



# BUSINESS PLAN

2022 – 23



**An Australian Government Initiative**

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## Chair's Foreword

*It is my pleasure to present the 2022-23 Business Plan on behalf of Regional Development Australia (RDA) Kimberley. This plan has been written in line with the Regional Development Australian Charter and requirements of our funder, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA).*

*RDA Kimberley 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 RDA Kimberley will focus our resources and activity in 2022-23 to meet RDA Kimberley outcomes and Kimberley economic development priorities.*

*During the 2021-22 financial year, RDA Kimberley was successfully awarded the tender to deliver Employment Facilitator Services for the Broome Employment Region as part of the Department of Employment and Workplace Relations (DEWR)'s Local Jobs Program. We welcomed Kim Brown and Gail Gower to the Employment Facilitator role in a job share capacity. Coming into the new financial year, our growing team will also accommodate our Director, Janine Hatch, taking a period of maternity leave and several Board positions coming up for readvertisement.*

*The result of the 2022 Federal Election has seen a new Australian Government sworn in which will bring opportunity to advocate and showcase our region to new representatives. We continue to move around the vast Kimberley meeting with local stakeholders. The Board are also rotating our quarterly meetings across Broome, Derby, Fitzroy Crossing, Halls Creek, Wyndham and Kununurra throughout the year.*

*The Kimberley faces socio-economic disadvantage (including unprecedented juvenile crime rates); lack of critical population mass; high cost of living and business; and severe shortages in housing and workforce. 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.*

*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

## Board and Staff

*RDA Kimberley 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 staff 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 RDA Kimberley 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 RDA Kimberley 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 RDA Kimberley role, Janine is passionate about working with businesses, communities and across all levels of Government to shape projects for collective and direct local impact.

### Kara Byrnes – Project Manager



Kara moved to Broome in 2017 with her family to their forever home after living in the Pilbara for 15 years. Enjoying the Kimberley lifestyle, tourism and exploring for the past 20 years has given Kara a passion for the region's development.

Kara brings experience working in finance, insurance, administration and project officer roles and volunteers in several community organisations.

### Kim Brown – Broome Employment Facilitator



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.

### Gail Gower – Broome Employment Facilitator



Gail has spent over 25 years in the tourism industry. Based in Broome for 24 years and also having lived in Kununurra and Darwin, Gail has a strong affinity and understanding of the issues affecting regional Australia and the challenges of living and operating businesses in remote locations.

Gail has a strong network of local contacts encompassing tourism, hospitality and general businesses across the Kimberley and the Northern Territory.



# Map of the Kimberley



### Legend

- Sealed major road
- - - Sealed minor road
- Unsealed road
- - - 4WD track
- - - 4WD track only
- 1 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

Northwest corner of Australia  
 Spans 419,558 km<sup>2</sup>- twice the size of Victoria  
 Six major townships  
 160 Indigenous communities  
 93% land determined under Native Title



### POPULATION

36,054 people  
 42% Indigenous WA Av 3.3%  
 Even male / female split  
 Median age is low at 33 yrs



36,054



42%

WA Average 3.3%

### CLIMATE

Subtropical 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 \$7.44B  
 15.8% higher cost of living compared to Perth  
 2227 businesses in the region  
 15,931 Jobs in the region  
 57% of businesses are non employing



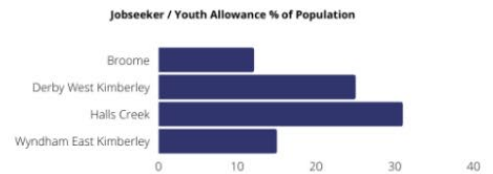
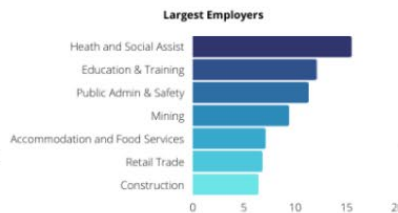
### INDUSTRY OUTPUT

Mining \$5.8B p/a  
 Construction \$631M p/a  
 Health Care & Social Assist \$424M p/a  
 Agriculture & Fishing \$489M p/a  
 Tourism \$236M p/a



### EMPLOYMENT

Unemployment rate 9.4%  
 Labour force 17,450  
 Median annual wage \$61,000  
 75% of unemployed are Indigenous



### REGIONAL ADVANTAGE

Geographic position to Indo Pacific markets  
 Global clean green environmental profile  
 Vast land, water and mineral resources  
 Potential to build human and cultural capital



### REGIONAL CHALLENGES

Lack of critical population mass  
 Labour force - training, education and retention  
 High living and business costs  
 Underdeveloped resilient built infrastructure  
 Closing the gap for the Indigenous population



## Population Consideration

Home to 36,054 people, the Kimberley region's sparsely located population comprises 42% Indigenous people (compared to 2.8 per cent Australia wide) representing over 30 traditional language groups. 93 per cent of the land across the Kimberley has Native Title determination and comes under the control or influence of Indigenous people.

Numerous funded programs are in place to help close the gap in child mortality, education including school attendance, reading and numeracy, employment, and increased life expectancy. For a complex range of reasons, many Indigenous people in the Kimberley experience challenging social and economic circumstances, including significantly higher rates of unemployment, incarceration, substance abuse, and suicide compared to other Australians.

This current status presents challenges such as increased pressure on health and community services, including accelerated antisocial behaviours impacting broader community safety. It also reflects in a reduced labour force participation and therefore higher welfare dependency.

Despite the many not-for-profit and intergovernmental programs and initiatives delivered across the region, overall challenges have worsened across many key indicators. The Kimberley will only reach its full potential when all community members have equal engagement in the future of the region.

Indigenous people share the aspiration for a thriving and diverse economy and strengthening culture and intergenerational prosperity. They bring significant land holdings, contemporary and traditional knowledge and skills, and essential yet under-developed human capital - all crucial assets for socio-economic growth across the region.

Placed-based and community-led initiatives must focus on a triple bottom line approach to ensure that sustained socio-economic advancement is beneficial for all.



*Outback Football by Mark Norval on Derby Marsh. Credit: Taryn Yeates Photography and ANW*



*Ord Irrigation Area. Credit: ANW*

## Economic Analysis

This section is informed by RDA Kimberley's id.Economy data platform and regional information from our strong networks.

The Kimberley faces socio-economic disadvantage (including unprecedented juvenile crime rates); lack of critical population mass; high cost of living and business; and severe shortages in housing and workforce. 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 and infrastructure) must service each year. As an example, Broome has a residential population recorded at 16,961 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), and Public Administration & Safety (9 per cent). Industry sectors that follow then include Agriculture, Forestry and Fishing (9 per cent) and Mining (9 per cent). Employment growth in the last five years has been primarily driven by agriculture, 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<sup>1</sup>.

Construction businesses, however, still form the largest share (19 per cent) of the Kimberley business profile in 2021. This is followed by Rental, Hiring & Real Estate Services (11 per cent) and Agriculture, Forestry and Fishing (9 per cent)<sup>2</sup>. 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 2021, 96 per cent of

<sup>1</sup> <https://economy.id.com.au/rda-kimberley/employment-by-industry>

<sup>2</sup> <https://economy.id.com.au/rda-kimberley/number-of-businesses-by-industry>

Kimberley registered business employed 0 – 19 employees<sup>3</sup>. 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 Indigenous 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); expansion of the Cone Bay barramundi farm; Fresh Produce Group’s asparagus and table grapes production; Kilty Station’s micro abattoir.
- **Government funded projects** e.g. upgrades at RAAF Base Curtin; relocation of Broome Prison; Cable Beach Foreshore Redevelopment; Broome Boating Facility construction; NBN fibre in Halls Creek; establishment of the East Kimberley Designated Area Migration Agreement).
- **Supply chain infrastructure** e.g. Kimberley Marine Offloading Facility construction; Broome International Airport and East Kimberley Regional Airport upgrades; road upgrades for Great Northern Highway, Tanami, 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; Woodside’s Browse Basin project; Agrimin’s Lake Mackay Potash project; Boab Minerals’ Sorby Hills project; restart of Panoramic Resources’ Savannah nickel mine.

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 and childcare shortage seriously impacting rental markets, population attraction and retention, worker availability, and community well-being.

The Kimberley’s tourism sector also continues to be impacted by workforce shortages, despite the WA COVID-19 border restrictions being lifted and the opportunity for a backpacking workforce to return. While the international visitor market is expected to have a slower recovery, the domestic visitor market (particularly the self-drive and ‘adventure’ traveller) has been strong in most towns. Demand is increasing for investment in tourist facilities and supporting infrastructure to better manage this growth, particularly along the unsealed Gibb River Road and more remote areas of far north Kimberley (e.g. telecommunications, rubbish collection and dump points, and designated camp grounds).

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.

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<sup>3</sup> ABS: 8165.0 Counts of Australian Businesses, including Entries and Exits, June 2017 to June 2021; released 16 December 2021.

## Australian Government Regional Priorities

At the time of publication, 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 feature resilience, ensure sustainable foundations and provide economic opportunities and jobs.

## 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<sup>4</sup>**

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<sup>4</sup> Review of the regional priorities and RDA Charter may occur in 2022-23 as a result of the change in Australian Government in 2022.

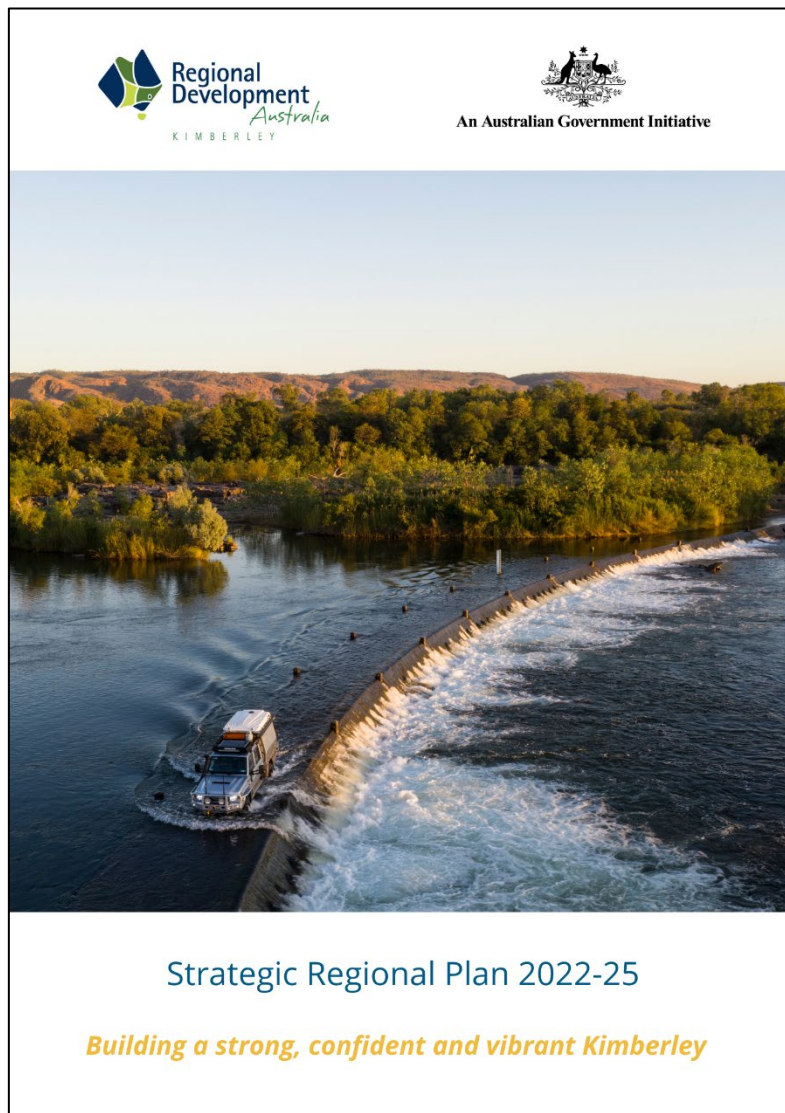
## RDA Kimberley Strategic Regional Plan 2022-25

The DITRDCA required the RDA Network to submit Regional Strategic Plans as part of the RDA Charter. The *RDA Kimberley Strategic Regional Plan 2022-25* provides 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 also outlines RDA Kimberley's 3-year strategic priorities and ambitions.

To enable socio-economic growth, RDA Kimberley will focus on five strategic themes. These themes are informed by Government, community, and industry priorities and will be delivered in partnership with these groups.

### Strategic Themes for Kimberley Economic Development:

1. **Fostering Sustainable Communities**
2. **Secure investment, industry growth and diversification**
3. **Progress skills and workforce capability, entrepreneurship and innovation**
4. **Advance connected and resilient built, natural and knowledge infrastructure**
5. **Build regional leadership and organisational capacity**



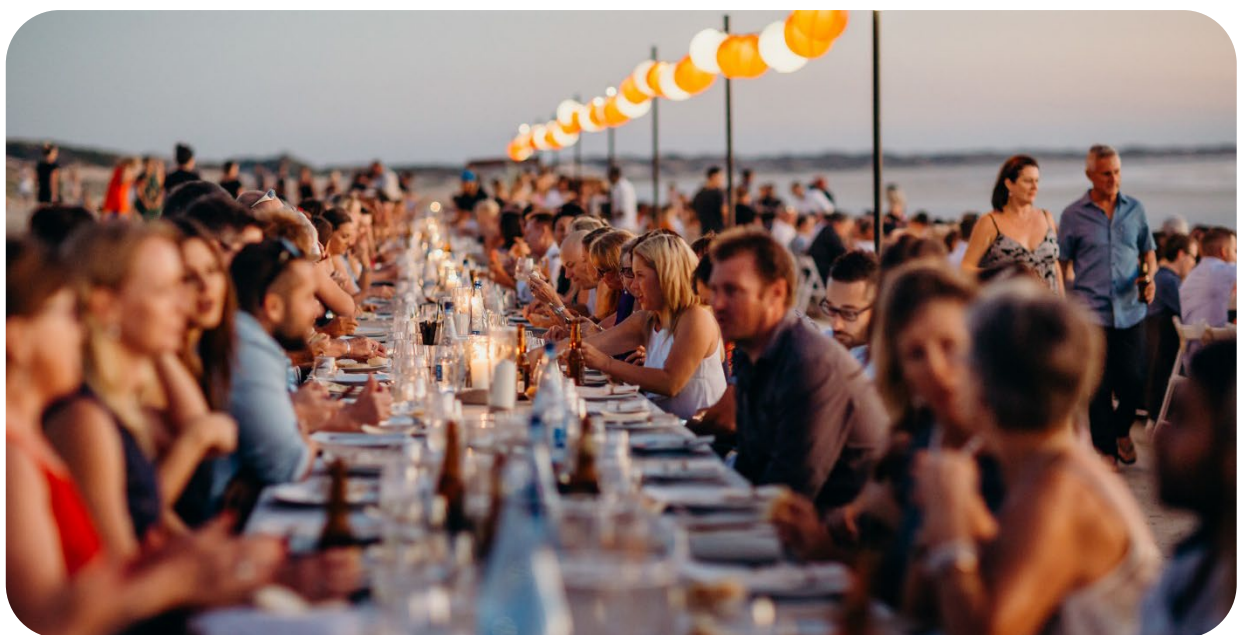
## Outcomes 2020-21 to 2024-25

Utilising the skills of Board and staff members under the RDA Charter, RDA Kimberley is well positioned to strategically value-add to meeting the Kimberley and Australian Government's regional priorities. As defined in RDA Kimberley's funding agreement with DITRDCA 2020-21 to 2024-25, RDA Kimberley 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 RDA Kimberley's membership and attendance with the following groups:

- Kimberley Regional Group / Zone (Shire of Broome, Shire of Derby West Kimberley, Shire of Halls Creek, and Shire of Wyndham East Kimberley)
- 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 Heads of Department meeting
- East Kimberley Employment Roundtable
- West Kimberley Workforce Committee
- Cable Beach Foreshore Redevelopment Community and Stakeholder Group
- Cooperative Research Centre for the Development of Northern Australia (CRCNA)
- Northern RDA Alliance (NRDAA)



*Shinju Matsuri Festival, Broome. Credit: ANW*



## Activity and Performance Indicators 2022-23

### What will we do?

This section articulates the practical activities that RDA Kimberley will undertake in 2022-23 to contribute to meeting RDA Kimberley’s Funding Agreement Outcomes for 2020-21 to 2024-25, Strategic Regional Plan 2022-25, and long-term, high-level Kimberley Regional Priorities. These activities will be evaluated after 12 months and documented in the RDA Kimberley Annual Report 2022-23 (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>	Deliver Employment Facilitator Services for the Broome Employment Region as part of the Local Jobs Program.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Completed by June 2025 (contract with Department of Employment and Workplace Relations).
<b>Activity 1.2</b>	
<b>Description:</b>	Update and advocate for recommendations outlined in the <i>Business in the Kimberley</i> report.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	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>	Financially support and contribute regional information to the North West Defence Alliance Position Paper.
<b>Involvement:</b>	Contribute to.
<b>Timeframe:</b>	Completed by January 2023.
<b>Activity 1.5</b>	
<b>Description:</b>	Coordinate regional input to the design of Census 2026 implementation plan for the Kimberley with the Australian Bureau of Statistics and Kimberley stakeholders.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Completed by August 2026.
<b>Activity 1.6</b>	
<b>Description:</b>	Promote RDA Kimberley's id.Economy data resource to Kimberley organisations which provides free up-to-date economic and community statistics to facilitate project planning.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.
<b>Activity 1.7</b>	
<b>Description:</b>	Coordinate round table discussions to improve industry, Government and regional stakeholder's understanding of the Kimberley's telecommunications needs (including consultation with Telstra, NBN Co, KDC, regional Chambers of Commerce, and local governments).
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	June 2023.

<b>Activity 1.8</b>	
<b>Description:</b>	Promote access to RDA Kimberley and Kimberley Small Business Support's free Kimberley Way Assured Quality Service training program.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.
<b>Activity 1.9</b>	
<b>Description:</b>	Promote access to RDA Kimberley's free online Grant Application Master Class to Kimberley organisations.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.
<b>Activity 1.10</b>	
<b>Description:</b>	Provision of RDA Kimberley Sponsorship support to regional and economic development initiatives (e.g. Kimberley Economic Forum).
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.



*Great Northern Highway (single lane bridge), Fitzroy Crossing. Credit: ANW*

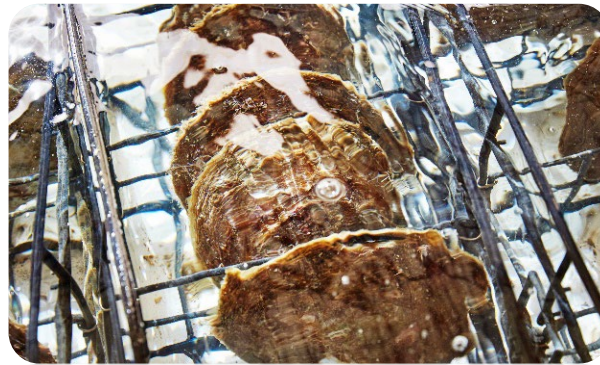
<b>OUTCOME 2</b>	<b>Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.</b>
<b>PERFORMANCE INDICATORS</b>	<ul style="list-style-type: none"> <li>a. Provide details of where you have supported awareness raising and/or engagement</li> <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; Northern Australia Development Program (2022-23 round TBC); Stronger Communities Program; 2022 Infrastructure Priority List; Northern Australia Infrastructure Facility).
<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 (hub lead: Kimberley Pilbara Cattlemen’s Association).
<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 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).

**Involvement:** Otherwise assist.

**Timeframe:** Ongoing.



*Kimberley mining and resources, pearling, and pastoral industries.*

<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>	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.
<b>Involvement:</b>	Otherwise assist.
<b>Timeframe:</b>	Completed by June 2023.
<b>Activity 3.2</b>	
<b>Description:</b>	Investigate Australian Government policy reform options to address key Kimberley issues including escalating crime, lack of housing affordability / availability, and childcare shortages.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.
<b>Activity 3.3</b>	
<b>Description:</b>	Support East Kimberley stakeholders and the Department of Social Services transition the Cashless Debit Card program to a new Income Management system.
<b>Involvement:</b>	Otherwise assist.
<b>Timeframe:</b>	June 2023.
<b>Activity 3.4</b>	
<b>Description:</b>	Provide evidence-based updates on issues and activities to the Minister for Regional Development, Local Government and Territories and DITRDCA.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.

<b>Activity 3.5</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 3.6</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.
<b>Activity 3.7</b>	
<b>Description:</b>	Provide submissions to policy impacting the Kimberley region.
<b>Involvement:</b>	Lead/champion.
<b>Timeframe:</b>	Ongoing.

## Budget 2022-23

This budget table is for the RDA program funding only as requested by DITRDCA. All figures have been round to the nearest dollar.

	<b>Budget (\$)</b>
GST exclusive amounts	<b>1 July 2022 – 30 June 2023</b>
<b>Income</b>	
Surplus funding carried forward from previous financial year	0
Funding for this period	390,730
Interest on Commonwealth funds	
<b>Total RDA program income (A)</b>	<b>390,730</b>
<b>Expenditure - major budget items ^</b>	
Employee salaries	176,800
Employee entitlements	0
Other employee expenses	7,000
Office lease and outgoings	71,242
Vehicle costs	17,284
Operational	61,240
Financial, legal and professional	19,764
Marketing	2,400
Asset acquisition	2,000
Committee costs	4,000
Travel costs	29,000
Strategic Plan (C/Fwd Funds)	0
<b>Total RDA program funding expenditure (B)</b>	<b>390,730</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: RDA Kimberley 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

- Minister for Regional Development, Local Government and Territories
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)
- 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 reporting (including Annual Reports, Business Plans, Strategic Plans) to DITRDCA.
- 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).

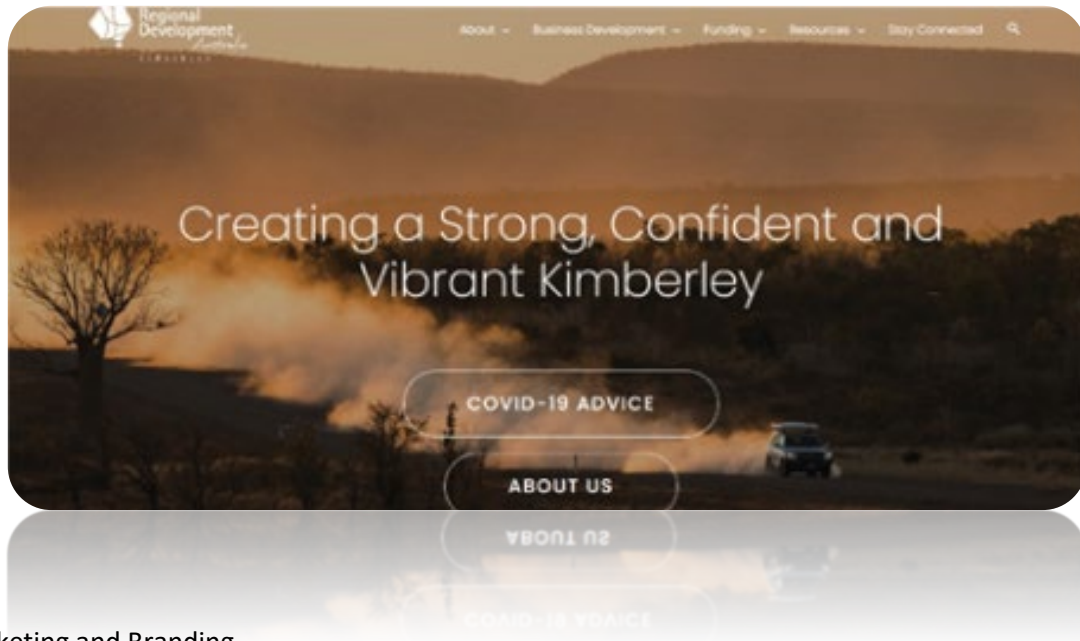
#### Digital

- RDA Kimberley 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 RDA Kimberley 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 RDA Kimberley Facebook Business Page twice weekly and focus on grant and funding activities, local events and news, and training opportunities.
- RDA Kimberley utilises Survey Monkey for surveys (including post-event surveys) and analysis.
- Event platform Eventbrite is used to promote events and collect registrations.
- RDA Kimberley 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 RDA Kimberley Facebook](#)



[View RDA Kimberley Website](#)



### Marketing and Branding

- Alignment with the corporate style guide for the RDA network provided by DITRDCA.
- 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 RDA Kimberley 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 2022 Annual General Meeting.