

# 2020 2023

STRATEGIC  
PLAN



*"River Murray International Dark Sky Reserve"*

Photo Credit: Ben Goode



**Regional  
Development**  
*Australia*

MURRAYLANDS & RIVERLAND INC.  
SOUTH AUSTRALIA



An Australian Government Initiative



Government of  
South Australia

# A message from the Chair

**Neil Martinson, Chair RDAMR**



The year 2020 marks the tenth anniversary of Regional Development Australia Murraylands and Riverland (RDAMR). In an increasingly connected world, our vision for the next ten years is for the Murraylands and Riverland to be recognised internationally as a vibrant, world leading circular economy, with high-performing businesses, resilient communities and individuals with a deep sense of wellbeing and connection with the world around us.

RDAMR is part of a network of 52 Regional Development Australia (RDA) committees across the nation. There are eight RDAs in South Australia, and we are all members of Regional Development South Australia. South Australia is the only State or Territory in Australia that is supported by all three levels of government. This unique model makes us strong, connected and relevant.

RDAMR's Board of ten members span the region in terms of geography, industry sectors and communities. With around twenty staff, RDAMR remains agile while being able to deliver major regional initiatives.

The Murraylands and Riverland region is known for its community spirit, resilience, technical excellence in irrigation, dryland farming, biosecurity, and food and wine production, and perhaps most of all for our enviable lifestyle. Our region is home to world-renowned natural attractions, such as the internationally recognised Coorong and Lower Lakes ecosystem, the largest wine-producing region in Australia, and unique attractions like Monarto Safari Park (the largest open range zoo in the world) and The Bend Motorsport Park (voted the best motorsport facility in the world).

The Murray River is the lifeblood for our region; an economic corridor that sustains our communities, lifestyle and economy. The Murray connects us into Adelaide, the urban centre of South Australia, through its water supply, and beyond South Australian borders into New South Wales, Victoria and Queensland through the Murray-Darling Basin. The Mallee is our connection to land, with vast open spaces and world leading dryland, livestock and groundwater-fed horticultural production.

Our ten-year vision will be achieved by working with our government and industry partners, and focusing on helping to improve business performance, to lift individual wellbeing and support community resilience. We will also continuously evaluate and improve our own performance, including refining our knowledge systems to underpin evidence-based and trusted advice, with a view to supporting the transition of our region into a vibrant, world leading circular economy.

We invite our community, and those beyond our region, to join us in celebrating our ten-year anniversary and adding to our proud legacy.

A handwritten signature in black ink, appearing to read 'Neil Martinson'.

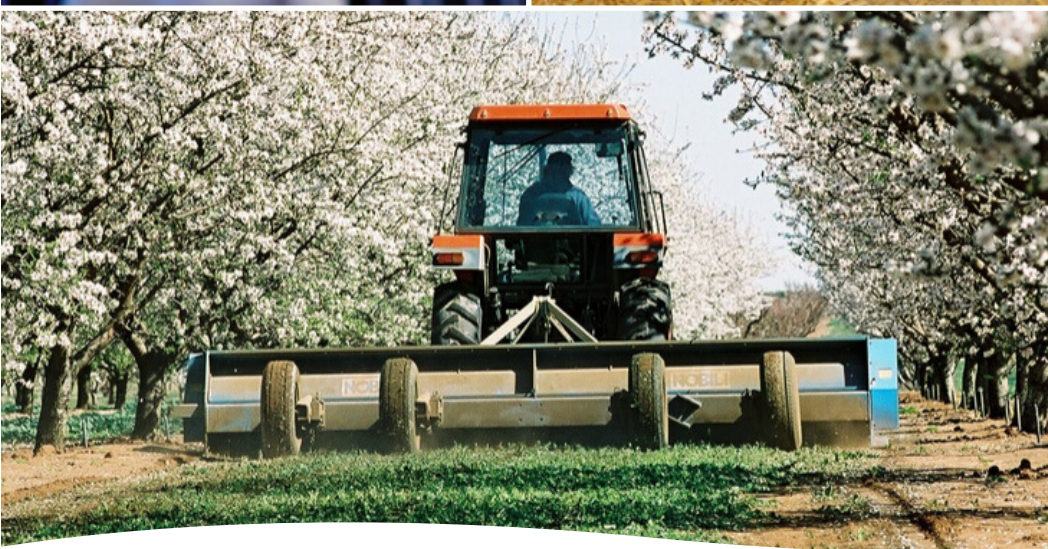
**Neil Martinson**  
Chair RDAMR



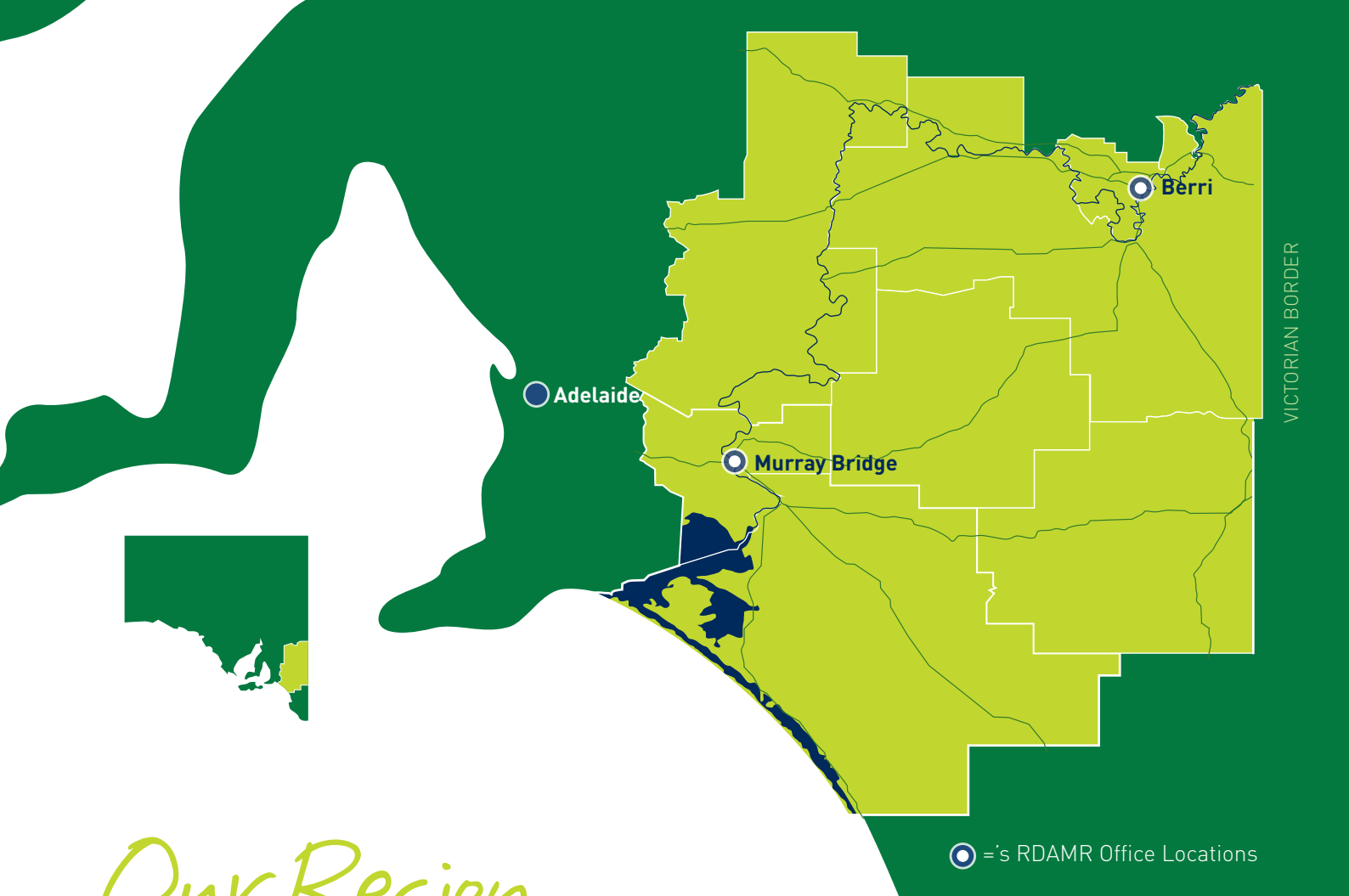


# Our Vision

The Murraylands and Riverland is recognised internationally  
as a vibrant, world leading circular economy







# Our Region

The Murraylands and Riverland region, including the Mallee, is in close proximity to domestic and international markets through Adelaide to the south-west, and to the eastern states of New South Wales and Victoria.

The region's main population centres are located along the Murray River, with the majority located in one of our seven major towns.

The region has a strong Aboriginal culture and heritage, with an Aboriginal and Torres Strait Islander population above the national average.

The Murraylands and Riverland economy is the third largest in regional South Australia, dominated by agriculture, accounting for 30% of the region's economic value. This value relies on sustainable landscape management. Other major industries by value added include construction, health care and social assistance, manufacturing, retail and wholesale trade, and education and training.

Our region abounds with investment opportunities in infrastructure, property and business. Our strengths include advanced agriculture, premium food and wine production, manufacturing, tourism, renewable energy, and freight and logistics.

The Murraylands and Riverland region is home to world class tourism offerings, including internationally recognised motorsport, wildlife safari and nature-based experiences. The region also offers premium food, wine and accommodation along the length of the Murray River and the Mallee.



'In the spirit of reconciliation, RDAMR acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.'



# 36,000

**SQUARE KILOMETRES**

Encompassing 8 individual  
Local Government Associations.



# 73,000

**REGIONAL POPULATION**

Majority aged between 35-59 and  
spanning 80 different ancestral  
backgrounds.



# \$3.9B

**GROSS REGIONAL  
PRODUCT 2018/19**

Agriculture contributed around  
30% of this value, with construction,  
health services, manufacturing,  
and retail trade contributing a  
combined 30% in value.



# \$393M

**Annual Visitor Expenditure**

The Murraylands and Riverland  
region is home to world class  
tourism offerings



# 418,600

International Visitor Nights

# 2.1M

Domestic Visitor Nights

# 1.4M

Domestic Visitor Daytrips

# 6,600

**BUSINESSES**

**88% SME's**

0-4 Employees

# 33,000

**JOB'S**



**Top employing sectors**

**20%** Agriculture

**12%** Health Care and  
Social Assistance

**10%** Retail Trade

**10%** Manufacturing



# TOP EXPORTS

# \$1.26B

**Generated via  
Agriculture**

# \$689M

**Generated via  
Manufacturing**

Sources:

- Australian Bureau of Statistics, Regional Population Growth, Australia [3218.0]. Compiled and presented in profile.id by .id , the population experts.
- National Institute of Economic and Industry Research (NIEIR) ©2019 Compiled and presented in economy.id by .id the population experts.
- South Australian Tourism Commission, 'Visit to regions' data compiled from Tourism Research Australia.

# Our Future

Evolutions in communications, transport, trade, computing (including artificial intelligence), small-scale manufacturing, renewables and recycling, along with a growing, highly mobile global population, present opportunities for our region.

Our vision for the next decade is that the Murraylands and Riverland is recognised internationally as a vibrant, world leading circular economy with high-performing businesses, resilient communities and individuals with a deep sense of wellbeing and connection with the world around us.

Our future is embedded in collaboration and partnership with regional stakeholders and international experts. We will continue to work closely with our government partners (eight regional Councils, State and Federal), with a sharper focus on connecting with businesses, data sharing and driving the circular economy. Murray River, Lakes and Coorong Tourism Alliance and Destination Riverland will continue to lead strategies to progress our regional visitor economy, and we will support industry by providing expertise to their businesses and workforce to clarify, and accelerate achievement of, their collective goals.

To achieve this vision, over the next three years, RDAMR will: connect with businesses; target investment on game-changing initiatives; track regional resource flows; foster community growth and development; and drive advancement toward a vibrant, world leading circular economy.

We will continuously seek to improve our organisational performance, learning from the best on the international stage. We will develop leading knowledge systems to enable us to provide informed, evidence-based advice and to take actions with confidence. We will work hard to build trust across stakeholders and communities, bringing partners along with us as we deliver on our goals.

Our vision will be achieved through focusing on the foundational elements of organisational performance and knowledge systems, and the four pillars of business, skills, infrastructure and community that support regional development. Our progress against these goals will be tracked with regional economic, business and workforce indicators, and organisational performance indicators, as described and reported on in our Annual Business Plan.

## Regional Development

Our business is to strengthen business.

This will in turn support improvements in individual wellbeing and community resilience.



### BUSINESS

Connect our businesses to advisory, industry, government and international experts, resources and opportunities to increase capability, innovation, best practice, sustainability and profit.

Develop business investment opportunities in the region.



### SKILLS

Identify, align and connect skills demand with supply to support business achieve their goals.

Design, pilot and run programs to support the development of required skills in region.

Facilitate connection with national and international skills supplies to bring unavailable skills into region.



### INFRASTRUCTURE

Work with industry and government to identify, test, prioritise and help develop funding proposals and implementation plans for regional infrastructure (built, natural and knowledge) that supports our businesses and communities.



### COMMUNITY

Work across the community to enhance community participation and engagement in, and the development of, initiatives that improve business performance, individual wellbeing and community resilience.

## Knowledge Systems

Create a point of truth that supports regional decision-making (evidence-based scenario testing).

We will: build trusted relationships; demonstrate the value of sharing data; refine our information systems.

## Organisational Performance

Continually improve our performance so that we provide the best possible support to our region.

We will: nurture our culture and people; emulate best practice in governance and management; innovate.

## Regional Development

- Develop a large cross-regional, multi-stakeholder proposal that seeks to attract significant new business and investment into the region.
- Develop new programs, along with delivering existing projects, to support a critical mass of regional businesses to improve their business performance.
- Develop or procure a platform that matches priority regional skills demand with supply.
- Provide pathways for the development of high-priority regional skills.
- Identify and develop proposals with partners for priority regional infrastructure (built, natural and knowledge).
- Identify and map connections between regional community groups and organisations that support ongoing improvements in community resilience.
- Create opportunities for positive international recognition of the Murraylands and Riverland as a destination of choice to visit and do business.

## Knowledge Systems

- Build trust with businesses / individuals and demonstrate the value of participating in business / skills data gathering by RDAMR.
- Develop systems to map value chains, resource movements and use, and business / skills development pathways that assist in transitioning the regional economy to a vibrant circular economy.

## Organisational Performance

- Establish / review policies, procedures and practices that support a high-performing and safe organisation with a positive culture.
- Continue to improve performance in governance and management.

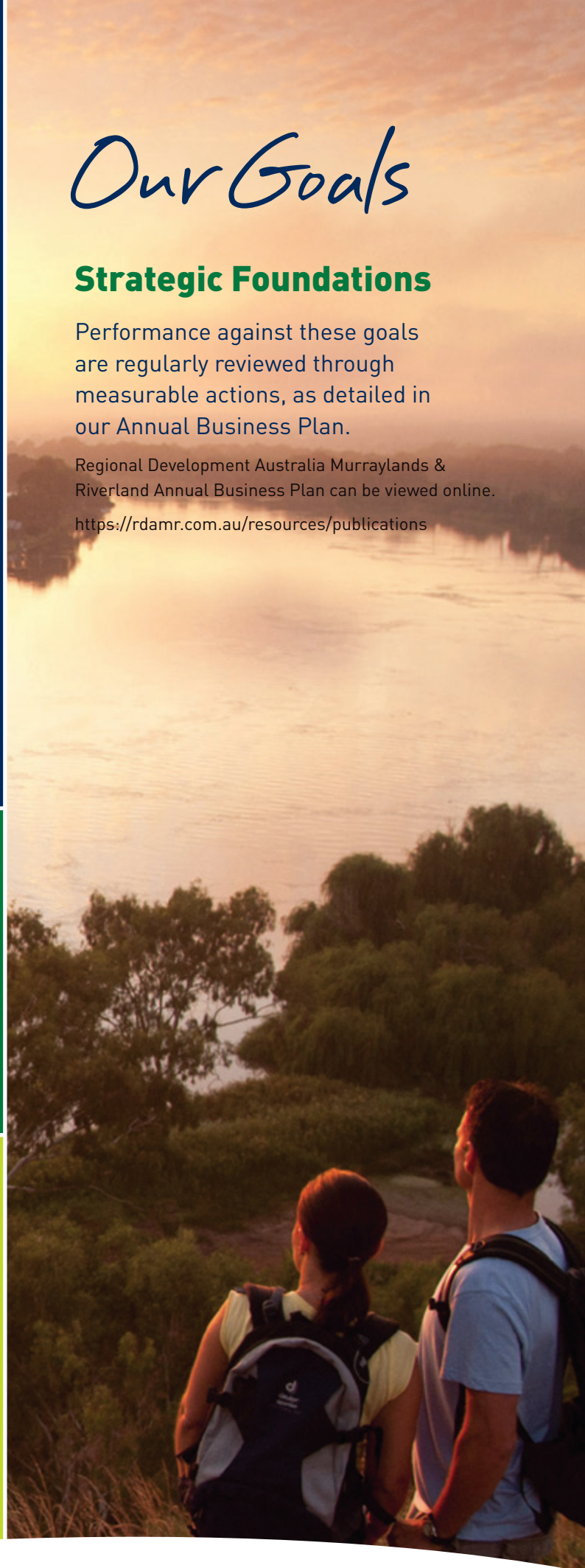
# Our Goals

## Strategic Foundations

Performance against these goals are regularly reviewed through measurable actions, as detailed in our Annual Business Plan.

Regional Development Australia Murraylands & Riverland Annual Business Plan can be viewed online.

<https://rdamr.com.au/resources/publications>







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## STRATEGIC PLAN

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