector investment to the regions;
2. Connect regional businesses, councils and industry sectors with international trade partners, financial markets and potential investors;
3. Promote and disseminate information on Australian Government policies and grant programs to state and local governments and industry, business and community sectors;
4. Support community stakeholders to develop project proposals to access funding;
5. Develop and maintain positive working relationships with the local government bodies in their regions;
6. Facilitate public and private sector decentralisation;
7. Assist in the delivery of Australian Government programs, where relevant and where requested by the Minister;
8. Engage with regional entrepreneurs and emerging business leaders to explore new opportunities to grow local jobs in their regions;
9. Provide information on their region's activities and competitive advantages to all levels of government, industry, business and community sectors; and
10. Provide evidence-based advice to the Australian Government on critical regional development issues positively and negatively affecting their regions

Federal RDA Outcome Expectations

Regional Development Australia must deliver actions that align with the following federal outcomes.

1. Increase economic opportunities and investment in the Murray Region.
2. Increase trade and job creation.
3. Cooperative effort with all levels of government, industry, community and other regional stakeholders
4. Leads to improved economic development outcomes.
5. Maximise access to Government programs and grants.
6. Advice supports development outcomes.

Governance

RDA Murray is one of fifty-two (52) not for profit incorporated organisations funded through the Australian Government’s Regional Development Australia Initiative. RDA Murray is governed by a local volunteer committee. The chair is appointed by the Minister for Regional Development Australia.

Committee Members

- Brian Millar – Acting Chair
- Alexandra Anthony – Treasurer
- Adam McSwain
- Andrew De Graaff
- Belinda Anderson
- Frank Zaknich
- Geoff Lowe
- Leigh Byron
- Mary Hoodless
- Nina O’Brien

Region

RDA Murray covers 87,738 square kilometres and works across 10 local government areas incorporating the Upper Murray, Albury, Riverina, Western Murray Valley and Sunraysia regions. RDA Murray currently takes in four (4) Joint Organisations of Councils (JO), two (2) State and two (2) Federal electorates.

Riverina Murray JO	Far West JO	Riverina JO	Canberra Region JO
Albury City Council	Balranald Shire Council	Greater Hume Shire Council	Snowy Valleys Council
Berrigan Shire Council	Wentworth Shire Council		
Edward River Council			
Federation Council			
Murrumbidgee Shire Council			
Murray River Council			



OUR WORK

■ Our 2018-2019 Dashboard

OUTCOMES	METRICS	MEASURES
Increased economic opportunities and investment in the Murray Region.	149	Organisations engaged/assisted, and investment opportunities created
Increased trade and job creation	155	Organisations assisted directly or indirectly to create jobs
	212	Organisations/entrepreneurs/emerging business leaders connected with business support, investment and growth programs.
	7	Organisations connected with export opportunities or export readiness support.
Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.	32,708	Collaborative working groups/projects/partnerships with governments and regional stakeholder and economic development outcomes.
Achieve Government Program objectives	84	Decentralisation opportunities identified and facilitated.
	1,167	Initiatives to assist the delivery of Australian government programs.
	90	Skilled Migration 489-Visas issued
	16	Employer sponsored 187-Visa's issued
Maximise access to Government Programs and grants	1,155	Enquiries received/generated, and proposals assisted.
	5	Successful proposals
	26,983	Organisations assisted to connect with government programs.
Advice supports development outcomes.	26	Reports/submissions to the Australian Government about critical regional development issues
	913	Communication of regional activities and competitive advantages to regional stakeholders.

OUR REGION

■ Key regional statistics



132,302 Population
44.6 Median age



0.58% Population
growth rate



\$1,102 Median
weekly household
income



51.9% Workforce
participation rate

Top Industries:
agriculture,
health care, retail
trade, manufacturing
accommodation
food services
construction



13,529 Businesses



6.5%
Unemployment



1,123 Job vacancies
Riverina-Murray



4.7% Aboriginal
Torres Strait
Islanders



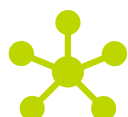
8.3% Migrants



2,800,000 Visitors
\$794M Spend p.a



9.8% University Ed.
24.8% Technical Ed.



77.5% Internet
Connections –
ranked 8*



Access to medical
facility - ranked 4*



Access to tertiary
education- ranked
7*



Road and rail
infrastructure -
ranked 6*

*Ranking: 1 is best, 10 is poor.

Ref: Regional Australia Institute and ABS Census 2016, Accessed June 2019

Critical factors and emerging issues

Much of the RDA Murray Regions' economy is driven by agriculture, timber production, viticulture, horticulture, health care, retail, manufacturing, construction and tourism. All of this is dependent on access to enabling factors such as;

- consistent, reliable and affordable water and energy supply,
- digital connectivity,
- transport connectivity,
- appropriate housing, infrastructure and services, and
- sufficient and suitably skilled labour supply.

To continue to thrive, the RDA Murray Region must both improve access to these enabling factors as well as plan and adapt to its changing environment. Some of these changes include;

- population size (maintaining and building critical mass)
- an ageing population,
- outward migration of young people,
- increase in demand for skilled labour and innovation,
- jobs growth out scaling the supply of skilled workers,
- the effects of climate change and the availability of water,
- the changing nature of industry and commerce, work practices, product development, farming methodologies and business management.
- the changing market demands,
- an increased need for access to international, national and regional markets, and
- an increased need to compete internationally with strong branding and price setting rather than driven by a commodity market for our first-class products.

Important considerations for the Murray Region include addressing inequity and building social capital with a focus on enabling the Aboriginal population, women in business and supporting migrant settlement.

Murray Darling Basin Plan

Of critical importance to the RDA Murray Region is water availability. The Region is situated on the Murray River and is reliant on the river system for its contribution to production, tourism and liveability.

Implementation of the Murray Darling Basin Plan has significant impacts on the Region's access to water and is therefore a crucial consideration for RDA Murray.

Major Initiatives in the Region

Regional Deal

Albury Wodonga Regional Deal

Albury Wodonga is one of three pilot "Regional Deal" sites based on the Commonwealth Governments "City Deals" model. Supported by an initial investment of \$3.2 million, the Regional Deal aims to bring together all levels of government to align the planning, investment and governance necessary to accelerate growth and job creation, stimulate renewal and drive economic reforms. It aims to balance population growth and economic development whilst ensuring it remains a nationally significant, liveable and prosperous region.

■ Major Infrastructure Development in the Region

The Murray Region is experiencing unprecedented investment in major infrastructure development over the next two years. Some of the projects include

Energy

Snowy 2.0 - Pumped Hydro Expansion

This \$4.5 billion nationally significant project is an expansion of the existing hydro system, linking two dams and constructing an underground power station between them that will ensure clean affordable energy.

High Capacity Electricity Interconnectors

There are two large projects to construct high capacity electricity interconnectors that will enable greater integration of renewable energy in the National Electricity Market, improve security of electricity supply and reduce costs to business and households.

- South Australia to NSW - This \$1.5 billion project will run from Robertstown (SA) to Wagga Wagga (NSW) via Buronga.
- Victoria to NSW - This \$1 billion project will run from the Snowy Mountains to Melbourne via a central Victorian path.

Solar Power Projects

Balranald has two of the largest solar farm projects in the southern hemisphere underway;

- Sunraysia - 255 megawatts, \$350 million construction, estimated completion date December 2019
- Limondale - 349 megawatts, \$650 million (combined with Hay 115-megawatt project), estimated completion date mid 2020

Other solar farm projects include a 175 megawatts farm, \$170 million, estimated completion mid-2019.

Transport Connectivity

Inland Rail Freight Corridor

This \$10.66 billion Commonwealth Government Project connects freight rail between Melbourne and Brisbane via regional Australia. This 1700km rail line takes in Albury to Illabo (RDA Murray Region) and will enhance the supply chain through reliable, low-cost freight transport with improved access to ports.

Newell Highway upgrade

The NSW Government has invested \$500million into upgrading the Newell Highway. This national highway is the longest highway in NSW and weaves its way from Victoria, through the Murray Region from Tocumwal to Queensland at Goondiwindi. It is a crucial infrastructure that supports freight and livestock transport, tourism and emergency services. Improvements in the Newell will have flow of effects to the Murray Region.

Others

The NSW Government has committed a further \$243.4 million for road and bridge projects in 2019 in the Murray Region as well as \$5.4 million to upgrade the Albury Airport.

Water

Irrigation Projects to support permanent nut tree plantings expansion

The Australian nut industry is experiencing its largest expansion in a decade with the farm gate value expected to rise from \$1billion in 2018 to \$1.7 by 2025. Permanent nut tree infrastructure (including irrigation) and plantings are expanding significantly in the Murray Region (particularly almonds) with private industry receiving an injection of funds through NSW Government grants programs e.g. Murrumbidgee Irrigation Ltd \$347 million and Murray Irrigation Ltd \$284 million.

OUR STRATEGIC DIRECTION

Activating Growth and Innovation

Vision

The Murray Region is a skilled, well connected community that is empowered for innovation, opportunity, inclusion and economic prosperity.

Mission

To provide leadership, facilitate new thinking and support collaborative action to realise the region's potential.

Values

Our decisions and actions are underpinned by the following core values

Leadership - We are courageous in our leadership; bringing people together, inspiring new thinking and activating innovative solutions, being a voice for our region and absolutely making a difference together.

Connectedness – We understand the benefits of collective capacity and act as connectors and conduits for information sharing and partnership building. We activate and optimise this potential to bring greater value to the region.

Action Oriented – Economic, environmental and social prosperity are complex and require an ongoing commitment. Our holistic view, constant pursuit of solutions and results focussed action makes a difference to our region.

Regionally focussed – We are successful because we capitalise on the strengths and advocate for the needs of the Murray region.

Strategic Goal

By June 2021 the Murray Region will better connected, further resourced (financial and human capital) and have made measurable impacts toward improving economic, environmental and social prosperity.

STRATEGY 1 – Business adaptation and development

Context

There are over 13,529 businesses in the RDA Murray region, each faced with the challenge of keeping up with changes in every aspect of their business. Big ticket items include climate change and water availability, diversification and value adding, technology, accessing new markets, accessing finance, attracting skilled workers and competing on a world stage. These challenges should not be underestimated as they impact all business regardless of size and are both rapid and long term.

The Murray Region has a high dependancy on commodities (especially agriculture) leaving it vulnerable to the effects of climate and seasonal change, and water availability as well as international commodity prices and exchange rate fluctuations.

More than ever, businesses will benefit from support to connect, adapt, develop and grow, and from advocacy to gain access to what's needed for the region to thrive.

Looking Forward

RDA Murray Region has a wide range of strengths and competitive advantages including location and lifestyle and a relatively diverse economy and industries. It has a strong natural resource base (water, agricultural land, mining and forests), and a unprecedented investment in infrastructure to improve transport connections, telecommunications networks and energy supplies. It has a growing health care sector and a focus on nature based tourism.

To prosper, our communities need support to make evidenced based decisions about their business adaptations and growth opportunities. They need access to government and industry programs, supports, partnerships and finance. They need help to attract new business and industry investments to the region and encourage decentralisation from cities to the region. RDA Murray will focus on providing key decision making information and links and attracting investment in the region.

Goal

To facilitate the attraction of new business investment and growth of existing businesses across the Murray in a way that maximises opportunities, reduces costs and builds economic resilience.

Objectives	Initiatives
<p>1. To attract and leverage private and public sector investment in the Murray by identifying, promoting and facilitating economic development opportunities.</p>	<ol style="list-style-type: none"> a. Develop and promote a Regional Profile that includes the identification of regional assets, investment opportunities and development barriers. <ul style="list-style-type: none"> • Data set analysis • Meta-analysis of existing plans e.g. Regional Economic Development Strategies b. Develop and promote an online resource centre of key data set sources and relevant plans. c. Work together with key stakeholders to identify, prioritise and activate local investment opportunities (including the decentralisation of government and non-government enterprise). d. Facilitate connections between private and public sectors to leverage economic development opportunities. e. Work with government to decentralise and invest in regional economic development e.g. Albury Wodonga Regional Deal. f. Further develop relationships with industry leaders and connect the Murray Region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders e.g. <ul style="list-style-type: none"> • Assist TradeSmart Officers to encourage local companies to attend International Trade Shows and outbound missions. • Work with organisations that have jobs growth as their main objective e.g. Department of Industry Innovation and Science, BDM Xchange, NSW Regional Development Defence Group, TradeSmart, AusTrade. • Business diversification, innovation or expansion support
<p>2. To facilitate economic resilience by assisting communities to adapt to a complex and changing environment e.g. climate change, environmental factors, and changing local and global markets.</p>	<ol style="list-style-type: none"> a. Engage agri-business in planning for impacts of reduced water availability in the region including assisting to raise the understanding of water policy and implementation. b. Assist attract business investment that is not affected by seasonal conditions. c. Assist agri-business to diversify and value-add to primary production e.g. manufacturing and processing d. Work together to increase tourism opportunities across the region e.g. <ul style="list-style-type: none"> • South West Arts - Cultural asset mapping and promotion • Murray Regional Tourism – Visit the Murray, Farm to plate promotion and events • Upper Murray Inc. - Upper Murray 2030 • Destination Riverina Murray – Strategic Plan
<p>3. To facilitate business success through leadership development and connection to supports and networks.</p>	<ol style="list-style-type: none"> a. Support small enterprises to transition to their desired goal with access and assistance with grants, other funding, government programs and strategic connections. b. Leverage the expertise of local large enterprise leaders to benefit their own enterprise, each other and the region. c. Explore the need for an activating Regional Leadership Program
<p>4. To identify and advocate for investment in enabling infrastructure to support economic growth.</p>	<ol style="list-style-type: none"> a. Work with all levels of government and private industry to improve enablers such as digital connectivity, transport connectivity, energy affordability.

STRATEGY 2 – Workforce development and population growth

Context

The Murray Region has a dilemma. On one hand it is experiencing unprecedented investment in major infrastructure projects, has significant commercial growth opportunities and has a changing population that is creating new opportunities in many community service roles. On the other hand, however, employers are finding it difficult to fill new and existing jobs with appropriately skilled employees with some experiencing long-term job vacancies. Driving these challenges include;

- a decline in demand for unskilled labour and an increase in demand for more skilled workers (particularly digital technology),
- a decline in population in some communities with a centralisation of services to regional centres,
- population growth is too slow to keep up with demand in some communities
- a city centric focus of migration and population growth,
- the outward migration of young people seeking training and education outside of the region,
- an ageing population resulting in a smaller proportion of working age population.

When a business/organisation is unable to attract suitable staff it not only impacts the potential business growth and service offer, it also impacts the social and economic fabric of the community, population growth and the region.

Looking forward

The Murray Region is a wonderful place to live and many key stakeholders have expressed a capacity and willingness to improve people supply. The focus moving forward is on initiatives to stimulate inward migration and to retain young people and residents. This includes improving workforce planning with industry, increasing access to traineeships, education and training, and leveraging recruitment programs. It also includes promoting the region as a great place to live, skilled migration programs and decentralisation strategies.

Some of RDA Murray's role is to identify the gaps in workforce demand and supply and assist address these by building partnerships between educational institutions and industry to keep education relevant to economic development and productivity in the region. It is also to create partnership with industry, local government and community and activating government programs, policies and opportunities. This includes supporting collaboration across local government areas and regional boundaries.

Goal

To enable a skilled workforce and support population growth in the Murray Region.

Objectives	Initiatives
<p>1. To develop a better understanding of job vacancy and skills demand and supply for both the immediate and longer-term future with well researched evidence.</p>	<p>a. Work with key stakeholders to conduct a skills audit across the region.</p> <p>b. Share the Skills Audit Results with industry, education, government and community and use this to activate funding, initiatives and strategies to support the growth of skilled workers in the Murray Region.</p>
<p>2. To increase access to a skilled workforce and address long-term skills gaps.</p>	<p>a. Promote the skilled migration program to industry across the Murray Region.</p> <p>b. Deliver the skilled migration program across the Murray Region.</p> <p>c. Support women to participate more highly in the workforce with a focus on: <ul style="list-style-type: none"> • micro-business; • entrepreneur development; and • women in agribusiness. </p> <p>d. Implement the “Increasing Aboriginal Environment Teams” project.</p>
<p>3. To build social capital across the region.</p>	<p>a. Support opportunities for the secondary settlement of migrants with a refugee background. <ul style="list-style-type: none"> • Advocate for programs and support services that assist migrants to be welcomed and supported in new communities </p> <p>b. Promote the benefits of multicultural diversity and inclusion across the Murray Region.</p> <p>c. Advocate and enable liveability to improve population growth and mitigate decline in targeted areas</p>

STRATEGY 3 – Network development

Context

RDA Murray Region is made up of ten (10) local government areas, four (4) Joint Organisations of Councils, two (2) State and one (1) Federal electorates, and 13,529 businesses. It is diverse in its landscape, population and economy and is positioned on the border of New South Wales and Victoria and South Australia. All this presents challenges when aiming to ensure economic, environmental and social prosperity particularly with an ever-changing environment of opportunity and threats.

When threats are not managed or opportunities are missed due to poor communication, lack of partnerships and lack of supports it can have significant effects on the confidence and success of the region.

Looking Forward

A primary role of the RDA Murray is to ensure businesses, councils, industry sectors are informed, connected and supported for prosperity. However, with so many key stakeholders and such large volumes of information, it is imperative that RDA Murray systemise and strategise its communication and networking methodologies. This will assist ensure the right people, get the right information, in the right way, at the right time so that it makes a difference.

Forging alliances and partnerships is a powerful tool for prosperity and requires an investment of resources. The RDA Murray will take a strategic approach to connecting and activating relationships across and beyond the Murray Region.

Goal

To improve the ability of our region to make smarter decisions, maximise opportunities and work together to deliver on our economic, environmental and social aspirations through improved information sharing, stronger relationships and increased collective capacity.

Objectives	Initiatives
<p>1. To facilitate working relationships for robust information sharing and collaborative problem solving and action across the Murray Region.</p>	<p>a. Develop and maintain positive and current working relationships with all levels of government, industry, community and other regional stakeholders and ensure they are abreast of current and emerging issues, activities and opportunities within the Region. This includes regularly participating and working together with;</p> <ul style="list-style-type: none"> • individual Councils and the Joint Organisations of Councils • NSW Riverina Regional Leadership Executive and NSW Regional Planning Forum • Commonwealth agencies such as Murray Darling Basin Authority, Tourism Australia, Department of Industry-Innovation and Science, AusIndustry, Department of Industry-Transport-Cities and Regional Development, AusTrade etc. • Community advocacy groups and associations <p>b. Facilitate working relationships between Commonwealth Departments and people/organisations within the Murray Region.</p> <p>c. Promote significant networking opportunities such as the SEGRA conference (being hosted in the Murray Region in 2019).</p> <p>d. Participate in Regional Australia Institute initiatives</p>
<p>2. To improve our ability to gather, make accessible and disseminate valuable, timely information and evidence for activating increased economic prosperity.</p>	<p>a. Further develop and expand a robust communication <u>network</u> of key stakeholders that includes a larger number and breadth of contacts/followers.</p> <p>b. Develop a robust communication <u>system</u> that;</p> <ul style="list-style-type: none"> • is structured to enable information to be tailored to specific target audiences and includes automation. • enables two-way communication that is timely and ensures information is not missed. • enables systemised collection, collation and reporting of real time information and evidence about critical issues, needs, barriers, opportunities and activities. • includes more user-friendly methods for promoting and disseminating government and other grants, funding, programs and policies, as well as news, emerging issues and events. • Improves and optimises the RDA Murray Newsletters and e-funding advice. • Measures the effectiveness of information provided (internal) <p>c. Further develop our communication <u>strategy</u> to ensure the right information reaches the target audience in a timely manner and in the way they prefer.</p> <p>d. Develop a central database/portal of regional information about prospective, planned and existing economic development activities including; infrastructure development, major projects, key construction activities, development applications, business development, key likely policy impacts.</p> <p>e. Work with key stakeholders to ensure information and evidence of critical issues (etc) is current, robust, validated and fully scoped.</p>
<p>3. To strengthen the capacity of Economic Development planning and activity across the Murray Region.</p>	<p>a. Support the development of Economic Development Officer Clusters across LGA boundaries to facilitate both professional develop and collective strengths for improved planning and action.</p> <p>b. Ensure the provision of timely information and resources that better informs economic development planning and activities.</p>

STRATEGY 4 – Contemporary Governance

Context

RDA Murray is a highly visible symbol of high-level leadership in the Region. The quality and effectiveness of governance informs business practices and play a critical role in developing and keeping our businesses in the region at the forefront of their fields. Innovation, financial security and sustainable growth all rely on positive governance.

CommBank Executive General Manager for Regional and Agribusiness Banking, Grant Cairns says, “The research suggests for regional Australia could achieve even better results with greater clarity around how to achieve meaningful growth,”.

RDA Murray is a part of a strong, national network, supported by the Australian Government to achieve high quality governance. RDA Murray is the hub of a ‘community of practice’ style network across the region. RDA Murray is in a good position to role model and connect regional leaders for improving governance and positively impacting sustainable growth in the region.

RDA Murray has opportunity to improve internal governance and share learnings with our networks.

Looking Forward

RDA Murray Committee members reflect the diversity and geographic spread of every area of business development and sustainable growth across the region. Discovering and connecting business, council, industry and community regional leaders while role modelling high quality, effective governance will impact business innovation, clarity of opportunity, competitive advantage and sustainable growth.

RDA Murray will develop better internal governance practices and lead improved regional governance practices through a community of practice to drive good governance development in all the networks it participates in. RDA Murray role models a clear, functional, high quality contemporary governance system.

Goal

To improve regional governance by developing and sharing how RDA Murray facilitates achieving its strategic objectives and drives improvement by having a framework of rules, relationships, systems and processes within and by which authority is exercised and controlled.

Objectives	Initiatives
<p>1. To address regional economic development opportunities by developing and role modelling robust governance systems and processes</p>	<p>institute a Governance Improvement Plan develop and maintain rules, relationships, systems and processes eg. establish specific sub-Committees review internal systems to ensure alignment with Committee</p>
<p>2. To leverage private and public sector investment by increasing accountable Committee performance</p>	<p>establish Board performance indicators – attendance, meeting effectiveness, conduct measure and review compliance and effectiveness of Committee and organisational rules, relationships, systems and processes</p>
<p>3. To connect the region to explore new opportunities to grow by sharing a healthy organisational culture</p>	<p>describe, communicate and role model an optimistic, transparent, inclusive, accountable Committee mindset subscribe to a leading, external HR and Policy agency</p>

APPENDICES

■ Strategic Alignment Matrix

The following tables demonstrate how the objectives and initiatives of the RDA Murray Strategic Plan align with the Outcomes, Outputs and Performance Indicators of the RDA (National).

LEGEND – National RDA Contract Requirements

RDA Outcomes	RDA Outputs	Performance Measures
1. Increased economic opportunities and investment in your Region	1. Identify economic development opportunities that leverage private and public sector investment in your region.	<ul style="list-style-type: none"> a. Number of organisations or potential investors engaged and/or assisted with, and investment opportunities created. b. Regional analysis of investment and growth opportunities developed and promoted as a prospectus/economic plan to generate interest in the Murray Region.
2. Increased trade and job creation.	2. Connect your region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in your region.	<ul style="list-style-type: none"> a. Number of organisations assisted directly or indirectly including the number of potential and/or actual jobs created. b. Number of organisations, entrepreneurs and emerging business leaders connected with business support, investment and growth programs. c. Initiatives to engage organisations with export opportunities and emerging Free Trade Agreement benefits
3. Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.	3. Develop and maintain positive collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.	<ul style="list-style-type: none"> a. Number and nature of collaborative working groups/projects/partnerships with governments and regional stakeholders and economic development outcomes resulting from this.
4. Achieve Government program objectives	4. Assist in the delivery of Australian Government Programs including public and private sector decentralisation.	<ul style="list-style-type: none"> a. Evidence of identification of decentralisation opportunities and facilitation undertaken to deliver these. b. Number and description of initiatives to assist in the delivery of Australian Government programs.
5. Maximise access to Government programs and grants	5. Promote and disseminate information on Australian Government policies and grant programs and support community stakeholders in your region to develop project proposals to access funding.	<ul style="list-style-type: none"> a. Number of enquiries received/generated, and proposals assisted with. b. Number and value of successful [funding] proposals. c. Number of organisations assisted to connect with government programs. d. Number and nature of promotional channels/events.
6. Advice supports development outcomes	6. Provide evidenced based advice to Australian Government on Critical regional development issues.	<ul style="list-style-type: none"> a. Number of reports or submissions to the Australian Government about critical regional development issues. b. Effectiveness of communication of regional activities and competitive advantages to regional stakeholders.

STRATEGY 1 – Business adaptation and development

Goal: To facilitate the attraction of new business investment and growth of existing businesses across the Murray in a way that maximises opportunities, reduces costs and builds economic resilience.

RDA MURRAY OBJECTIVES AND INITIATIVES	RDA OUTCOMES AND OUTPUTS					
	1	2	3	4	5	6
1. To attract and leverage private and public sector investment in the Murray by identifying, promoting and facilitating economic development opportunities.						
a. Develop and promote a Regional Profile that includes the identification of regional assets, investment opportunities and development barriers. <ul style="list-style-type: none"> Data set analysis Meta-analysis of existing plans 	b		a	a	b	a, b
b. Develop and promote an online Resource Centre of key data set sources and relevant plans and strategies for the Murray Region.	b				a, c	b
c. Work with key stakeholders to identify, prioritise and activate local investment opportunities (including the decentralisation of government and non-government enterprise).	a	a, b, c	a	a, b	a, b, c	a
d. Facilitate connections between private and public sectors to leverage economic development opportunities.	a	a, b, c	a	a, b	a, b, c	a
e. Work with government to decentralise and invest in regional economic development e.g. Albury Wodonga Regional Deal.	a		a	a		a, b
f. Further develop relationships with industry leaders and connect the Murray Region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders e.g. <ul style="list-style-type: none"> Assist TradeSmart Officers to encourage local companies to attend International Trade Shows and outbound missions. Work with organisations that have jobs growth as their main objective e.g. Department of Industry Innovation and Science, BDM Xchange, NSW Regional Development Defence Group, TradeSmart, AusTrade. 	a	a, b	a			b
2. To facilitate economic resilience by assisting communities to adapt to a complex and changing environment e.g. climate change, environmental factors, and changing local and global markets.						
a. Engage agri-business in planning for impacts of reduced water availability in the region including assisting to raise the understanding of water policy and implementation.		b		b	a	
b. Assist attract business investment that is not affected by seasonal conditions.	a	a	a			
c. Assist agri-business to diversify and value-add to primary production e.g. manufacturing and processing	a	a	a			
d. Work together to increase tourism opportunities across the region e.g. <ul style="list-style-type: none"> SW Arts - Cultural asset mapping and promotion MRT – Visit the Murray, Farm to plate promotion and events Upper Murray Inc – Upper Murray 2030, Destination Murray Destination Riverina Murray 			a			b
3. To facilitate business success through leadership development and connection to supports and networks.						
a. Support small enterprise to transition to their desired goal with access and assistance with grants, other funding, government programs and strategic connections.		a, b		b	a, b, c	
b. Leverage the expertise of local large enterprise leaders to benefit their own enterprise, each other and the region.		a				
4. To identify and advocate for investment in enabling infrastructure to support economic growth.						
a. Work with all levels of government and private industry to improve enablers such as digital connectivity, transport connectivity, energy affordability.	a	a, b	a			

STRATEGY 2: Workforce development and population growth

Goal: To enable a skilled workforce and support population in the Murray Region.

RDA MURRAY OBJECTIVES AND INITIATIVES	RDA OUTCOMES AND OUTPUTS					
	1	2	3	4	5	6
1. To develop a better understanding with well researched evidence of labour demand and supply for both the immediate and longer-term future.						
a. Work with key stakeholders to conduct a comprehensive skills audit across the region.			a	a		
b. Share the Skills Audit Results with industry, education, government and community and use this to activate funding, initiatives and strategies to support the growth of skilled workers in the Murray Region.					b, c	a
2. To increase access to a skilled workforce and address long-term skills gaps.						
a. Promote the skilled migration program to industry across the Murray Region.		b		b		
b. Deliver the skilled migration program across the Murray Region.		b		b	a	
c. Support women to participate more highly in the workforce with a focus on: <ul style="list-style-type: none"> • Micro-business; • Entrepreneur development; and • Women in agribusiness 	a	b	a	b	a, b, c	
d. Implement the “Increasing Aboriginal Environment Teams” project.				b		
3. To build social capital across the region.						
a. Support opportunities for the secondary settlement of migrants with a refugee background.		a	a	b		a, b
b. Promote the benefits of multicultural diversity across the Murray Region.				b		b

STRATEGY 3: Network capacity development

Goal: To improve the ability of our region to make smarter decisions, maximise opportunities and work together to deliver on our economic, environmental and social aspirations through improved information sharing, stronger relationships and increased collective capacity.

RDA MURRAY OBJECTIVES AND INITIATIVES	RDA OUTCOMES AND OUTPUTS					
	1	2	3	4	5	6
1. To facilitate working relationships for robust information sharing and collaborative problem solving and action across the Murray Region.						
a. Develop and maintain positive and current working relationships with all levels of government, industry, community and other regional stakeholders and ensure they are abreast of current and emerging issues, activities and opportunities within the Region. This includes regularly participating and working together with; <ul style="list-style-type: none"> Individual Councils and the Joint Organisations of Councils; NSW Riverina Regional Leadership Executive and NSW Regional Planning Forum; Commonwealth agencies such as Murray Darling Basin Authority, Tourism Australia, Department of Industry-Innovation and Science, AusIndustry, Department of Industry-Transport-Cities and Regional Development, AusTrade etc. 	a		a		a, c	a
b. Facilitate working relationships between Commonwealth Departments and people/organisations within the Murray Region.			a		a, c	a
c. Promote significant networking opportunities such as the SEGRA conference (being hosted in the Murray Region in 2019).		b	a		c	a
2. To improve our ability to gather, make accessible and disseminate valuable, timely information and evidence for activating increased economic prosperity.						
a. Further develop and expand a robust communication <u>network</u> of key stakeholders that includes a larger number and breadth of contacts/followers.			a			b
b. Develop a robust communication <u>system</u> that; <ul style="list-style-type: none"> is structured to enable information to be tailored to specific target audiences and includes automation; enables two-way communication that is timely and ensures information is not missed; enables systemised collection, collation and reporting of real time information and evidence about critical issues, needs, barriers, opportunities and activities; includes more user-friendly methods for promoting and disseminating government and other grants, funding, programs and policies, as well as news, emerging issues and events; Improves and optimises the RDA Murray Newsletters and e-funding advice. 			a		a, b, c	
c. Further develop our communication <u>strategy</u> to ensure the right information reaches the target audience in a timely manner and in the way they prefer.		a, b	a		a, b, c, d	
d. Develop a central database/portal of regional information about prospective, planned and existing economic development activities including; infrastructure development, major projects, key construction activities, development applications, business development, key likely policy impacts.						a, b
e. Work with key stakeholders to ensure information and evidence of critical issues (etc) is current, robust, validated and fully scoped.		a			c	a, b
3. To strengthen the capacity of Economic Development planning and activity across the Murray Region.						
a. Support the development of Economic Development Officer Clusters across LGA boundaries to facilitate both professional develop and collective strengths for improved planning and action.			a			
b. Ensure the provision of timely information and resources that better informs economic development planning and activities.			a			

STRATEGY 4: Contemporary Governance

Goal: To improve regional governance by developing and sharing how RDA Murray facilitates achieving its strategic objectives and drives improvement by having a framework of rules, relationships, systems and processes within and by which authority is exercised and controlled.

RDA MURRAY OBJECTIVES AND INITIATIVES	RDA OUTCOMES AND OUTPUTS					
	1	2	3	4	5	6
1. To address regional economic development opportunities by developing and role modelling robust governance systems and processes						
a. institute a Governance Improvement Plan	a		a			b
b. develop and maintain rules, relationships, systems and processes eg. establish specific sub-Committees	a					b
c. review internal systems to ensure alignment with Committee						b
2. To leverage private and public sector investment by increasing accountable Committee performance						
d. establish Board performance indicators – attendance, meeting effectiveness, conduct	a		a			b
e. measure and review compliance and effectiveness of Committee and organisational rules, relationships, systems and processes	a		a			b
3. To connect the region to explore new opportunities to grow by sharing a healthy organisational culture						
f. describe, communicate and role model an optimistic, transparent, inclusive, accountable Committee mindset	a	a	a			b
g. subscribe to a leading, external HR and Policy agency	a	a				b

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