



# BUSINESS PLAN

2021 – 2022



**An Australian Government Initiative**

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## Chair's Foreword

*It is my pleasure to present the 2021-22 Business Plan on behalf of Regional Development Australia Kimberley (RDAK). This plan has been written in line with the Regional Development Australian Charter and requirements of the Department of Infrastructure, Transport, Regional Development and Communications (funder).*

*RDAK has strong Board representation and a small team of capable and passionate staff. We are proud to represent the Kimberley region of Western Australia to the Australian Government. This Business Plan outlines how RDAK will focus our resources and activity in 2021-22 to meet RDAK outcomes and Kimberley economic development priorities.*

*Coming into the new financial year, RDAK farewells and thanks Danelle Dowding for her years of service and contribution to the organisation; and welcomes Janine Hatch to the Director role. We also welcome long-term Kimberley resident and business owner, Natasha Aristei to the Board and look forward to her input to our strategic direction for her five-year term.*

*While ongoing interstate border controls are disrupting our ability to have face-to-face time in Canberra, we are representing our region through digital means at every opportunity. We continue to move around the vast Kimberley meeting with our local stakeholders. The Board are also rotating our quarterly meetings across Broome, Derby, Fitzroy Crossing, Halls Creek, Wyndham and Kununurra throughout the year.*

*Leading the 'Business in the Kimberley' (2020) report has consolidated RDAK's understanding of opportunities and challenges facing the region. This is also aided by our **id.Economy** data platform and regional information from our strong networks. The Kimberley faces socio-economic disadvantage; lack of critical population mass; high cost of living and business; and limited supply chain integration. Through building partnerships and economies of scale, many regional based organisations are striving to further the Kimberley's human capital and economic development. The Kimberley possess rich natural and cultural assets; internationally recognised tourism sector; improving transport infrastructure to external markets; and diversification opportunities associated with value-add agriculture and pastoral enterprises.*

*Today's challenge for all levels of government is to create policy and programs that overcome regional barriers; enabling industry and communities to harness the natural assets of land and people to create a bright and sustainable future for the Kimberley.*



ELSIA ARCHER OAM  
CHAIR  
REGIONAL DEVELOPMENT AUSTRALIA KIMBERLEY

# Regional Development Australia Charter



## **STRONG, CONFIDENT AND VIBRANT REGIONS**

Regional Development Australia (RDA) is a national network of Committees made up of local leaders who work with all levels of government, business and community groups to support the economic development of their regions.

RDA Committees have an active and facilitative role in their communities with a clear focus on growing strong and confident regional economies that harness their competitive advantages, seize economic opportunities and attract investment.

Collaborating with other RDA Committees, all levels of government, and the private sector, RDA Committees will:

- a) Facilitate regional economic development outcomes, investment, local procurement and jobs.
- b) Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.
- c) Improve Commonwealth regional policy making by providing intelligence and evidence-based advice to the Australian Government on regional development issues.
- d) Co-ordinate the development of a strategic regional plan, or work with suitable existing regional plans that will align with the Commonwealth's regional priorities.

**Hon Nola Marino MP**  
**Assistant Minister for Regional Development and Territories**

**28 October 2020**

## Board and Staff

*RDAK has a Board of nine members from diverse industry backgrounds who are geographically spread across the whole region. The Chair and Deputy Chair are appointed by the Australian Government Minister responsible for the Regional Development portfolio.*

*The Board offers a wealth of regional knowledge and experience. Under the direction of the Board, the Director and Project Manager capably deliver the operational activities of the organisation.*

### Elsia Archer OAM, JP – Chair



Elsia served for 27 years on Council and was elected Shire President of Derby West Kimberley in 2001; a position she held for six years when she retired from Council. Elsia has held Board/Committee positions with the Kimberley Regional Group of Councils, WALGA State Council, Australia's North West Tourism, Kimberley Small Business Support, Regional Development Council, and Kimberley Development Commission (KDC).

Elsia has lived and worked in Derby since 1957 and is tireless in her many duties. Elsia continues to represent the region for Road Wise and is also the WA State representative on the Health Consumers for Rural & Remote Australia Committee. Elsia was awarded life membership of WALGA IN 2010 for her outstanding contribution to local government.

Term end date: 30 June 2025

### Peter Stubbs – Deputy Chair



Peter lives and works in Kununurra, Western Australia.

He is Area Manager for Project Sea Dragon, an emerging world class Black Tiger Prawn project of national significance.

He was previously Director for Major Projects with the State Government Department of Regional Development and Chief Executive Officer for the shires of Wyndham-East Kimberley and Moora.

Term end date: 30 April 2023

### Jodie Lynch – Board Member



Jodie has a strong background in education, politics and the energy sector. As the current Retail and Community Manager with Horizon Power, she is based in Broome with a Kimberly footprint.

Jodie chairs the Kimberley Ports Authority’s Community Consultative Committee, is a Life Member of the Broome Surf Life Saving Club and was the inaugural Coordinator of the Aussie Hoops Basketball Program in Broome.

Term end date: 30 June 2023

### Susan Bradley OAM, JP– Board Member



Long term Kimberley resident, Susan Bradley has held many Board positions including the Chair of the KDC, Chair of the Ord Development Council, WA Councillor on the Northern Australian Development Council, Director of the Australian Maritime Safety Authority, Shire President of Wyndham-East Kimberley, President of the Kimberley Regional Group of Councils, and the Kimberley and Pilbara Cattlemen’s Association.

Term end date: 9 June 2026

### Michele Pucci – Board Member



Michele is a long-term resident of the Kimberley and was involved in Local Government as a Councillor for over seven. Michele held the position of Shire President of the Shire of Wyndham East Kimberley for three of those years.

She has extensive experience in strategic and regional planning and has held several regional positions including RDAK Chair, Board member of KDC, Vice Chair of the East Kimberley Chamber of Commerce and Industry, and Board member of Kimberley TAFE.

Term end date: 30 June 2023

### Susan Murphy – Board Member



Susan was born in Derby and has 28 years' experience as a State and Commonwealth Public Servant; much of that time in Executive and Senior Management positions.

She has an extensive background in housing, youth, land, and welfare services and has long been an advocate for Aboriginal people across the State, holding a series of advisory positions at local and state levels. Susan is Chief Executive Officer of Winun Ngari Aboriginal Corporation providing services to Derby and surrounding remote communities across the West Kimberley.

Term end date: 9 June 2026

### Lynette Craig, JP - Board Member



Lynette arrived in Halls Creek as an Australian Inland Mission nurse some 35 years ago and has since worked as a nurse, hospital administrator and pastoralist. She currently resides and manages Sophie Downs Station, Halls Creek.

Lynette served as a Councillor for the Shire of Halls Creek and held the President role for four years. Other past Board experience includes Vice Chair of the former Kimberley Area Consultative Committee and Board member of KDC. Lynette has been a JP for the last 15 years.

Term end date: 9 June 2026

### Garry Waldron - Board Member



Living in the Kimberley since 1986 Garry has a background predominately in education. Garry has worked with the Department of Education in Looma, Derby and Broome and also had roles with Notre Dame University and Panoramic Recourses in the East Kimberley.

Now based in Broome, Garry has most recently worked with the WA Electoral Commission for the Kimberley region.

Term end date: 30 June 2023

### Natasha Aristei – Board Member



Natasha is a small business owner and brings significant enterprise organisational skills and a passion for regional community sport and recreation to the RDAK Board.

Currently, Natasha is the Vice President of the Broome Chamber of Commerce and Industry, Committee Member of the Water Corporation's Kimberley Community Grants Scheme, Board Member of Netball WA, and Treasurer for Broome Surf Life Saving Club. Natasha was recognised as the Broome Business Person of the Year in 2020.

Term end date: 9 June 2026

### Janine Hatch - Director



Janine has 15 years of experience delivering regional projects and industry development for local and state government, academic and private organisations across regional Western Australia.

Janine's broad and high-level regional development expertise has been crafted through previous roles with the Department of Regional Development, the Wheatbelt and Peel Development Commissions, and most recently with the Shire of Broome. These roles have focused on facilitating private sector investment, grants management, business case development, and strategic planning.

Through the RDAK role, Janine is passionate about working with businesses, communities and across all levels of Government to shape projects for collective and direct local impact.

### Kim Brown – Project Manager



Kim moved to the Kimberley in 2016 and has over ten years' experience working in the tourism sector practicing across a variety of settings. Passionate about what the Kimberley has to offer, she holds a bachelor's degree in business and brings highly developed business skills including developing new business, creating and driving strategic and marketing plans, writing award submissions and revenue analysis.

# Map of the Kimberley



### Legend

- Sealed major road
- - - Sealed minor road
- Unsealed road
- - - 4WD track
- - - 4WD track only
- T National highway
- 95 National route
- Marine park boundary
- Reef
- Conservation park
- Marine park
- National park
- ✈ Airport
- Local Government Area boundary

### Approximate driving distances (km)

	Perth GNH	Perth NWCH	Broome	Derby	Fitzroy Crossing	Halls Creek	Wyndham	Kununurra	Darwin
Perth GNH	-	-	2237	2391	2565	2843	3197	3202	4039
Perth NWCH	-	-	2374	2528	2701	2990	3345	3349	4176
Broome	2237	2374	-	221	395	683	1037	1042	1869
Derby	2391	2528	221	-	259	547	894	899	1733
Fitzroy Crossing	2565	2701	395	259	-	289	642	647	1474
Halls Creek	2843	2990	683	547	289	-	354	359	1186
Wyndham	3197	3345	1037	894	642	354	-	100	929
Kununurra	3202	3349	1042	899	647	359	100	-	829
Darwin	4039	4176	1869	1733	1474	1186	929	829	-

GNH = Great Northern Highway. NWCH = North West Coastal Highway

# Kimberley Strategic Context

## Key Insights



### LOCATION

- North west corner of Australia
- Spans 419,558 km<sup>2</sup>- twice the size of Victoria
- Six major townships
- 160 Indigenous communities
- Close proximity to growing SE Asian markets
- 91% Land falls under Native Title



### POPULATION – 36, 014

- 36,014 people – sparsely populated
- 50% Indigenous
- Even male/female split
- Median age is low at 32 yrs
- WA Average 3.4%



### 50% INDIGENOUS

*(Source ABS Census data 2018)*



### CLIMATE

- Sub tropical Monsoonal
- Dry Season May - Oct mean temp 27
- Wet Season Nov - April mean temp 36
- Mean annual rainfall 950mm 90% during wet
- Subject to river flooding & cyclones



### ECONOMICS

- GRP estimated \$2.8B up 2.4% 2018-19
  - 15.8% higher cost of living compared to Perth
  - 2270 Businesses in region
  - 58% business are sole proprietorship
- (Source: DPRD 2017 GRP); ABS State Accounts(\$220.0); ABS 2018 Census data)*



### INDUSTRY \$ P/ANNUM

- Mining \$506M
- Construction \$630M
- Tourism \$516M
- Pastoral \$140M
- Irrigated agriculture \$76M
- Aquaculture 34.460M



### EMPLOYMENT

- Unemployment rate 15.3%
- 15,084 jobs
- Labour force 17,450
- Median annual wage \$41k-51k
- Indigenous employed 27% vs state average 92%



### OPPORTUNITIES

- Strategic position to SE Asia
- Clean green environmental profile
- Vast land and water resources
- Strong human potential
- Culturally rich



### CHALLENGES

- Labour Force - training, education and retention
- Tyranny of distance and access costs
- Development of key resilient infrastructure
- Industry regulation constraints
- Closing the gap for Indigenous population

## Population Consideration

Aboriginal people represent 50 per cent of the Kimberley population (compared to 3.3 per cent Australia wide) and have custodial influence over 91 per cent of Kimberley lands through Native Title.

About one fifth of Western Australia's Aboriginal population resides in the Kimberley. With the average age of this cohort at 25 years old, it is forecast that substantial changes in the demographics of the Kimberley will occur over the next generations.

There are over 160 Aboriginal communities and outstations which are reliant on government services delivered from the larger Kimberley towns, Perth, and Canberra. These services include health, education, municipal services, aged care, and other welfare related initiatives aimed at increasing capacity and employability. Of the 98 pastoral properties in the Kimberley, 31 are currently Aboriginal owned.

For a complex range of reasons, Aboriginal people in the Kimberley experience significantly higher rates of unemployment, incarceration, substance abuse, and suicide compared to other Australians. Change is needed to close the gap in life expectancy, child mortality, employment, and education (including school attendance, reading and numeracy). Many government and not-for-profit agencies are based in the region working in this area.

The workforce participation rate in the Kimberley of Aboriginal people is 37 per cent compared to the non-Indigenous rate of 82 per cent. This can be attributed in some areas to lower parental guidance leading to lower school attendance, and low educational outcomes and workplace aspirations and engagement. Higher levels of individual and community leadership are critical to attain education and workforce engagement for social and economic development to occur.



*Bunuba Aboriginal Guides, Windjana Gorge and Tunnel Creek*



*Bungle Bungles, Purnululu National Park*

## Regional Analysis

Leading the *Business in the Kimberley (2020)* report has consolidated RDAK's understanding of opportunities and challenges facing the region. This is also aided by our id.Economy data platform and regional information from our strong networks. The Kimberley faces socio-economic disadvantage; lack of critical population mass; high cost of living and business; and limited supply chain integration.

Through building partnerships and economies of scale, many regional based organisations are striving to further the Kimberley's human capital and economic development. The region possesses rich natural and cultural assets; internationally recognised tourism sector; improving transport infrastructure to external markets; and diversification opportunities associated with value-add agriculture and pastoral enterprises.

The seasonal population of the Kimberley can far exceed its residential population. Combining permanent residents and non-permanent visitors gives an estimate of the regional 'service' population i.e. the population that the Kimberley (and its businesses, facilities and infrastructure) must service each year. As an example, Broome has a residential population recorded at 16,907 people. Accounting for tourism visitors, short-stay workers, business travellers, and people from outer communities using Broome as a base, the service population can exceed 20,000 people on any given day.

Signalling its role as a service region, the Kimberley's major employing industries include Health Care & Social Assistance (15 per cent), Education & Training (12 per cent), Public Administration & Safety (11 per cent) and Mining (9 per cent). Employment growth in the last five years has been primarily driven by mining and government related services. In this same period, construction jobs have decreased signalling a low in the boom-bust cycle that the Kimberley typically experiences.

Construction businesses, however, still form the largest share (19 per cent) of the Kimberley business profile in 2020. This is followed by Rental, Hiring & Real Estate Services (11 per cent) and Retail Trade (9 per cent). The Kimberley has a large share of small businesses but lacks medium sized businesses. This represents a significant constraint to tackle local unemployment and generate meaningful employment opportunities for all residents. As of June 2020, nearly 57 per cent of Kimberley registered business were non-employing. A further 39 per cent of businesses employed 1-19 employees. Attracting new higher employing businesses to the area is critical to generating long term job opportunities.

Through the regional Chambers of Commerce and Industry 2021 survey, up to 80 per cent of responding East Kimberley businesses and 72 per cent of responding West Kimberley businesses declared they require staff to fulfil their current business operational requirements. The polarising characteristics of having an undersupply of skilled and unskilled workers whilst recording significant underemployment and low workforce participation (in Aboriginal cohorts particularly), requires attention and new approaches to be trialled.

There are several private sector and government investments underway or in development in the Kimberley which are expected to stimulate the employment market and contribute to regional domestic growth. This includes:

- Agriculture, horticulture and value-add processing e.g. expansion in the Ord River Irrigation Area (e.g. cotton gin), Seafarms' Project Sea Dragon; Fresh Produce Group's asparagus and table grapes production; Kildo Station's micro abattoir.
- Government funded projects e.g. relocation of Broome Prison; Broome Boating Facility construction; Horizon Power's Customer Experience Centre; NBN fibre in Halls Creek).
- Supply chain infrastructure e.g. Kimberley Marine Offloading Facility construction; Broome International Airport upgrades; road upgrades for Great Northern Highway, Gordon Downs, Duncan and Cape-Leveque roads.
- Mining, oil and gas e.g. Kimberley Mineral Sands' Thunderbird project; Inpex's ongoing offshore investment; Buru Energy's oil and gas exploration and production in the Canning Basin; Rio Tinto's potential Winu project; Woodside's Browse Basin project; Agrimin's Lake Mackay Potash project; Boab Minerals' Sorby Hills project.

These investments have skilled and unskilled employment opportunities in construction phases and ongoing operations. Planning for future labour force is front-of-mind for these organisations. Compounding this issue is a region-wide housing shortage seriously impacting rental markets, population attraction and retention, and community well-being.

The ongoing uncertainties of the COVID-19 pandemic and associated border restrictions are disrupting tourism businesses across the region. Government has supported discount flights to Broome and Kununurra targeting domestic tourists and the drive market has also been strong in 2020-21. The region, however, does rely on high-end interstate and international tourist markets as part of the visitor mix, particularly for tour and experience companies. This market segment continues to be negatively impacted by border restrictions going into 2021-22.

Establishing resilient and connected infrastructure remains a major priority for the Kimberley. Seasonal flood events and natural disasters in both the Kimberley and the Pilbara regularly cut Kimberley communities from supply of goods and services, telecommunications, and road access for significant periods. Improvements to foundational infrastructure is vital for population safety and economic growth in the region.

## Kimberley Regional Priorities

From the strategic context and analysis provided in the previous section, the Kimberley's high-level priorities are listed below:

1. **Securing investment, industry growth and diversification**
2. **Fostering sustainable communities**
3. **Developing skills and workforce capability, entrepreneurship, and innovation**
4. **Investing in connected and resilient built, natural, and knowledge infrastructure**
5. **Building regional leadership and organisational capacity**



*Derby Port*

## Australian Government Regional Priorities

As of 2021, the Australian Government's regional priorities are as follows:

1. **Connectivity and infrastructure** incorporating digital connectivity, transport links, and freight and supply chain infrastructure.
2. **Human capital and skills** to provide skilled and adaptable workforces, regional universities and training, and schooling.
3. **Regional employment and business** to develop regional businesses and industry, local R&D and innovation and a strategic vision.
4. **Leadership and collaboration** by investing in regional leadership, capable local government and Indigenous community.
5. **Amenity and liveability** providing services, facilities and liveability, and support for local priorities.
6. **Sustainable natural resources** to build future resilience, ensure sustainable foundations and provide economic opportunities and jobs.

The priorities for the Kimberley and the Australian Government's regional priorities are aligned. Collaborative effort across organisations in place-based projects and programs will be key to achieving meaningful outcomes in the Kimberley with these priorities in mind.

## Upcoming Strategic Planning

The Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) requires the RDA Network to submit Regional Strategic Plans as part of the updated RDA Charter. The RDAK Strategic Plan will provide a wide range of stakeholders, potential investors and policymakers a better understanding of the Kimberley’s economic development; including strengths, challenges, and needs. The plan will outline the Kimberley’s 3-year strategic priorities and ambitions.

Scope / Project Plans for this activity were requested by DITRDC by 30 June 2021. The Scope outlines the approach, key regional stakeholder engagement, and components of the document. The RDAK Board endorsed Ms Danelle Dowding to prepare the RDAK Strategic Plan (short term staff contract). RDAK requested financial support from DITRDC and successfully secured \$10,000 ex GST to contribute to this activity. This will assist with travel expenses associated with regional stakeholder consultation.

Face-to-face meetings will be arranged in Broome, Derby, Fitzroy Crossing, Halls Creek, Wyndham and Kununurra. Travel costs will include flights, food, accommodation, and vehicle hire (when the RDA Kimberley vehicle is not used).

The project timeframe is listed below:

- August – Desktop research and stakeholder consultation
- September – Report drafting and RDAK Board update
- October – Report review and finalisation
- November – RDAK Board adoption
- December – Report submission to DITRDC and community launch (soft)

Estimated budget for the RDAK Strategic Plan:

<b>Income</b>	
DITRDC contribution	\$10,000
RDAK contribution	\$14,000
<b>Total Income</b>	<b>\$24,000</b>
<b>Expenditure</b>	
Salary (short term casual contract)	\$15,000
Stakeholder engagement (travel costs)	\$6,000
Graphic design and report finalisation	\$3,000
<b>Total Expenditure</b>	<b>\$24,000</b>
Profit/Loss	-

## Outcomes 2020-21 to 2024-25

Utilising the skills of Board and staff members under the RDA Charter, RDAK is well positioned to strategically value-add to meeting the Kimberley and Australian Government's regional priorities. As defined in RDAK's funding agreement to 2024-25 with DITRDC, RDAK has focused our resources and activity to the following outcomes:

1. **Facilitation** of Kimberley economic development outcomes, investment, jobs, and local procurement.
2. **Promotion** of a greater Kimberley awareness of and engagement with Australian Government policies, grant programs, and research.
3. **Contribution** to Commonwealth regional policy making by providing intelligence and evidence-based advice to the Australian Government on regional development issues.

This effort is assisted by RDAK's membership and attendance with the following groups:

- Northern RDA Alliance (NRDAA)
- Cooperative Research Centre for the Development of Northern Australia (CRCNA)
- Regional Chambers of Commerce and Industry (including Broome, Derby, Fitzroy Crossing, and East Kimberley)
- Regional visitor centres (including Broome, Derby, Kununurra)
- Australia's North West Tourism
- Kimberley Regional Group / Zone
- Kimberley Heads of Department meeting
- Aboriginal business support meetings (including Morrgul, Many Rivers, National Indigenous Australians Agency (NIAA), and KDC / Local Content initiative)



*Cable Beach Camel Tours, Broome*

## Activity and Performance Indicators 2021-22

### What will we do?

This section articulates the practical activities that RDAK will undertake in 2021-22 to contribute to meeting RDAK's Outcomes for 2020-21 to 2024-25 and long-term, high-level Kimberley Regional Priorities. These activities will be evaluated after 12 months and documented in the RDAK Annual Report 2021-22 (e.g. 'what did we do').

<b>OUTCOME 1</b>	<b>Facilitate regional economic development outcomes, investment, jobs and local procurement.</b>
<b>PERFORMANCE INDICATORS</b>	<p>a. Provide details and/or a copy of a suitable existing strategic Regional Plan that your RDA is contributing to or that your RDA is developing in accordance with the Charter and the RDA Better Practice Guide.</p> <p>b. Provide details of the investment (in dollar terms), jobs (number), local procurement opportunities (in dollar terms) and other regional development outcomes that your RDA will facilitate (for planning purposes) or has facilitated (for reporting purposes) for your region during this financial year. Please separate these in terms of outcomes that your RDA has:</p> <ul style="list-style-type: none"> <li>• <i>Lead/championed</i> – heavily involved with the outcome</li> <li>• <i>Contributed to</i> – moderately involved with the outcome</li> <li>• <i>Otherwise assisted</i> – marginally involved with the outcome.</li> </ul>
<b>Activity 1.1</b>	
<b>Description:</b> <b>Involvement:</b> <b>Timeframe:</b>	Develop the RDAK Strategic Plan aligned with DITRDC requirements and Kimberley Regional Priorities. Lead/champion. Completed by December 2021.
<b>Activity 1.2</b>	
<b>Description:</b> <b>Involvement:</b> <b>Timeframe:</b>	Update and advocate for recommendations outlined in the <i>Business in the Kimberley</i> report. Lead/champion. Ongoing.

<b>Activity 1.3</b>	
<b>Description:</b>	Advocate for priority projects identified by peak organisations (e.g. Kimberley Regional Group of Councils); such as sealing Tanami Road, upgrading single-lane bridges on Great Northern Highway, Kununurra Airport expansion, Cable Beach Foreshore Redevelopment.
<b>Involvement:</b>	Otherwise assisted.
<b>Timeframe:</b>	Ongoing.
<b>Activity 1.4</b>	
<b>Description:</b>	Contribute to investigations for a Designated Area Migration Agreement (DAMA) for the Kimberley and its sub-regions.
<b>Involvement:</b>	Contribute to.
<b>Timeframe:</b>	Completed by June 2022.
<b>Activity 1.5</b>	
<b>Description:</b>	Partner with Tourism WA and North Regional TAFE to deliver additional Kimberley Hospitality Jobs Connect training in Broome building on the Kununurra pilot project from 2020-21.
<b>Involvement:</b>	Contribute to.
<b>Timeframe:</b>	Completed by December 2021.
<b>Activity 1.6</b>	
<b>Description:</b>	Promote RDAK's id.Economy data resource to Kimberley organisations which provides free up-to-date economic and community statistics to facilitate project planning. Additionally, investigate the fee-for-service project development tools as part of this platform.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.
<b>Activity 1.7</b>	
<b>Description:</b>	Deliver the Kimberley Way Assured Quality Service training program with Kimberley Small Business Support in Broome, Halls Creek and Kununurra. Additionally, promote free access to the Kimberley Way training platform on RDAK's website to regional organisations.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Completed by November 2021.

**Activity 1.8**

**Description:** Promote access to RDAK’s free online Grant Application Master Class to Kimberley organisations.  
**Involvement:** Lead/champion.  
**Timeframe:** Ongoing.

**Activity 1.9**

**Description:** Provision of RDAK Sponsorship support to Kimberley regional and economic development initiatives (e.g. Kimberley Economic Forum, DAMA investigations).  
**Involvement:** Lead/champion.  
**Timeframe:** Ongoing.

**Activity 1.10**

**Description:** Partner with the WA RDA Network to deliver the WA Regional Investment Prospectus (Competitive Analysis) project lead by RDA Perth.  
**Involvement:** Contribute to.  
**Timeframe:** June 2022.



*Ord Irrigation Area, Kununurra*

<b>OUTCOME 2</b>	<b>Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.</b>
<b>PERFORMANCE INDICATORS</b>	<ul style="list-style-type: none"> <li>a. Provide details of where you have supported awareness raising and/or engagement</li> <li>b. Number of submissions supported.</li> </ul>
<b>Activity 2.1</b>	
<b>Description:</b>	Support and facilitate strong applications for Kimberley projects for grant and investment programs (e.g. Building Better Regions Fund; upcoming Northern Australia Development Program; Stronger Communities Program; 2022 Infrastructure Priority List; Northern Australia Infrastructure Facility; 2021 Regional Co-Investment Fund (Fitzroy Crossing transition to fibre); National Priority Fund).
<b>Involvement:</b>	Otherwise assist.
<b>Timeframe:</b>	Ongoing.
<b>Activity 2.2</b>	
<b>Description:</b>	Contribute to CRCNA and the Northern Western Australian – Northern Territory Drought Resilience Adoption and Innovation Hub.
<b>Involvement:</b>	Otherwise assist.
<b>Timeframe:</b>	Ongoing.
<b>Activity 2.3</b>	
<b>Description:</b>	Assist business, community, and local government groups access Australian Government programs, grants, and advice (e.g. AusIndustry; Office of Northern Australia; Department of Foreign Affairs and Trade; Department of Home Affairs).
<b>Involvement:</b>	Otherwise assist.
<b>Timeframe:</b>	Ongoing.
<b>Activity 2.4</b>	
<b>Description:</b>	Provide fortnightly grants information and Quarterly Economic Update to stakeholders.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.

**Activity 2.5**

**Description:** Offer on-ground capability for Australian Government program delivery (e.g. Office of Northern Australia – Regions of Growth Support Officers; Department of Education, Skills and Employment – Employment Facilitation Services).

**Involvement:** Otherwise assist.

**Timeframe:** Ongoing.



<b>OUTCOME 3</b>	<b>Contribute to Commonwealth regional policy making by providing intelligence and evidence-based advice to the Australian Government on regional development issues.</b>
<b>PERFORMANCE INDICATORS</b>	<ul style="list-style-type: none"> <li>a. Outline instances where you have provided intelligence and evidence-based advice to the Australian Government</li> <li>b. Number of instances information / feedback was provided.</li> </ul>
<b>Activity 3.1</b>	
<b>Description:</b> <b>Involvement:</b> <b>Timeframe:</b>	<p>Support NIAA and Kimberley Community Development Program (CDP) providers (East Kimberley Job Pathways, Marra Worra Worra, Winun Ngari Aboriginal Corporation, Nirrumbuk Employment Services, and Kullari) in the development of a Kimberley-specific employment support services as part of the policy transition to Remote Jobs Program.</p> <p>Otherwise assist.</p> <p>Completed by June 2022.</p>
<b>Activity 3.2</b>	
<b>Description:</b> <b>Involvement:</b> <b>Timeframe:</b>	<p>Provide submissions to policy impacting the Kimberley region (e.g. Infrastructure Australia’s Regional Strengths and Infrastructure Gaps project; 2021 Regional Telecommunications Review; Fitzroy River Management Plan).</p> <p>Lead/champion.</p> <p>Ongoing.</p>
<b>Activity 3.3</b>	
<b>Description:</b> <b>Involvement:</b> <b>Timeframe:</b>	<p>Advocate for review of policy and regulation associated with domestic roaming for mobile phone towers to allow greater access and equity in telecommunications.</p> <p>Otherwise assist.</p> <p>Ongoing.</p>
<b>Activity 3.4</b>	
<b>Description:</b> <b>Involvement:</b> <b>Timeframe:</b>	<p>Participate in Regional Intelligence Teleconferences with Assistant Minister for Regional Development.</p> <p>Contribute to.</p> <p>Ongoing.</p>

<b>Activity 3.5</b>	
<b>Description:</b>	Provide evidence-based updates on issues and activities to the Assistant Minister for Regional Development and DITRDC.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.
<b>Activity 3.6</b>	
<b>Description:</b>	Attend national and regional events as an advocate for the Kimberley (e.g. RDA National Forum; Developing Northern Australia Conference; Northern Australia Food Futures Conference; Sustainable Economic Growth for Regional Australia).
<b>Involvement:</b>	Contribute to.
<b>Timeframe:</b>	Ongoing.
<b>Activity 3.7</b>	
<b>Description:</b>	Encourage and host regional visits by Members of Parliament to raise awareness of the Kimberley's economic development opportunities and challenges.
<b>Involvement:</b>	Otherwise assist.
<b>Timeframe:</b>	Ongoing.

## Budget 2021-22

This budget table is for the RDA program funding only as requested by Department of Infrastructure, Transport, Regional Development and Communications (DITRDC). All figures have been round to the nearest dollar.

	<b>Budget (\$)</b>
GST exclusive amounts	<b>1 July 2021 – 30 June 2022</b>
<b>Income</b>	
Surplus funding carried forward from previous financial year	10,000
Funding for this period	381,917
Interest on Commonwealth funds	
<b>Total RDA program income (A)</b>	<b>391,917</b>
<b>Expenditure - major budget items ^</b>	
Employee salaries	167,000
Employee entitlements	
Other employee expenses	7,600
Office lease and outgoings	68,800
Vehicle costs	14,900
Operational	61,177
Financial, legal and professional	20,640
Marketing	4,000
Asset acquisition	
Committee costs	1,800
Travel costs	36,000
Strategic Plan (C/Fwd Funds)	10,000
Other supplementary funding (if any)	
<b>Total RDA program funding expenditure (B)</b>	<b>391,917</b>
<b>Surplus / Deficit of RDA program funding (A-B)</b>	<b>0</b>

^ The department recognises that there may be no allocation against some items, as the Committee may pay for these utilising funding from other sources.

## Appendix 1: RDAK Communications Strategy

Regional Development Australia (RDA) is a partnership between Australian, State, Territory and Local Governments to strengthen regional communities. As not-for-profit organisations funded by the Australian Government, RDAs work in partnership with all tiers of government, local industry, business, and community groups. RDA Kimberley (as part of the RDA network) is strongly committed to supporting the growth and development of Australia's Kimberley's region.

RDA Kimberley is responsible for delivering information about regional development programs, services, grants and initiatives on offer to local stakeholders. RDA Kimberley is also an important first point of contact for Australian Government agencies who want to consult with the region.

Communication is integral to the development, management and delivery of RDA Kimberley's policies, programs and services, and includes the production and distribution of material and information to targeted audiences using various forms of communication.

This Communication Strategy outlines RDA Kimberley's communication objectives, key messages, audiences, tools and activities (including consultation) required to ensure effective communication between RDA Kimberley and the community.

### Objective

RDA Kimberley is committed to providing a two-way communication approach with stakeholders for regional intelligence and relevant, accurate and timely access to RDA Kimberley's information, programs, and services focused on achieving regional growth and development.

### Messages

RDA Kimberley is committed to:

- Working in partnership with all levels of government, industry, and community to achieve regional growth and development.
- Addressing the region's unique economic and social priorities.
- Giving the people of the Kimberley a strong voice.

### Audiences

#### Internal

- Assistant Minister for Regional Development
- Department of Infrastructure, Transport, Regional Development and Communications (DITRDC)
- RDA Kimberley – Board and staff

#### External

- Local Government – Shire of Broome, Shire of Derby-West Kimberley, Shire of Halls Creek, Shire of Wyndham-East Kimberley.
- Federal Ministers, Federal Members of Parliament, and Senators
- Australian Government Agencies

- State Ministers and State Members of Parliament
- State Government Agencies
- Non-government organisations, local industry and businesses, community organisations across the Kimberley.

### High-Level Activities

1. Community consultation and engagement on economic and social priorities.
2. Liaison with governments and local communities about government programs, services, grants and regional development initiatives.
3. Support informed regional planning and information sharing.
4. Contribute to business growth plans, investment strategies, project development, and funding applications.

### Implementation and Tools

#### Internal

- Proactive communication between staff and Board members.
- Regular participation in 'Regional Intelligence' teleconferences with Assistant Minister for Regional Development (with supporting documentation sent directly as follow-up).
- Regular reporting (including Annual Reports, Business Plans, Strategic Plans) to DITRDC.
- Host regional visits and introduction to stakeholders.
- Rotate RDA Kimberley Board meetings across the region.

#### External

- Maintain good working relationships with Australian Government, State Government, and Local Government representatives through meetings, timely responses, and accurate information sharing.
- Attendance and representation on working groups, regional leader meetings, and conferences to maintain a strong profile across the Kimberley.
- Participation in consultation workshops for government policies affecting the region.
- Produce strategic documents and regional fact sheets.
- Regular regional intel visits across the Kimberley with stakeholders (face-to-face meetings).

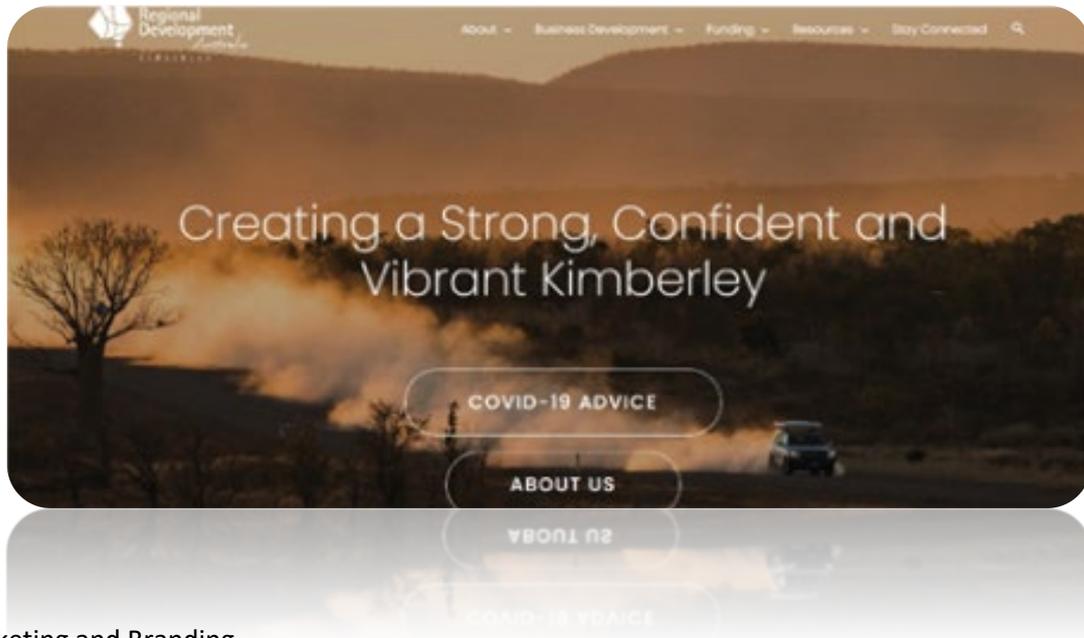
#### Digital

- RDAK has a strong electronic database of stakeholders and industry associates that is regularly updated and used to target communications.
- Quarterly News Journal using Mailchimp and placed on the RDAK website promote RDA activities, government programs, funding opportunities and regional news.
- Special E-Blasts to announce programs, special events and local news.
- Posts are uploaded on the RDAK Facebook Business Page twice weekly and focus on grant and funding activities, local events and news, and training opportunities.
- RDAK utilises Survey Monkey for surveys (including post-event surveys) and analysis.
- Event platform Eventbrite is used to promote events and collect registrations.
- RDAK website has been refreshed in 2020 and uses word press to better utilise search capabilities and more interface with social media platforms to engage with community.

[View RDAK Facebook](#)



[View RDAK Website](#)



### Marketing and Branding

- Alignment with the corporate style guide for the RDA network provided by DITRDC.
- Provision of banners, pull-ups, and flyers at RDA Kimberley hosted or sponsored events.
- Uniforms and name badges available for staff and Board members.
- Logo placement on vehicle.
- Provision of RDAK Sponsorship support to Kimberley regional and economic development initiatives (e.g. Kimberley Economic Forum).

### Next Review

The RDA Kimberley Communication Strategy will be reviewed annually. The next review is scheduled for the 2021 Annual General Meeting.