Riverina Murray Regional Alliance (RMRA)

Strengthening Our Communities

Regional Strategic Priority Plan

2018-2021

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Acknowledgements

The Riverina Murray Regional Alliance acknowledges Country and Elders past, present and future. The RMRA footprint covers the traditional lands of the Wiradjuri, Wamba Wamba/Wemba Wemba, Perrepa Perrepa, Yorta Yorta, and Muthi Muthi nations.

We acknowledge and thank Tamara Murray, a proud Yorta Yorta/Barkinji woman who has ties to Wiradjuri country for providing the cover artwork – the snake (gadi) symbolising the river that sustains our communities, and represents the strength and unity of our communities. Nine circles represent the nine original community members of RMRA – this membership continues to grow.

We acknowledge our local community members who volunteer their time to contribute to the wellbeing of Aboriginal people and communities in the Riverina Murray region; the support provided by the Yarkuwa Indigenous Knowledge Centre Aboriginal Corporation to the RMRA; the contributions of our communities; and our community controlled organisations, including our Local Aboriginal Land Councils, Aboriginal Medical Services, and Aboriginal Legal Services, and our national and state-based peak advocacy bodies.

We commit to respect, protect, preserve and maintain our people's culture, and to conduct our business in accordance with cultural protocol and respect.

Abbreviations and Definitions

TERM	DETAIL
Aboriginal	'Aboriginal' is the term used to reflect Aboriginal people who are from, or residing in the Riverina Murray region.
Aboriginal and Torres Strait Islander	The term 'Aboriginal and Torres Strait Islander' will be used within this strategy to acknowledge that government funding provides for both cultural groups who access services across the RMRA region.
Accord	A Local Decision Making Accord defines the relationship between the government and the participating Aboriginal communities. The Accord will include negotiated and agreed priorities, key actions to achieve desired outcomes, timeframes, resources, responsibilities and how success will be measured.[1]
ACCOs	Aboriginal Community Controlled Organisations
ACLO	Aboriginal Community Liaison Officer
AECG	Aboriginal Education Consultative Group
AMS	Aboriginal Medical Service
AoD	Alcohol and other Drugs
Collaboration	A high intensity, high commitment relationship between two or more parties that results in the production of "something joined and new"... on a continuum of partnership models [which include cooperation, coordination and collaboration as distinct analytical constructs], collaboration is the most intense, involving a higher level of interdependence; risk and reward; and contribution and commitment.[2]
Consultation	Consultation is an essential component of the policy making process that should occur early and throughout the decision-making process. Consultation needs to be designed to meet the unique demands of the situation and to identify and clearly define the issues considered and allow for adequate time to conduct the consultation

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[1]   NSW Government, *Aboriginal Community Local Decision Making – Policy and Operational Framework,* OCHRE Local Decision Making, p 9.

[2]   M McDonald and K Rosier, Interagency collaboration- Part A: What is it, what does it look like, when is it needed and what supports it? Australian Family Relationships Clearinghouse, No. 21-A-2011, 2011, Melbourne, Victoria, pp 1-2. At: http://www.aifs.gov.au/afrc/pubs/briefing/b021/bp21a.pdf (accessed 19 July 2017).

TERM	DETAIL
	process. Effective consultation requires openness about why people are being consulted, how they will be consulted and how much influence they will have over the decisions made. Those consulted need to be provided with comprehensive, balanced and accurate information; all interested parties should have access to the consultation process; and all participants should be treated with dignity and respect.[3] As a minimum consultation processes: - should be products of consensus - should be in the nature of negotiations - need to begin early and should, where necessary, be ongoing - should ensure that Aboriginal peoples have access to financial, technical and other assistance - should ensure that Aboriginal peoples are not pressured into making a decision - must include adequate timeframes - should be coordinated across government departments - need to reach the affected communities - need to respect Aboriginal representative and decision-making structures - involving governments should ensure that all relevant information is provided in an accessible way.[4]
CWPs	Community Working Parties – in acknowledgement that some communities do not have CWPs – 'communities' has been used to refer to existing RMRA community structures.
AA	Aboriginal Affairs New South Wales
DPC	Department of Premier and Cabinet
Engagement	Engagement is an ongoing conversation that builds trust and relationships between groups of people working towards shared goals. Effective engagement is a sustained process that provides Indigenous people with the opportunity to actively participate in decision making from the earliest stages of defining the problem to be solved. Indigenous participation continues during the development of policies – and the programs and projects designed to implement them – and the evaluation of outcomes. Engagement is undertaken with an understanding of the historical, cultural and social complexity of specific local or regional Indigenous contexts and with a genuine attempt to power share in relationships that foster mutual trust.[5]
FaCS	Family and Community Service
ICV	Indigenous Community Volunteers
LALC	Local Aboriginal Land Council
LDM	Local Decision Making (LDM) is a process for Aboriginal community-based regional decision making groups (regional alliances) to have an increased say in government service delivery. For Aboriginal communities, it means: - the ability to call on government to explain where government money is being spent and on what - more control of services at the local and regional level - better local management

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[3] Department of Aboriginal and Torres Strait Islander Policy and Development, *Protocols for consultation and negotiation with Aboriginal people,* Queensland Government, October 1999. At: https://www.datsip.qld.gov.au/resources/datsima/people-communities/protocols-aboriginal/aboriginal-protocols-for-consultation.pdf (accessed 18 July 2017).

[4] See Aboriginal and Torres Strait Islander Social Justice Commissioner, *Native Title Report 2010,* Chapter 3. At: http://www.humanrights.gov.au/publications/native-title-report-2010-chapter-3-consultation-cooperation-and-free-prior-and-informed#Heading35 (accessed 17 July 2017).

[5] Australian Government, Closing the Gap Clearinghouse, Engaging with Indigenous Australia – exploring the conditions for effective relationships with Aboriginal and Torres Strait Islander communities, Issues Paper No.5, pp 2 and 5-7. At: http://www.aihw.gov.au/uploadedFiles/ClosingTheGap/Content/Publications/2013/ctgc-ip5.pdf (accessed 17 July 2017).

TERM	DETAIL
	• government investment linked to community goals
	• observing what is happening and making changes along the way.[6]
NGOs	Non-Government Organisations
NSW	New South Wales
OCHRE	Opportunity, Choice, Healing, Responsibility, Empowerment - NSW Government Plan for Aboriginal affairs: education, employment, service delivery, and accountability[7]
ODPP	NSW Office of the Director of Public Prosecutions
OOHC	Out of Home Care (The NSW out-of-home care contracted care program is a partnership between participating funded agencies and Family and Community Services).[8]
PACC	Police Aboriginal Consultative Committees
PHN	Primary Health Network
PM&C	Department of the Prime Minister & Cabinet
RAMROC	Riverina And Murray Regional Organisation of Councils
RSPP	Regional Strategic Priority Plan
RMRA	Riverina Murray Regional Alliance
Torres Strait Islander	'Torres Strait Islander' is the term used to reflect people of Torres Strait Islander cultural background residing in the Riverina Murray region
VET	Vocational Education and Training

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[6] NSW Government, *Aboriginal Community Local Decision Making – Policy and Operational Framework,* OCHRE Local Decision Making, p 9, (accessed 19 July 2017).

[7] NSW Government, *OCHRE, Opportunity, Choice, Healing, Responsibility, Empowerment,* NSW Government Plan for Aboriginal affairs: education, employment & accountability, April 2013. At: http://www.aboriginalaffairs.nsw.gov.au/pdfs/OCHRE/AA_OCHRE_final.pdf (accessed 19 July 2017).

[8] Family and Community Services, *Out-of-home care contracted care program,* http://www.community.nsw.gov.au/for-agencies-that-work-with-us/our-funding-programs/out-of-home-care-contracted-care-program (accessed 30 August 2017).

Foreword

RMRA Members Statement

The Members of the Riverina Murray Regional Alliance (RMRA) are pleased to present our four year Regional Strategic Priority Plan 2018 -2021.

The Regional Strategic Priority Plan (RSPP) is informed by our member communities and outlines our regions strategic priorities and goals. This plan states the actions we believe are required to address these priorities, the key performance indicators by which we will measure our progress and the proposed timeframes for implementation.

Ten strategic themes have been identified:

1. RMRA Governance & Community Engagement
2. Culture
3. Community Wellbeing
4. Health & Healing
5. Education & Training
6. Employment & Business Development
7. Housing
8. Law & Justice
9. Aged Care
10. Transport

RMRA provide an important voice for our communities to achieve real and measurable improvements for Aboriginal people across the Riverina Murray. Through this Plan we seek to enhance lives, providing voice for our communities and increasing self-sufficiency. This plan identifies our priorities for service provision and outlines our expectations of service providers within our region servicing our communities.

RMRA is about partnerships with key agencies and the establishment of the RMRA recognises that Aboriginal people know best the needs of our community. We must have positive and productive relationships with each other, and with Government and Non-government agencies. We must work with service providers to ensure that they deliver appropriate and integrated services that meet the needs of our communities. In this regard, we also consider important the strategic partnerships with those who can support us in our governance, and our capacity building efforts.

As a member of the NSW Coalition of Aboriginal Regional Alliances (NCARA), we will continue to leverage opportunities and initiatives under the NSW Government's OCHRE Plan. We will ensure that the needs and aspirations of Aboriginal people living in communities in the Riverina Murray region of NSW are identified, and communicated.

On behalf of RMRA, we look forward to working with the many stakeholders in our region to implement the Plan, which we strongly believe will benefit and make change for our mob, the Aboriginal community.

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Ruth Davys
RMRA Chairperson

Our Nominated Representatives

Current nominated members of RMRA include:

Albury	Ruth Davys (Chairperson)	**Cootamundra**	Colina Meadows
	Alison Reid		Jenny Beath
Cummeragunja	Monica Morgan	**Deniliquin**	Heather Bramich
	Denis Atkinson		Karen Wilson
Griffith	Rob Carroll	**Hay**	Gubba Woods
			Ray Woods
Leeton	Geraldine Higgins	**Narrandera**	Lesley Houston (Interim)
	Jimmy Ingram		Bevan Bright (Interim)
	Karen Davy		
Tumut	Non Active	**Wagga Wagga**	John Fernando
			Greg Packer

Introduction

Riverina Murray Regional Alliance

With the reduction of Government services, in particular the Aboriginal Affairs office closure in Wagga Wagga, concerned community members saw the need for a regional governance structure to coordinate the provision of services across the Riverina Murray region. While RMRA has been operating since 2015, it was formally launched in 2016 as a regional mechanism through which Riverina Murray communities can collectively identify priority issues, and engage with government and key service delivery stakeholders to develop targeted service responses and solutions, and directly influence how those services are delivered.

The establishment of RMRA also provides an opportunity for Riverina Murray communities to engage with, and benefit from, the NSW Government's OCHRE Plan (Opportunity, Choice, Healing, Responsibility, Empowerment) which provides a policy framework for advancing the capacity of NSW Aboriginal communities to participate in local decision making focused on improving education, employment, service delivery and accountability outcomes.

RMRA Membership

RMRA is not an incorporated body. It is comprised of representatives of each of the Community Working Parties (CWPs) from member communities. Current RMRA member communities are:

1. Albury
2. Cootamundra
3. Cummeragunja
4. Deniliquin
5. Griffith
6. Hay
7. Leeton
8. Narrandera
9. Wagga Wagga
10. Tumut (non-active member)

Each of the RMRA communities has (at least two) nominated representatives, who participate at regional alliance meetings on behalf of their communities. The Alliance meets bi-monthly, with Member communities hosting meetings.

RMRA Representative Area

Our Scope, Functions and Objectives

The aim of RMRA is to ensure that each of our member communities have a genuine voice in determining how and what services are delivered in their communities, and increasing the capacity of each community to make decisions about their future.

We the people, the grass roots people, have a say in service delivery in our communities. Too long have we been dictated to and told this and that. We know what's best for our people and can improve our own outcomes ourselves.

Ruth Davys
Local Decision Making Conference, November 2016

RMRA provides a regional governance and decision-making structure for communities within the Riverina Murray region that:

- enables liaison, collaboration and coordination within and between communities, government agencies and service providers in order to provide services that meet the needs of the communities they service
- participates in broader local decision making mechanisms, such as the NSW Coalition of Aboriginal Regional Alliances (NCARA), to advise government on policy, legislative, program and funding priorities
- promotes transparency and accountability between all stakeholders – governments, service providers, and communities.

The RMRA alliance structure is based on the LDM model (under OCHRE).

RMRAs role and responsibilities are to: {.unnumbered}

Strengthen and **consolidate** existing partnerships to **encourage input** into Stategic Planning

Ensure that our alliance communities are **recognised, represented and informed**

Influence policy development at local, state and federal government levels to **instigate change**

RMRA Roles and Responsibilities

Empower our alliance communities through unique **collaborative partnerships** with government and non-government organisations

Identify services gaps/ priority areas with communities and **negotiate** with relevant stakeholders

Maintain the **transparency, consistency** and **accountability** in decision making in local and regional communities

Improve access to services and have input into the way they are delivered through **solution focused partnerships** and **mutal accountability**

RMRA aims to: {.unnumbered}

Build & strengthen the knowledge and ability to create opportunities within communities to work in partnership with government.

Build the knowledge and ability within government to work in partnership with communities.

Enable communities to define issues and priorities which drive negotiated local responses.

Build strong partnerships between government and non-government sectors to deliver effective localised responses.

Hold government accountable for appropriate service delivery to Aboriginal communities.

Our Purpose, Vision and Values

Purpose

The purpose of RMRA is to:

- ensure each local Aboriginal community has a genuine voice in determining how and what services are delivered in their communities

- increase the capacity of each community to make decisions about their own future.

Vision

RMRAs vision is to align, unify and strengthen communities to ensure effective localised responses to identified service gaps and priorities.

Values

Our Values are aligned with the rights and principles outlined in the *United Nations Declaration on the Rights of Indigenous Peoples*, including our right of self-determination, and the principle of free, prior and informed consent. As delegates, our conduct will be guided by the following principles and values:

➢ **Honesty**	➢ **Integrity**
➢ **Accountability to our communities**	➢ **Transparency**
➢ **Selflessness**	➢ **Professionalism**
➢ **Commitment**	➢ **Leadership**
➢ **Confidentiality**	➢ **Respect**

CULTURE

Aboriginal cultural protocols are to be recognised and respected by all stakeholders when undertaking business in our communities

RMRA Region - statistical overview

Population

Riverina Murray Region Population

2016 **271,727**

↑ 4.34%

on 260,429 in 2011

Riverina Murray Region Aboriginal Population

2016 **12,389**

↑ 20.15%

on 10,311 in 2011

NSW population

2016 **7,480,228**

↑ 8.13%

on 6,917,658 in 2011

NSW Aboriginal population

2016 **216,176**

↑ 25.23%

on 172,625 in 2011

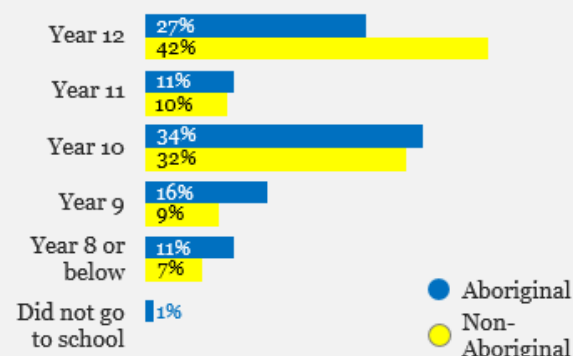Riverina Murray Aboriginal population % of total population
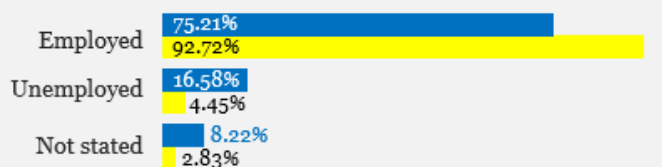
2016 **3.41%**   2011 **3.96%**   2016 **4.56%**

Education

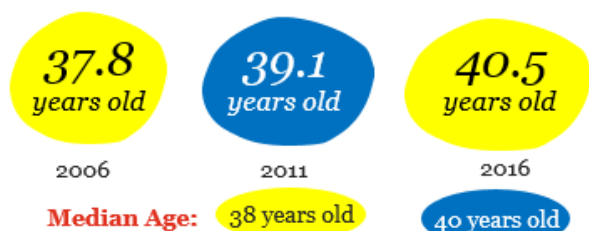Highest year of school completed (Riverina Murray region):

- Year 12: 27% / 42%
- Year 11: 11% / 10%
- Year 10: 34% / 32%
- Year 9: 16% / 9%
- Year 8 or below: 11% / 7%
- Did not go to school: 1%

● Aboriginal
○ Non-Aboriginal

Employment

2011 Census data showed employment for the Riverina Murray region:

- Employed: 75.21% / 92.72%
- Unemployed: 16.58% / 4.45%
- Not stated: 8.22% / 2.83%

● Aboriginal
○ Non-Aboriginal

Age

Average age of all people in the Riverina Murray region:

37.8 years old — 2006

39.1 years old — 2011

40.5 years old — 2016

Median Age: 38 years old   40 years old

Income

Total Personal Income (Weekly)

	Aboriginal	Non-Aboriginal
Negative income	1%	1%
Nil income	10%	7%
$1 - $399	28%	22%
$400 - $799	27%	29%
$800 - $1,249	14%	19%
$1,250 - $1,749	6%	10%
$1,750 - $1,999	1%	3%
$2,000 - $2,999	1%	3%
$3,000 or more	1%	2%
Not stated	11%	5%

Housing

Aboriginal people in Riverina Murray region more commonly lived in:

- 54% Rented accommodation
- 13% Owning their dwellings outright
- 26% Owning their dwelling with a mortgage

Homeless

People within the Riverina Murray region being identified as:

- 588 Homeless
- 327 Living in crowded dwellings
- 86 People living in improvised dwellings
- 191 Being marginally housed in caravan parks

Need for care

821 Aboriginal people of the Riverina Murray region identified as having a profound or severe disability

This is 6.86% of the Aboriginal population in this region. The Australian average is 5.14%

RMRA Operating Environment

The lives of Aboriginal people and communities are impacted through legislation, policies and programs developed for Aboriginal people by governments at all levels (federal, state and local). Aboriginal people have been advocating for greater participation in decisions that affect them since first contact, and have been successful in their efforts to establish community controlled organisations that assist in servicing a range of community needs.

However, the provision of universal services (law and justice, education, health, employment) continue to be primarily controlled by governments and their agencies.

The flow chart below reflects the RMRA operating environment, highlighting the relationships and lines of authority and accountability between the Aboriginal communities and their governance mechanisms and key stakeholders, government agencies at the federal, state and local levels, and service providers.

The RMRA Operating Environment
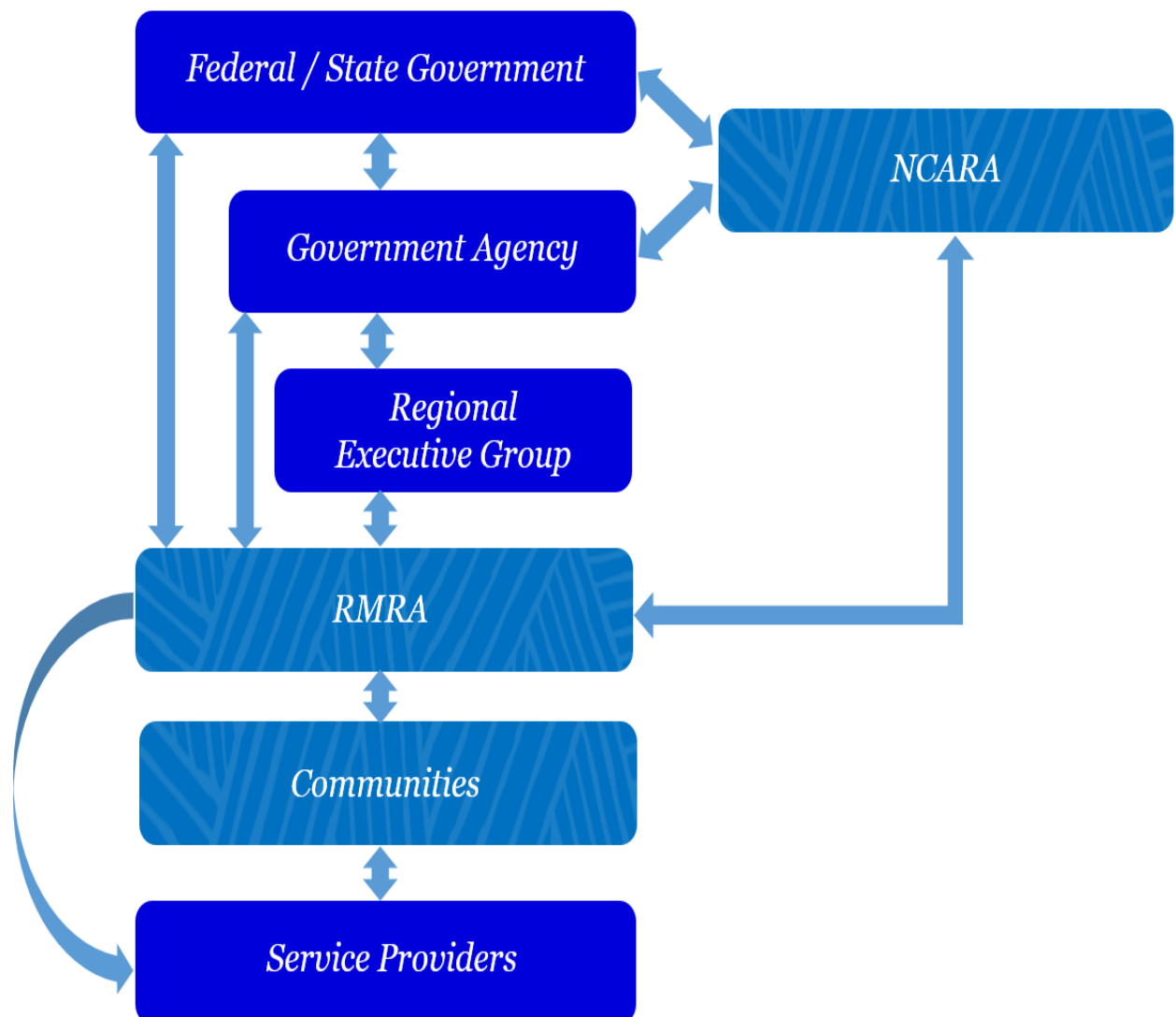
Our Regional Planning Process

In order to ensure that the Riverina Murray region is able to access the right services at the right time, RMRA has embarked on a regional planning process that aims to identify the service delivery priorities for each community; highlight common themes and service needs across the region; and work with stakeholders to develop strategies to respond effectively. This Regional Strategic Priority Plan (RSPP), is the product of the regional planning process that will assist RMRA to coordinate the provision of targeted services, informed by those accessing them.

Community Engagement

Across each of the RMRA communities, CWPs have been working with their local communities to identify their service needs. RMRA engaged Indigenous Community Volunteers (ICV) to assist with the community engagement process.

This included conducting community based strategic planning meetings and a regional survey; a review of existing and draft planning documents from LALCs, CWPs, and other relevant plans; and the collation of findings with a view to identifying common themes and issues that can be addressed at a regional level.

Community engagement identified three key elements that require increased focus:

- *Community Engagement* - despite RMRA's efforts to raise community awareness of RMRA's role, responsibilities and activities through an established facebook page (where notices of upcoming meetings and updated on activities are posted), a regional survey indicated that many of our community members are not aware of RMRA

- *Culture and Healing* – across all communities, a lack of cultural engagement and understanding was identified, particularly for youth, children, and service providers; as well as a need for healing that responds to inter-generational trauma resulting from colonisation

- *Specific Service Focus Areas* – a number of common service needs were identified across the region, in particular, a need for improved AOD, housing, and employment programs and services.

In addition, RMRA is conscious that good governance is a core pillar. This will also form part of the RSPP.

Informing our RSPP

Through this regional planning process RMRA seeks to develop a Regional Strategic Priority Plan that will guide negotiations regarding the provision of services across the RMRA footprint, with all levels of government. As a minimum, we are hoping to provide a Plan that outlines:

- baseline statistical data for each of the ten RMRA communities
- a summary of individual community service delivery needs and priorities, and proposed actions for place-based service delivery
- identified relevant stakeholders
- the strategic priority areas that would benefit from regional engagement and actions to achieve progress.

RMRA has worked with PwC's Indigenous Consulting to formulate the RSPP.
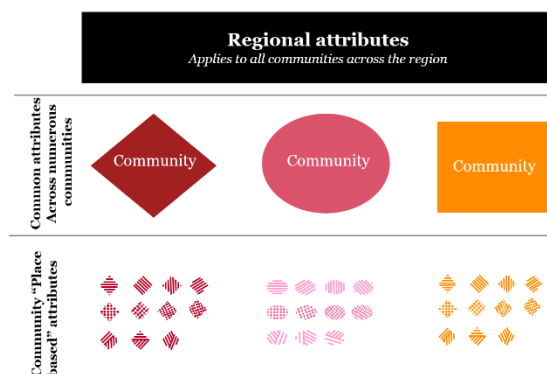
Strategic Priorities, Goals, and Actions for 2018-2021

RMRA's first Strategic Plan presents the strategic priorities, goals and actions identified by our local communities, through community consultation and engagement.

Our Regional Strategic Priority Plan

Our RSPP is a four year plan commencing on 1 January 2018 and guiding activities through until 31 August 2021. Our Plan is focused on:

- Increasing the governance capacity and accountability of RMRA, including by conducting reviews across identified areas of need in order to better understand existing service capability and the gaps that require attention

- Improving communication and engagement with our communities so that our people are better informed about the services available to them and how they can access them

- Embedding culture as a strong foundation of all we do to empower and build resilience and confidence in our people and families, and to promote our individual and collective rights to self-determination and an adequate quality of life

- Improving the coordination and delivery of services across our region, through increased engagement with service providers and influencing decisions about how, where, when and what services are delivered to our communities.

Our RSPP addresses 10 priority areas, with actions to be delivered within four years. The majority of identified priority areas were raised by the majority of communities - and as such carry equal weight; while the final two (Aged Care and Transport) were raised by less than half of communities, but RMRA delegates agreed to include them in the RSPP as they apply across all communities.

This Plan focuses on getting our structures, relationships and capabilities right in order for us to then focus on achieving sustainability and demonstrable outcomes. It is intended that this Plan will set us up to transition to a focus on increased accountability and sustained action and outcomes.

Monitoring and Review

RMRA commit to conducting quarterly reviews of progress against the RSPP at RMRA meetings; a mid-term review; and a final independent review, which includes proposed transitionary considerations, to be conducted six months prior to completion of this RSPP.

RMRA Strategic Plan 2018-2021: Strategic Priorities - Summary

Each of the Strategic Priorities and Goals outlined below have been informed by community consultations conducted across the RMRA communities

Strategic Priority	1. RMRA Governance & Community Engagement	2. Culture (including cultural healing and cultural rehabilitation)	3. Community Wellbeing (including Family & Community violence (FCV); Elders; and Youth)	4. Health & Healing (including mental health, AOD and rehabilitation services)	5. Education & Training
	A RMRA Community Survey revealed a need to raise awareness across the region about the existence and role of RMRA; and the need to increase community engagement in decision-making; information sharing; and greater collaboration.	A common theme raised at RMRA strategic meetings was the lack of cultural connection for Aboriginal people (in particular youth); and the need for cultural healing, rehabilitation and revitalisation.	While all pillars address aspects of community wellbeing, family and community violence, and the wellbeing of elders and youth were identified as key focus areas.	Community consultations highlighted the lack of targeted programs and support services to address substance abuse, in particular a lack of residential care facilities to support drug rehabilitation.	All communities raised the need for increased focus on school attendance and retention; and providing pathways from education to employment, through targeted training and job readiness programs.
Goals	• Increased community engagement and awareness on RMRA roles and responsibilities • Build governance capacity of RMRA nominated representatives in order to increase effectiveness of the communities • Established communication mechanisms through which to distribute RMRA information • Established interagency networks and regular meetings with service delivery stakeholders	• Increased cultural engagement for RMRA communities across the region • Increased engagement of elders in community activities that promote cultural healing and revitalisation	• Increased service supports and engagement programs for men, elders and youth • Increased engagement of youth and elders in communities • Community activities that promote community wellbeing	• Increased access to Alcohol or Drug (AoD) programs and detox options for affected people • Increased number of Aboriginal staff in local health facilities and improve cultural awareness in non-indigenous staff • Create and promote cultural activities to maintain culture • Engage with relevant stakeholders to promote the effective integration of AoD services	• Increased student engagement and retention (including transition from Primary to High School) • Improved local training opportunities (formal qualifications and drivers licencing) and job readiness • Increased number of Aboriginal staff in Primary and Secondary schools and create a culturally safe learning environment for students

Strategic Priority	6. Employment & Business development	7. Housing	8. Law & Justice	9. Aged Care	10. Transport
	Two key focus areas were identified by communities relevant to employment outcomes: increasing the effectiveness of job active providers; and supporting Aboriginal business development.	All communities identified concerns with housing availability and the need to improve access to affordable and adequate housing; with consideration in some communities given to increasing the potential for home ownership.	It was identified by many that there was a need for greater relationships between community members and the justice system. This included a more culturally aware police force and diversionary programs for offenders that are coping with AoD issues as an alternative to prison.	The lack of aged care facilities, and trained carers to provide culturally safe services was a common theme raised by a number of communities across the region.	Access to transport, including the lack of regular public transport options was identified as a significant barrier to access to services.
Goals	• Improved existing job active efficiency and utilisation • Improved government Aboriginal employment strategies • Increased business and economic potential	• Increased access to adequate, affordable and appropriate housing - including increased FaCS housing availability • Improved tenancy management • Engage with relevant stakeholders to increase home ownership • Improved access to services for the homeless, and develop a Homelessness Action Plan - (links to services addressing mental health, AoD, and FCV)	• Improved relationships with police and courts that result in culturally safe interactions with the justice system • Increased AoD programs and detox/diversion	• Increased number of qualified and adequately trained aged care staff	• Improved transport options across the regions • Increased availability of public transport (including frequency and affordability)

Strategic Priority 1	RMRA Governance and Community Engagement Raise the profile of RMRA at the both the community and government levels, in order to build the trust necessary to facilitate sustainable and meaningful change for Aboriginal people living in the Riverina Murray region.			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 1.1	**Increased community engagement and awareness on RMRA roles, responsibilities and activities**			
Action 1.1.1	RMRA to establish a communications plan where both RMRA and communities are able to publish information about local and regional development activities and promote community meetings – that include multiple communication options, ie Facebook, community noticeboards, email, community announcements on local radio and television, information provided at local services and community events, community update sheet, information to send to delegates in the mail, local newspaper articles, community meetings, community newsletters and RMRA regional newsletters Regular contact with local media whilst rotating meetings in community	• Completed Engagement and Communication Plan – Sub Committee allocated to manage • Established Facebook page with measurable activity and engagement from community stakeholders; and regular inputs from communities representatives • Established and maintained RMRA community email contact list through which information is distributed; and provide information through ACCO's email lists and distribution mailing list • Regular announcements and advertisements on Community Radio	RMRA, Individual communities representatives, and Sub Committee RMRA and Individual communities representatives RMRA RMRA and Interagency network contacts	July 2018 Immediate Immediate and updated quarterly Immediate and updated quarterly
Goal 1.2	**Build governance capacity of RMRA and its nominated representatives**			
Action 1.2.1	Ensure that all nominated representatives have been inducted and trained into their roles	• RMRA is functioning effectively with active engagement from community members and other stakeholders • Enabled decision making by representative communities	RMRA, AA, DPC, PMC	January 2018 – July 2018 (ongoing)

	Actions	KPI	Responsibility	Timeframe
Action 1.2.2	Identify leadership and capacity building opportunities and activities for community representatives; with a specific focus on succession planning for RMRA	• Delegates sharing information and RMRA communications • Active participation by all member communities • Increased engagement by emerging community leaders with RMRA	RMRA	Ongoing
Action 1.2.3	Progress the development of a Service Agreement that is consistent with Good Governance Principles, with the NSW Government	• Completed Service Agreement	RMRA and NSW Government (facilitated by AA)	June 2017 – June 2018
Action 1.2.4	Engage with local government agencies, service providers and business owners/chambers of commerce to better understand the local operating environment, and the potential for improved social and economic outcomes; and where appropriate table at NCARA Meetings	• Completed Communication and Engagement Plan • Scheduled quarterly meetings between Communities and local business networks • Engagement in Regional Leadership Executive Group	RMRA and Individual communities representatives , Communities, Government agencies, and local business owners	January 2018 Quarterly Ongoing
Goal 1.3	**Increased RMRA understanding of the existing regional service landscape, gaps, duplication and needs**			
Action 1.3.1	Work with community controlled organisations, government agencies and non-Indigenous service providers (NGOs) to map the existing service landscape in order to identify services gaps, duplication and needs across all RMRA priority areas	• Completed services mapping	RMRA Community controlled organisations DPC PMC Government agencies NGOs	June 2018

	Actions	KPI	Responsibility	Timeframe
Goal 1.4	**Establish service delivery networks and focus group meetings**			
Action 1.4.1	RMRA to work with DPC to establish focus group meetings on RMRA regional priorities	• Completed focus group meetings on identified RMRA priorities	RMRA ACCOs Relevant Federal and State Government agencies DPC NGOs	Ongoing January 2018
Action 1.4.2	RMRA to develop a service directory that includes a list of available services, key contact details; is integrated into community engagement and communication activities; and promotes existing services that are being delivered to increase utilisation	• Completed Regional Service Directory that is integrated into RMRA community engagement and communication activities	RMRA Communities representatives DPC PMC	Update Directory Quarterly

	Cultural Healing & Cultural Rehabilitation			
Strategic Priority 2	**Cultural Healing & Cultural Rehabilitation** Promote culture and connection as a key pillar of regional development, and provide opportunities for increased cultural engagement and understanding internally and externally.			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 2.1	**Increased engagement with Elders**			
Action 2.1.1	RMRA to establish an Elders Advisory Group; with a focus on embedding culture in RMRA governance, communication and community engagement activities; and ensuring that local elders are engaged in meetings and able to provide input	• Established Elders Advisory Group • Elder Advisory Group members (and where possible community elders) located within host community invited to attend each RMRA meeting	RMRA – nominated representative RMRA and communities AA	December 2018
Goal 2.2	**Cultural healing and rehabilitation**			
Action 2.2.1	Progress planning to host an OCHRE Healing Forum	• Completed OCHRE Healing Forum • Completed Regional Healing Strategy	RMRA AA DPC Relevant Government Agencies and ACCOs Healing Foundation	November 2017 June 2018
Action 2.2.2	RMRA to engage with the Department of Education and Communities, the AECG, and local learning institutions to establish a Language and Culture Nests for the Riverina Murray Region	• Established relationships with stakeholders • Established Language and Culture Nest • Established relationships with Traditional Owner groups	RMRA NSW Department of Education AECG AA	June 2018 December 2019

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	Actions	KPI	Responsibility	Timeframe
Action 2.2.3	RMRA to work with Elders Advisory Group and local libraries, museums and art galleries to develop a community profile that incorporates cultural and historical information about the region, and information about places of cultural significance; including profiles on elders from across the region and their stories **See also Action 3.2.1 below**	• RMRA Cultural and Community Profile	RMRA Elders Advisory Committee Department of Arts and Culture	December 2018
Action 2.3.4	Secure support from existing service providers to sponsor support groups for Men, Women, and youth – with priority given to creating an Aboriginal Men's Gathering	• Completed Regional Healing Strategy	RMRA NSW Department of Education AMSA (Australian Men's Shed Association)	June 2018

	Community Wellbeing			
Strategic Priority 3	While all priority pillars address aspects of community wellbeing, this strategic priority will focus on three identified priorities: Family and Community Violence, Elders and Youth.			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 3.1	**Family and Community Violence**			
Action 3.1.1	Review existing program and service supports relevant to Family and Community Violence across the region and identify service gaps; and present at a Community Wellbeing focused Inter Agency Meeting to develop an appropriate response with relevant stakeholders	• Completed service mapping of family and community violence services • Conduct an Inter-Agency Meeting focused on Community and Family Violence • Report presented to above Inter Agency Meeting	RMRA Service Providers providing services relevant to Family and Community Violence	June 2018 December 2018
Action 3.1.2	Develop a Community Wellbeing strategy that includes as its foundation, culture, families and community	• Community Wellbeing Strategy developed	RMRA	December 2019
Goal 3.2	**Increased engagement with Elders**			
Action 3.2.1	RMRA to liaise with the AECG and Education Institutions (including TAFE) to establish a cultural knowledge recording program that records the stories and histories of the regions and profiles the achievements of key community members ***See also Action 2.2.3***	• Completed stories that are featured on through various communication mediums, including on the RMRA Facebook, local Television and NITV, and within the Regional Service Directory	RMRA communities Community Elders AECG Education Institutions AA TAFENSW	June 2019
Action 3.2.2	RMRA to work with Local Schools to establish an Elders program where Elders present at school events about the history of the region; and teach Aboriginal language as part of afterschool activities	• Established Elders Program • Elders attend schools on a regular basis	RMRA Community Elders Local Schools AECG Department of Education	June 2019

	Actions	KPI	Responsibility	Timeframe
Goal 3.3	**Youth**			
Action 3.3.1	RMRA to consider services mapping findings regarding the funding of youth workers in services, and lobby the Department of Family and Community Services to appoint Aboriginal youth workers, whose focus will be to engage with Youth focused services such as Head Space, PCYC, Opportunity Hubs, job active and training providers	• Aboriginal Youth Workers funded and appointed in each of community • Improved relationships with youth focused organisations and service providers	RMRA Communities AECG DPC FaCS	December 2018
Action 3.3.2	RMRA to establish a relationship with Head Space centres in Wagga Wagga, Wodonga and Griffith to ensure this service is provided in a culturally sensitive manner, and promoted through RMRA channels	• Increased engagement with Headspace reflected by their active engagement in community meetings • Improved youth development outcomes • Completed mapping of OOHC % statistics • Established cultural committee in each agency • Improved OOHC kinship outcomes	RMRA Headspace Youth representatives FaCS NGOs	June 2019
Action 3.3.3	Determine instances of kinship/cultural placement of Indigenous children outside immediate family home	• Work with FaCS to ensure that those responsible for child placement uphold their Charter of Service when considering placement	RMRA FaCS OOHC Providers NGOs DPC	January 2019

Strategic Priority 4	Health & Healing – with a specific focus on Mental Health, Rehabilitation and AoD (Alcohol or Drugs) Improve health and healing programs with a specific focus on mental health, AOD and rehabilitation.			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 4.1	**Increase number of Aboriginal staff in health services and improve cultural awareness in non-Indigenous staff**			
Action 4.1.1	Consider service mapping findings regarding qualified Aboriginal health professionals within services, and work with the Aboriginal Medical Services (AMS) and the NSW Department of Health to increase the number of qualified Aboriginal professionals, including Aboriginal Health Workers, in health services across the region	• Increased number of Aboriginal health professionals across the sector	RMRA AMS NSW Department of Health Primary Health Network (PHN)	Ongoing
Action 4.1.2	Lobby the NSW Health Department to provide funding for all staff working in NSW Health services to complete cultural competency training; provided by local community trainers	• Cultural competency training completed by all existing health service staff • Cultural competency included in induction processes for all incoming health staff	RMRA AMS NSW Department of Health PHN	Ongoing
Goal 4.2	**Increase access to Alcohol or Drug (AoD) programs and detox options for affected people**			
Action 4.2.1	Consider service mapping findings regarding qualified Aboriginal health professionals within services, and work with the AMSs and the NSW Department of Health to increase the number of qualified Aboriginal professionals providing Alcohol and other Drug program support (AoD) and rehabilitation	• Increased number of Aboriginal health professionals working in Alcohol and Drug clinics and rehabilitation facilities across the region	RMRA AMSs NSW Department of Health PHN	Ongoing
Action 4.2.2	Work with the AMSs and the NSW Department of Health to run a culturally appropriate campaign that promotes increased utilisation of and to referral to AoD and detox facilities	• Increased number of referrals and visitations for AoD treatments	RMRA AMS NSW Department of Health PHN	December 2018

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	Actions	KPI	Responsibility	Timeframe
Action 4.2.3	Work with the AMSs and the NSW Department of Health to develop a more cultural centric, holistic, and integrated approach to providing AoD treatment and facilities	• Decreased numbers of presentations to health services and hospitals for alcohol and drug related health issues • Establishment of a culturally centric facility	RMRA AMS NSW Department of Health PHN	Ongoing
Action 4.2.4	Work with relevant service providers to develop a regional ICE (*crystal methamphetamine)* Strategy aimed at improving communities ability to deal with the impacts	• Regional ICE Strategy developed • Regional ICE Strategy implemented • Healing Forum Outcomes	RMRA AMS NSW Department of Health PHN	June 2018
Goal 4.3	**Increase access to culturally appropriate mental health services and rehabilitation**			
Action 4.3.1	Review mental health service provision, identify gaps, and engage with the Department of Health on options for improved service provision and access to mental health facilities	• Increased program options and facilities across the region to respond to mental health needs • Increased engagement with mental health programs and facilities	RMRA AMS NSW Department of Health PHN	June 2018
Action 4.3.2	The establishment of an Aboriginal controlled and managed Aboriginal Culture & Healing residential facility for the rehabilitation of mental health, drug and alcohol affected clients, located within the RMRA region	• Centre established • Employment of appropriately trained staff • Patient intake	RMRA AMS NSW Department of Health PHN	July 2019 September 2019 January 2020

Strategic Priority 5	Education and Training Improve school attendance and retention; and increase targeted training that successfully transitions children from primary to high school, and youth from high school to employment or further education; and facilitates job readiness.			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 5.1	**Increased student engagement and retention (including transition pathways from Primary to High School and beyond)**			
Action 5.1.1	Building on the learnings from existing Connected Communities Schools, work with local school Principals across the region and the Department of Education, to establish a similar model based on the principles of the Connected Communities Initiative, identify relevant schools to participate, and develop strategies to increase student engagement and establish effective transition pathways	• An established model and strategy relevant to the Riverina Murray region • Increased enrolment, attendance, and retention of Aboriginal students at participating schools	RMRA communities AECG Department of Education Identified Schools	October 2018
Goal 5.2	**Increased number of Aboriginal Educators and a culturally safe learning environment for students**			
Action 5.2.1	Work with School Principles to ensure that staff without adequate cultural knowledge/experience are given the opportunity to participate in appropriate cultural training	• Cultural awareness (*Connecting to Country;* and *Engaging with Indigenous Communities* provided by AECG) delivered locally for all existing staff within schools and incorporated in induction processes for all new staff	RMRA communities Department of Education AECG School Principals	Ongoing
Action 5.2.2	Invite schools to participate in and/or host activities during dates of significance for Aboriginal communities	• A calendar of relevant Aboriginal events included in Service Directory • Increased engagement of schools in cultural events	RMRA Department of Education AA AECG	Ongoing

	Actions	KPI	Responsibility	Timeframe
Goal 5.3	**Increase access to school to work and further education programs for youth**			
Action 5.3.1	Promote scholarship, school-based traineeship and apprenticeship programs and opportunities in order to improve school to employment potential on Facebook page, at community events, at career expo's, through school based careers advisors, and on email contact lists	• Increased number of Aboriginal students completing school transitionary programs	RMRA Communities AECG Scholarship providers FaCS Department of Industry	Ongoing
Goal 5.4	**Improve local training (including formal qualifications and car licencing) and job readiness outcomes**			
Action 5.4.1	Consider which RMRA communities have the capacity to implement an *Opportunity Hub* as outlined in the OCHRE Framework; and commence discussions with NSW Government and other relevant stakeholders to progress	• RMRA communities with capacity to implement an Opportunity Hub identified • Proposal to Government submitted	RMRA AA DPC	June 2018
Action 5.4.2	Advise job active and other training providers of the identified gaps in training, in order to increase opportunities to achieve formal qualifications and job readiness requirements such as driver licensing	• Increased employment and training outcomes	RMRA Department of Employment Department of Education	June 2018

Strategic Priority 6	Employment and Business Development Develop a Regional Economic Development Strategy that provides employment and business development outcomes			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 6.1	**A regional economic development strategy that includes employment and Aboriginal sourcing targets**			
Action 6.1.1	Coordinate the development of a regional economic development strategy that is aligned with the OCHRE Economic Development Framework; and includes: – Employment and Aboriginal procurement targets, relevant to both the public and private sectors – Industry specific strategies and partnerships to create training, employment and business opportunities for Aboriginal people and develop education and training pathways – Options to leverage Opportunity Hubs established in selected communities to include business and entrepreneurial skills development – Partnership with the NSW Aboriginal Land Council and its Economic Development Committee to support LALCs in developing their land and business holdings – Employment opportunities created through public sector procurement – Options to develop sustainable and viable business opportunities that generate training and employment	• Completed Riverina Murray Aboriginal Economic Development Strategy	RMRA Inter-Agency Members NSW Public Service Commission Business Sector Networks Local Chamber of Commerce AA Department of Education Department of Employment	June 2019
Goal 6.2	**Improve the effectiveness of job active**			
Action 6.2.1	Promote an Inter-Agency Meeting focused on employment and improving the effectiveness of job active	• Inter-Agency Meeting Focused on Employment held • Increased effectiveness of job active	RMRA Inter-Agency Members Business Sector Networks PMC Department of Employment (Fed)	June 2018

Strategic Priority 7	Housing Ensure that our communities have access to adequate and affordable housing			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 7.1	**Conduct a review of housing across the region**			
Action 7.1.1	Lobby NSW Housing to conduct a review of public housing across the region, including Aboriginal housing, private housing, and tenancy management; giving particular focus to the availability and maintenance requirements across Aboriginal housing stock	• Housing Review completed • Increasing understanding within RMRA and communities of housing options, availability and access for Aboriginal families	RMRA Communities FaCS NSW Housing Aboriginal Housing Office NSW Housing Providers Tenancy Management Services	December 2018
Action 7.1.2	Work with NSW Housing to develop a Housing Action Plan that leverages all housing options across the region; and improves collaboration and coordination between housing providers; and that includes appropriate and culturally safe interim responses for emergency housing needs related to Family and Community Violence, Child Safety, Parole, AoD, Mental Health, and Homelessness	• Completed Housing Action Plan • Strategies developed for those with emergency housing needs	RMRA communities NSW Housing Aboriginal Housing Office NSW Housing Providers LALCs NSW Health Parole and Probation	June 2019
Goal 7.2	**Increase access to affordable and appropriate home ownership**			
Action 7.2.1	Engage with IBA, NSW Aboriginal Housing Office, and LALCs to identify those who are interested in home ownership and have the capacity to transition from social housing to home ownership	• Identified potential home owners	RMRA IBA LALCs NSW Aboriginal Housing Office	October 2018

Strategic Priority 8	Law and Justice Improved law and justice outcomes, and engagement with the criminal justice system			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 8.1	**Create culturally safe interactions with police and the justice system**			
Action 8.1.1	Establish regular engagement with justice representatives, police and ACLOs to discuss current issues and solutions; including through existing PACC meetings	• Create and maintain interagency meetings between police, courts and ACLOs and community members • Engagement in PACC meetings	RMRA Communities NSW Police & ACLO's NSW Justice	Ongoing
Action 8.1.2	Lobby the NSW Police and Justice Department for additional funding to increase the number of ACLOs across the region; prioritising locations of greatest need	• Increase number of ACLOs • Improved community relationships with the Police and Courts	RMRA NSW Police NSW Justice	December 2018
Goal 8.2	**Establish a Regional Justice Reinvestment Program**			
Action 8.2.1	Consider existing evidence and research on justice reinvestment initiatives and how such an approach would apply in the Riverina Murray region	• Increased understanding of Justice Reinvestment and possible application in the Riverina Murray region • Support secured for Justice Reinvestment	RMRA ODPP NSW NSW Police Juvenile Justice Parole and Probation	December 2018

Strategic Priority 9	Aged Care Increase focus on culturally appropriate aged care facilities			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 9.1	**Increased suitably qualified Aboriginal staff employed within aged care facilities**			
Action 9.1.1	Consider common issues relating to local aged care facilities and provide a report to the Regional Leadership meetings on the issues identified by RMRA communities concerning the lack of appropriate aged care services and ways forward	• Increased focus and monitoring on aged care service provision • Aged Care addressed at Regional Leadership meetings	RMRA Communities NSW Health PHN ACCOs Aboriginal Medical Services	Ongoing

Strategic Priority 10	Transport Improve access to public transport			
	Actions	**KPI**	**Responsibility**	**Timeframe**
Goal 10.1	**Increase availability of public transport (including frequency and affordability)**			
Action 10.1.1	Engage with Riverina and Murray Regional Organisation of Councils (RAMROC) and NSW Transport to review existing service provision, identified need, and to consider options for improved transport services	• Implement a comprehensive regional engagement strategy for ACCOs	RMRA RAMROC Department of Transport	December 2017
Action 10.1.2	Conduct a focus group meeting with relevant services including Aboriginal transport network to identify additional capacity within services to provide outreach services and home based case management	• Focus group meetings on regional transport options completed	RMRA RAMROC Department of Transport Service Providers Transport Network	Ongoing

Appendices A – RMRA Member Community Profiles

ALBURY

Riverina Murray Regional Alliance Delegates:

- Ruth Davys (Chairperson)
- Alison Reid

ALBURY	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	1,415	49,661	51,076
Unemployment *	24.3 %	6.8 %	5.8 %
Labour Force participation *	48.3 %	64.5 %	61.8 %
Employment to population *	38.4 %	60.9 %	58.3 %
Median Age	20	39	39
Median total personal income ($/weekly)	$440	$647	$642
Median total household income ($/weekly)	$924	$1,193	$1,185
Median mortgage repayment ($/monthly)	$1,400	$1,430	$1,421
Median rent ($/weekly)	$230	$231	$231
Average number of persons per bedroom	0.9	0.8	0.8
Average household size (persons)	3.0	2.3	2.3
Proportion of dwellings that need 1 or more extra bedrooms (%)	7.2	1.7	1.9

Identified Community Specific Issues
Mental health
Lack of Government employment opportunities
Lack of youth leadership programs
Men disconnected from culture
Discriminatory sentencing
WOD - Work off your debt under-utilized
High number of clients results in rushed legal representation
Lack of sensitivity within some services
Lack of preschool places
Lack of sex health workers
Limited counsellors within schools
Suggested Actions
Healing centres
Improved employment strategies
Identify and support young people in local, state and national programs
Men's action plan

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

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COOTAMUNDRA

Riverina Murray Regional Alliance Delegates:

- Colin Meadows
- Jenny Beath

COOTAMUNDRA	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	420	7,150	7,570
Unemployment *	9.5%	6.2%	5.4%
Labour Force participation *	46.6%	52.0%	49.9%
Employment to population *	41.3%	49.3%	47.2%
Median Age	25	50	49
Median total personal income ($/weekly)	$487	$527	$524
Median total household income ($/weekly)	$1,066	$910	$920
Median mortgage repayment ($/monthly)	$1,083	$1,100	$1,091
Median rent ($/weekly)	$200	$190	$190
Average number of persons per bedroom	0.8	0.7	0.7
Average household size (persons)	2.7	2.2	2.2
Proportion of dwellings that need 1 or more extra bedrooms (%)	2.5	1.1	1.2

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

CUMMERAGUNJA

Riverina Murray Regional Alliance Delegates:

- Monica Morgan
- Denis Atkinson

CUMMERAGUNJA (Murray River LGA)	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	368	11,312	11,680
Unemployment *	23.8%	4.1%	4.6%
Labour Force participation *	48.2%	57.8%	55.5%
Employment to population *	36.7%	55.4%	53.0%
Median Age	27	49	49
Median total personal income ($/weekly)	$433	$562	$558
Median total household income ($/weekly)	$1,018	$1,063	$1,061
Median mortgage repayment ($/monthly)	$1,229	$1,300	$1,300
Median rent ($/weekly)	$145	$200	$200
Average number of persons per bedroom	0.9	0.7	0.7
Average household size (persons)	2.7	2.3	2.3
Proportion of dwellings that need 1 or more extra bedrooms (%)	5.8	1.4	1.6

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

Identified Community Specific Issues
Increased Aboriginal staff in services
Stronger relationships with Land Councils
Full time security guard at services is seen as unnecessary
Need disability support workers
Gaps in mental health service
Safe house facility for young women needed
Stronger partnership with other AMS's particularly those at Echuca, Shepparton and Bendigo
Improve linkages with Yenbena
Increased number of community focused programs
Restart cemetery beautification program (LALC)
No Cummeragunja AECG
Lack of collaborative engagement between Cummeragunja LALC and Cummeragunja Housing and Development Aboriginal Corporation (CHADAC)
Lack of counselling services for men
Lack of governance leadership
No provision of knowledge about Aboriginal culture and history
Lack of respect for women and elders
Little contact from Murray River Council

DENILIQUIN

Riverina Murray Regional Alliance Delegates:

- Heather Bramich
- Karen Wilson

DENILIQUIN	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	332	7,102	7,434
Unemployment *	21.4%	5.6%	4.6%
Labour Force participation *	42.0%	57.9%	54.9%
Employment to population *	35.8%	55.4%	52.4%
Median Age	22	46	45
Median total personal income ($/weekly)	$455	$591	$583
Median total household income ($/weekly)	$776	$1,061	$1,048
Median mortgage repayment ($/monthly)	$930	$1,083	$1,083
Median rent ($/weekly)	$190	$195	$195
Average number of persons per bedroom	0.9	0.7	0.7
Average household size (persons)	2.6	2.2	2.2
Proportion of dwellings that need 1 or more extra bedrooms (%)	7.8	1.4	1.7

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

Identified Community Specific Issues
No healing centre in town
No AMS
No counselling services
No Aboriginal employees in TAFE at local level
No training for Home Carers
Regional DoE ACLO is based in Griffith
'Homes Out West' employees need more training
Establish Sorry Business fund to support members

Suggested Actions
Consultation with TAFE NSW Riverina Institute for local service provision – 1 day per month for Aboriginal Business Development Manager to be present in Deniliquin Community- MOU with TAFE
Ensure ACLO positions remain in the local area- discussion with DoE and Police

GRIFFITH

Riverina Murray Regional Alliance Delegates:

- Rob Carroll
- TBA

GRIFFITH	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	1,232	24,409	25,641
Unemployment *	14.2%	4.8%	4.9%
Labour Force participation *	51.1%	66.4%	62.5%
Employment to population *	41.9%	63.5%	59.4%
Median Age	22	38	37
Median total personal income ($/weekly)	$483	$683	$674
Median total household income ($/weekly)	$1,037	$1,348	$1,331
Median mortgage repayment ($/monthly)	$1,517	$1,484	$1,495
Median rent ($/weekly)	$200	$220	$220
Average number of persons per bedroom	0.9	0.8	0.8
Average household size (persons)	2.9	2.7	2.7
Proportion of dwellings that need 1 or more extra bedrooms (%)	8.0	4.2	4.5

Identified Community Specific Issues
Discrimination
Governance issues with providers
Lack of reporting to community
Lack of reaction to increasing suicides
Community participation is low
Day care too expensive
Support for homework centres needed
Reduction in truancy needed
Suggested Actions
Investigate Community Benefits Scheme
Cultural activities to restore identity, connection, language, traditional practices and engagement with elders
Support Schools in Partnership (SiP) program

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

HAY

Riverina Murray Regional Alliance Delegates:

- Gubba Woods
- Ray Woods

HAY	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	177	2,769	2,946
Unemployment *	11.3%	4.6%	3.7%
Labour Force participation *	58.7%	59.8%	57.4%
Employment to population *	50.0%	57.9%	55.3%
Median Age	22	47	46
Median total personal income ($/weekly)	$431	$596	$587
Median total household income ($/weekly)	$900	$1,087	$1,075
Median mortgage repayment ($/monthly)	$867	$1,000	$982
Median rent ($/weekly)	$170	$145	$150
Average number of persons per bedroom	0.8	0.7	0.7
Average household size (persons)	2.8	2.2	2.3
Proportion of dwellings that need 1 or more extra bedrooms (%)	5.3	0.7	1.1

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

Identified Community Specific Issues
Patients must travel to Griffith (approx. 1.5hrs)
No youth workers or school counsellor
In demand GAMS visits go unfilled as a result of poor awareness raising
Police Liaison Office in Deniliquin, would like more connection with police in relation to youth
Very little activity for youth
Concerns about decision making within the LALC and the impact on community
Racism – divides the community
Lack of understanding in community of Aboriginal culture
Aboriginal Flag at Hay Shire Council
Aboriginal Flag at Public School
A place to join the divide to show we care for our own but this doesn't mean we are against non-Aboriginals
A cultural facility is needed to teach Aboriginal studies, day trips out on the land to teach kids about their culture in a real non-textbook way.

LEETON

Riverina Murray Regional Alliance Delegates:

- Geraldine Higgins
- Jimmy Ingram
- Karen Davy

LEETON	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	630	10,538	11,168
Unemployment *	24.4%	5.2%	4.2%
Labour Force participation *	50.0%	61.3%	57.7%
Employment to population *	42.1%	58.9%	55.3%
Median Age	18	41	40
Median total personal income ($/weekly)	$411	$618	$607
Median total household income ($/weekly)	$1,101	$1,197	$1,190
Median mortgage repayment ($/monthly)	$1,070	$1,300	$1,300
Median rent ($/weekly)	$180	$196	$195
Average number of persons per bedroom	0.9	0.7	0.8
Average household size (persons)	3.1	2.4	2.5
Proportion of dwellings that need 1 or more extra bedrooms (%)	6.8	2.0	2.4

Identified Community Specific Issues
Local day care centre expensive
Limited mental health support
Work for dole doesn't achieve outcomes

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

NARRANDERA

Riverina Murray Regional Alliance Delegates:

- Lesley Houston (Interim)
- Bevan Bright (Interim)

NARRANDERA	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	565	5,288	5,853
Unemployment *	15.4%	6.1%	5.2%
Labour Force participation *	49.4%	58.8%	55.2%
Employment to population *	42.2%	56.1%	52.4%
Median Age	23	46	44
Median total personal income ($/weekly)	$453	$590	$575
Median total household income ($/weekly)	$916	$1,048	$1,030
Median mortgage repayment ($/monthly)	$1,083	$1,000	$1,007
Median rent ($/weekly)	$186	$167	$170
Average number of persons per bedroom	0.9	0.7	0.7
Average household size (persons)	2.8	2.3	2.3
Proportion of dwellings that need 1 or more extra bedrooms (%)	4.6	1.5	1.9

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

Identified Community Specific Issues
AMS does not service Narrandera
Racism
LALC employment opportunities are not equitably distributed
Lack of youth opportunity since Lizards League club closed
Dedicated Aboriginal programs have gone mainstream
Issues at school are solved with suspension instead of being dealt with appropriately
Suggested that High Schools have a number of identifiably racist teachers
The need to negotiate regional service delivery agreements for interaction between government and other parties
Encourage community members to take an active part in supporting activities conducted for youth
Encourage community support for the AECG and Aboriginal Student Support and Parent Awareness (ASSPA) groups supporting culturally appropriate education
Advocate for increased support for the 'In-School Tuition' program for Aboriginal students
The working party will be proactive in teaming up with NSW Cabinet Office to implement available programs under the 'families first' initiative of the NSW Government

NARRANDERA

Identified Community Specific Issues (Continued)
Implement the 'Journey to Respect' program to reduce levels of violence
Monitor progress on the gradual introduction of Circle Sentencing for Aboriginal offenders
Support the Narrandera CDEP
Develop a close working relationship with the Aboriginal Business Development Officer of the NSW Department of State and Regional Development
Develop Cultural education programs for young people through Tirkandi Inaburra, the 'Journey to Respect' program and in local schools to give a broad grounding in the basics of Aboriginal culture and heritage
Work with Narrandera Shire Council and DPC to seek funding for design, planning approval and construction of the Narrandera Aboriginal Community Multi-Purpose centre

TUMUT (Inactive member)

Riverina Murray Regional Alliance Delegates:

- TBA
- TBA

TUMUT	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	480	9,564	10,986
Unemployment *	20.8%	4.9%	5.4%
Labour Force participation *	53.0%	61.0%	58.8%
Employment to population *	42.0%	58.1%	55.7%
Median Age	23	45	45
Median total personal income ($/weekly)	$421	$584	$575
Median total household income ($/weekly)	$892	$1,129	$1,114
Median mortgage repayment ($/monthly)	$1,127	$1,300	$1,300
Median rent ($/weekly)	$180	$190	$190
Average number of persons per bedroom	0.9	0.8	0.8
Average household size (persons)	2.9	2.3	2.4
Proportion of dwellings that need 1 or more extra bedrooms (%)	7.0	2.2	2.4

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'

WAGGA WAGGA

Riverina Murray Regional Alliance Delegates:

- John Fernando
- Greg Packer

WAGGA WAGGA	Aboriginal persons	Non-Aboriginal persons	TOTAL
Population ^	3,519	58,866	62,385
Unemployment *	14.9%	5.5%	5.0%
Labour Force participation *	54.3%	67.5%	65.2%
Employment to population *	45.3%	64.4%	62.0%
Median Age	20	36	35
Median total personal income ($/weekly)	$482	$706	$696
Median total household income ($/weekly)	$1,112	$1,373	$1,354
Median mortgage repayment ($/monthly)	$1,560	$1,517	$1,517
Median rent ($/weekly)	$249	$270	$265
Average number of persons per bedroom	0.9	0.7	0.8
Average household size (persons)	3.0	2.5	2.5
Proportion of dwellings that need 1 or more extra bedrooms (%)	6.3	1.9	2.2

Identified Community Specific Issues
High levels of Aboriginal incarceration
Institutionalised racism
Court and police understaffed
Buses and trains do not readily connect with each other
AECG not independent
Discontinuance of work for the dole and green army
Council does not have an Aboriginal Employment Strategy
Drivers licence test is too expensive
Sports programs are expensive
Lack of holiday programs
Due to transport issues, some DoH sites are inaccessible
Housing allocation procedures are not ideal

Source: Census 2016 (*where 2016 data has not yet been released, 2011 data has been used)

^ Population Total incudes Aboriginal status 'Not Stated'