

2036 AND BEYOND: A REGIONAL INVESTMENT BLUEPRINT FOR THE KIMBERLEY

Full report and supporting documents available at www.kdc.wa.gov.au



ACKNOWLEDGEMENTS

2036 AND BEYOND: A REGIONAL BLUEPRINT FOR THE KIMBERLEY

The Kimberley Development Commission would like to gratefully acknowledge the many National, State and Regional stakeholders, Board members, staff, agency partners, peer reviewers and consultants who freely gave advice and guidance in the preparation of the first Kimberley Blueprint.

A full list of stakeholders may be found in Appendix 2 or www.kdc.wa.gov.au

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FOREWORD



“We are continually faced with a series of great opportunities brilliantly disguised as insoluble problems.” - John Gardner¹

The Kimberley faces more than our fair share of seemingly insoluble problems. We also have the good fortune to enjoy great development opportunities.

The true potential of our future lies in the joining of the two.

In bringing these potentially divergent pathways together, this first Blueprint for the Kimberley seeks to illuminate a clear and compelling future vision for our region, and to identify those matters of greatest importance to achieving its enormous potential.

In this endeavour, the power of local leaders to achieve change by working towards common goals and with a consistent narrative cannot be underestimated. The Blueprint aims to support and harness such effective leadership by providing a common understanding and focus for our collective efforts. With a strong basis in evidence and analysis, the Blueprint provides an over-arching development story for the Kimberley which will support more effective and purposeful engagement with those who can contribute to better outcomes for our region and the State.

Working on the principle that you won't change what you don't measure, the Blueprint not only charts a future direction, but it is bold enough to set targets so we can monitor progress, and evolve the strategies, as we progress toward our goals. We have commenced building tools that will help us all make better decisions and with greater clarity simulate the impacts of future changes.

The Blueprint does not shy away from the most difficult of issues that will impact our future. Our conversations across the region, and the detailed analysis of planning and evidence, have convinced us there is much more that unites, rather than divides, Kimberley people. This is particularly so when we look to our aspirations, opportunities and concerns for the future.

The Blueprint commences the process to chart that aspirational future by striving to unlock our greatest opportunities, and confront our most difficult challenges.

I encourage all those with an interest in the future development of the Kimberley and its people to give full consideration to this Blueprint. It is only with the benefit of your continued engagement and ongoing important suggestions that the Blueprint will become a worthy platform from which we can all look forward to a bright and prosperous future.

Michael McConachy
Chairman

¹ John W. Gardner - U.S. Secretary of Health, Education, and Welfare under President Lyndon Johnson.



Image: courtesy Tourism Western Australia

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EXECUTIVE SUMMARY



Image: courtesy Kimberley Development Commission

EXECUTIVE SUMMARY

With its unique people, landscapes and heritage, the Kimberley occupies a special place in the development story of both northern and Western Australia. As we look to the future, the importance of “getting it right” in the Kimberley is only likely to grow for the State and nation.

The Kimberley Regional Investment Blueprint presents an aspirational and future focused approach to shaping the Kimberley into one of the world’s most successful and sustainable regions.

There are a number of fundamental concepts that underpin the logic and intent of the Blueprint:

- The solutions to our most pressing social challenges are largely to be found in the development opportunities we enjoy.
- Regional leadership will be central to achieving the potential of our region and people.
- A clear and purposeful strategy, with broad ownership, will be a key to delivering the best regional development outcomes .

The Blueprint creates a platform from which leaders can maturely and constructively engage across all levels of government, community and industry.

The Blueprint sets measurable targets across the key strategies that will transform the region into the future. The targets have purposefully been set at levels that create aspiration.

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The Kimberley Regional Investment Blueprint is an aspirational and focused plan that has been designed to guide and shape the transformation of the Kimberley well into the future.

The Blueprint recognises the diversity of the region, the complex challenges inherent in creating an inclusive, enduring, prosperous and balanced future, and creates a platform on which alternative development futures can be both assessed and monitored.

Kimberley in the development of the State

The development of the Kimberley is of increasing importance to the State and nation. Its future development will be built upon cultural and wilderness assets and unparalleled resources.

The underlying evidence points to the region's human capital, social and civic capital, economy and infrastructure being at an early stage of development.

The Kimberley faces a series of intrinsic challenges that are 'wicked' problems², the resolution of which holds an important key to its development.

Wicked problems are at the core of building human capital in the region, as well as providing the important infrastructure, services and policy settings that enable growth. Unresolved, these problems constrain the region and result in unacceptable fiscal and social burdens. The Blueprint challenges the Kimberley to shift its development trajectory in a way that can reduce these burdens and stimulate and drive the many facets of its productive capacity.

Blueprint operating concepts

- Tying the resolution of social development challenges to the region's rapidly shaping economic development opportunities.
- Stimulating regional leadership capacity to be working effectively across government, private and community sectors on solution pathways that engender collective action.
- Creating strategy that is purposeful and determined and engages Kimberley people in change and development.

Blueprint is a platform

The Blueprint creates a platform for leadership to stand upon, to engage maturely and constructively across all levels of government, community and industry.

In its aspirational future, Kimberley could have a population of 93,000 by 2036, sustained by an economy led by agriculture and food production, minerals and energy production, tourism visitation and supported by a broadening range of industry activity. The resultant labour market would sustain an additional 34,000 new jobs, of which Aboriginal people would need to be involved in over 18,000 new jobs. This transformational outcome would provide a vital underpinning of the future Kimberley society and economy.

² 'Wicked' problems are complex and unique. Solutions to wicked problems are correspondingly unique with uncertain outcomes driven by the requirement for a great number for people to change their mindsets and behaviours.

Six Transformational Agendas

Embracing the aspirational future points to six Transformational Agendas to change the Kimberley:

- 1. Regional leadership and development-readiness** - towards a culture of strong local leadership that is engaged proactively and maturely in achieving the potential of our region and its people.
- 2. Enhancing the capability services sector** - constructively engage with governments and key service delivery agencies (health, education, housing and workforce development) to ensure they are strong enablers, not barriers, for our regions success.
- 3. Aboriginal advancement** - a purposeful regional approach to ensuring that Aboriginal people have the capabilities, opportunities and incentives to reach their potential as an integral part of our region's development.
- 4. Industry and resources development** - unlocking the sustainable development of our natural resources to add value for the State and create enduring legacy assets in the region.
- 5. Developing our regional centres** - developing vibrant and viable regional centres as a key to supporting population growth and enhancing the Kimberley lifestyle.
- 6. Infrastructure for driving growth** - encouraging a deliberate and proactive approach to developing key infrastructure as a catalyst for development.

Blueprint is measurable

The Blueprint sets measurable targets across the key strategies that will transform the region into the future. The targets have purposefully been set at the outer limits to create aspiration.

The targets, in turn, create Indicators of Progress that build accountability for change, create a basis for the monitoring of the region's development, and allow for the region to assess the contribution that future development concepts will make.

The Blueprint differs from other plans for the region, and breaks new ground:

- Its content speaks to the broadest evaluation of the issues and opportunities that the region faces, and does not shy away from the often challenging matters that will impact development into the future.
- Its audience are all those who either participate in or benefit from development of the region's people and resources.

The Vision³

The Kimberley aspires to a long term future transformed into one of the world's most successful and sustainable regions. The hallmarks of the success will be:

People - a well-housed, highly educated and healthy people enjoying high amenity in sustainable communities

Place - a place with outstanding infrastructure, services and governance set within a well-conserved and iconic natural environment

Prosperity - shared prosperity arising from the success of the region's main drivers of economic opportunity: Agriculture, Rangeland Industries, Tourism, Minerals & Energy

³ Alignment behind a single regional vision provides a pathway for future strategic collaborative work. The Commission will progressively advocate for a single regional vision.

EXECUTIVE SUMMARY

Transformation

Trans-form-a-tion • n. a qualitative change from one state to another (betterment, improvement, advance)

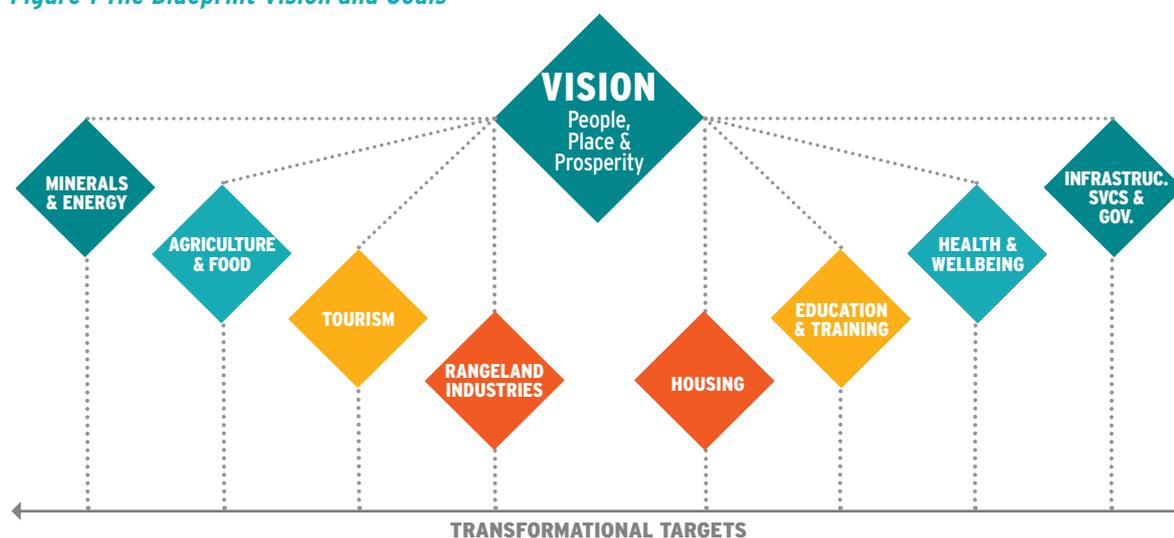
At the heart of the Blueprint is a vision for the region and a set of measurable goals:

- ✓ In those areas where the region has a Comparative Advantage, the aim is to achieve 'substantially above trend' growth and development.
- ✓ In the region's most significant areas of social disadvantage, the aim is to bring the region's capacity into parity with normal trends that would apply for the nation or for Western Australia.
- ✓ A focus on investments that the region can drive in infrastructure, services, policy and governance that enable, support and shape change and transformation⁴ into the future.

The Blueprint has identified six Agendas for transformation to be driven across eight areas of Comparative Advantage or specific disadvantage. The interaction of these is outlined more fully beneath and at Figure 20.

Comparative advantages and barriers

Figure 1 The Blueprint Vision and Goals



Source: Kimberley Development Commission.

The Blueprint has developed eight major goals with related targets against which progress can be measured.⁵ Prominent in those targets are:

- Increasing the employment of Kimberley people in the growing minerals and resource sector to over 60% of the sector's workforce.

⁴ Transformation: The Blueprint describes and defines the region's aspirational future and its implications. The changes that will be required to achieve the region's aspirations broadly define the transformational future. Transformation is central to the Blueprint and the concept is further developed in Figure 2 and throughout the document.

⁵ The measurability of progress against more than 30 key transformational targets creates an enduring set of "Indicators of Progress" against which future development scenarios can be transparently judged. See Section 6 - Implementing the Blueprint.

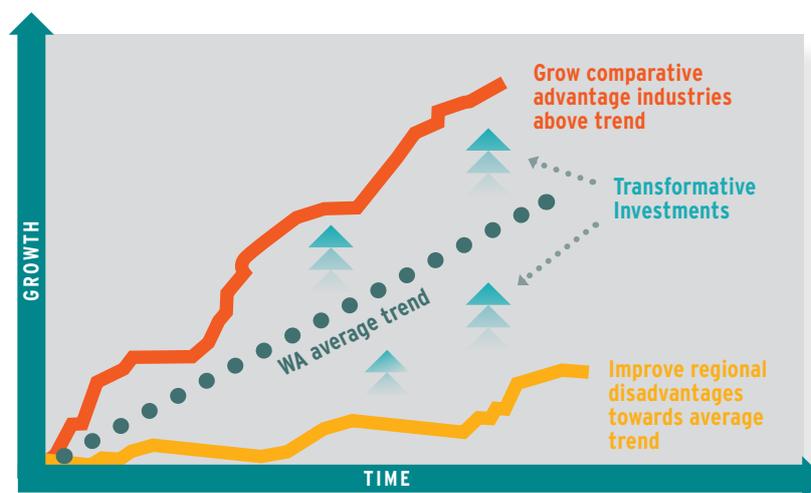
- Tripling the value of production from the region's food industries to \$1 billion per year, coupled with raising agricultural food export earnings to \$590 million per year, and in so doing employing more than 6,000 people in the sector of which almost half could be Aboriginal.⁶
- Growing the output value of tourism to \$700 million per year by developing diversified product offerings into a more globally recognised industry, employing 8,000 people and dramatically increasing Aboriginal involvement.
- Increasing the supply of regional housing by over 14,000 dwellings and strengthening the housing market through a wider range of housing solutions.
- Lifting the region's educational outcomes to mirror the norms that apply nationally.
- Achieving health indicators that match those in the rest of the State and nation.
- Providing infrastructure and services that meet the regional needs of industry and community to grow and develop safe and prosperous communities with high standards of community amenity.
- Investing in 'upstream' solutions to avert inevitable 'downstream' costs.

A Blueprint with transformational targets that builds on industry advantages and regional strengths, delivering regional employment and strong social dividends.

These are ambitious goals. Achieving them involves sustained focus, commitment, change and reform in key areas. This envisaged change and the mechanisms to achieve it create the transformational power of the Blueprint.

The Blueprint is calling for the investment community to use its imagination to go beyond a 'business as usual' approach to design and craft innovative investments that drive change. Though there are many other plans and policies that will deliver within expectations, the Blueprint will support investment that drives the region well beyond most current expectations.

Figure 2 The Transformational Change Concept



Source: Kimberley Development Commission.

⁶ The current and future demography of the region, coupled with the economic development and employment imperative for Aboriginal People, requires growing Aboriginal participation in the region's labour market. The Commission acknowledges the inherent challenges involved but considers that employment and participation objectives must transcend ethnicity. A consistent participation rate across all demographic cohorts is central to the regional vision.

EXECUTIVE SUMMARY

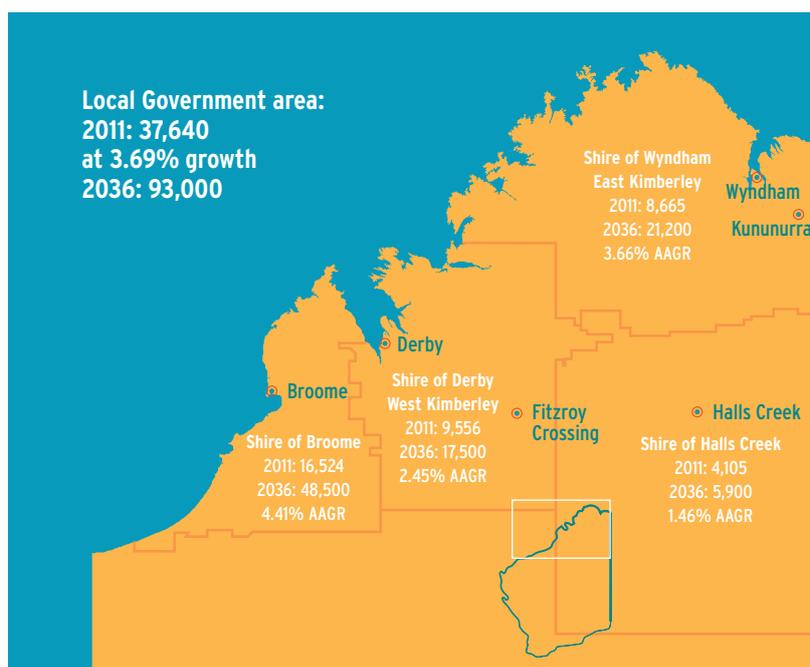
Population

The Blueprint presents a rationale for strategic investments, sound policy and strong governance in keys areas that could support a regional population with an average annual growth rate of approximately 3.69%. It is acknowledged that this is an aspirational or 'stretch' target. If this growth is sustained, supported and achieved, the region could be home to more than 93,000 people by 2036, an increase of nearly 148% on the 2011 population.

"A future Kimberley population of more than 93,000 by 2036 is achievable, practical and sustainable."

Population growth at that scale will create three communities approaching, or above, the 15,000 person threshold that has been identified as the population required to make a regional centre more resilient to economic downturn and adaptable to opportunity.

Map 1 Population map showing distribution and growth



Source: Kimberley Development Commission.

Employment in 2036

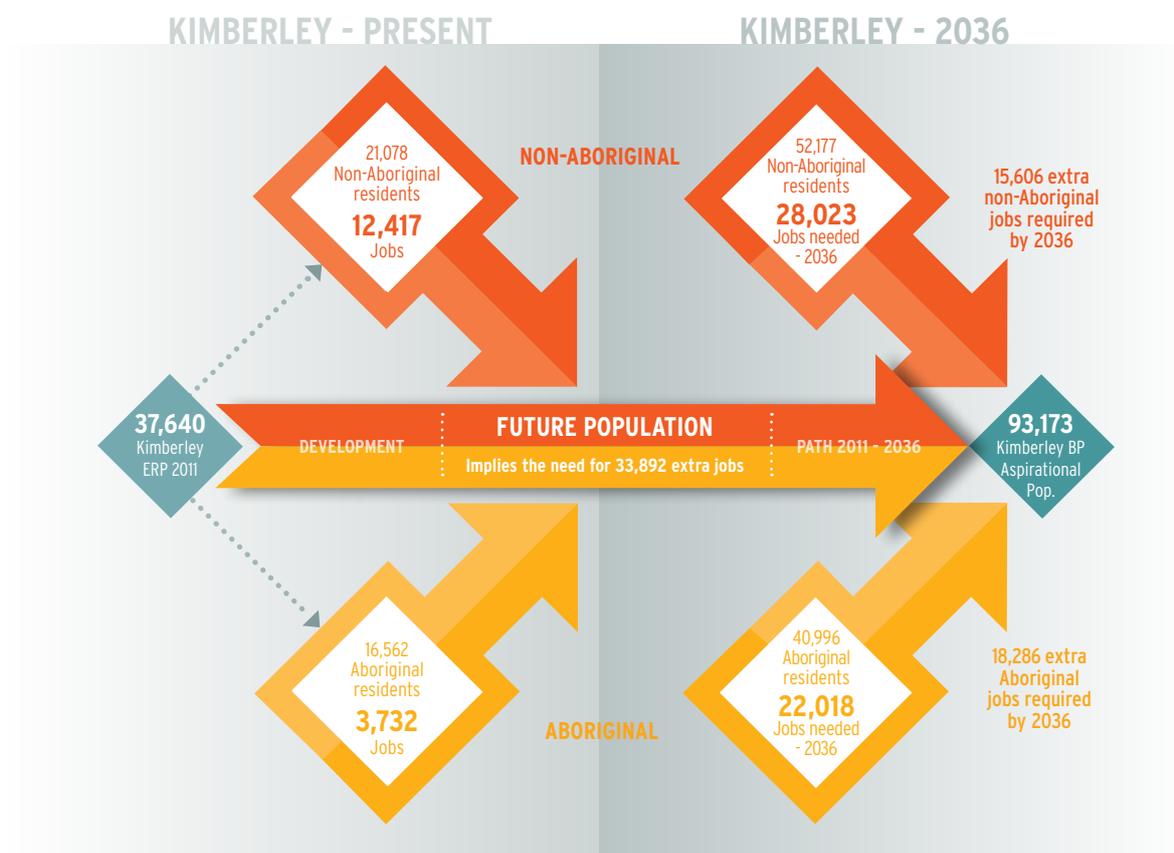
The region aspires to labour market outcomes that mirror the norms that apply across the State and the nation. Outcomes of this scale will transform the Kimberley both economically and socially. Transformational changes are required. These aspirations, in turn, create some of the largest future challenges for the region.

This 2036 population will require an additional 34,000 jobs to achieve labour market participation rates that are consistent with the rest of Western Australia. The region's Aboriginal population will need to become engaged in 18,300 new jobs.

The Commission does not underestimate what will be required to achieve this particular target. Systemic and structural change at a scale not previously contemplated will be required in many sectors. Extensive servicing and attitudinal will be required, along with high levels of strategic co-ordination. Innovative commitments and new delivery models will also be central to achieving these targets.

The outcome will be transformational for the region.

Figure 3 The Kimberley's Future labour market analysis 2036



Source: Kimberley Development Commission.

The Commission believes that labour market participation at levels that are the norm elsewhere in the State and nation is the appropriate aspiration for the region.

The Blueprint recognises that population growth rate targets are sustained by growing the scale and diversity of the regional economy. The implications for both regional industries and the regional labour market will be very significant and will underpin the success of the Blueprint vision.

Industry growth and diversity create the expanding platform for growth and development. This is the 'space' that the Blueprint targets to have its greatest impact. By fully developing and utilising the comparative advantages of the region, its economic drivers will sustain the greatest economic activity and profitability which will then provide the best conditions to sustain optimal labour market development.

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Figure 4 The machinery of regional growth



Source: Kimberley Development Commission.

Our approach

It is recognised that this is the first such process in the region, and that shaping the future will be an iterative and progressive undertaking. By building not just a current set of priorities, but also the enduring principles determined by the region for itself into the Blueprint, the Commission and its strategic partners have set a clear standard for investment, consistent decision-making and vision-driven policy during the next two decades and beyond.

The course has already been set with significant Kimberley regional investment from successive State and Commonwealth Governments and more recently Royalties for Region expenditure that takes the long term investment to well over half a billion dollars. This investment was designed to facilitate an enhanced environment where the private sector could progressively activate and invest private sector capital. The momentum built from this investment must not be lost.

The Blueprint challenges those who invest their time, effort, resources and commitment in the region to craft all projects and future proposals around the goals that are identified. It is the sum of everyone's contribution to transforming the future that will define the way forward.

Looking to the future development of the Kimberley, the Blueprint is founded upon:

- An understanding of the region, including an evidence base spanning all of the key matters that will impact into the future.
- Commitments to:
 - Drive the economic development imperative and particularly the needs of a future population for jobs and supporting social and cultural infrastructure.
 - Address the often difficult social development constraints or barriers.
- A willingness to lead and influence how the future region thinks, acts and participates in development.
- A process to develop and empower regional leadership especially amongst the emerging cohorts of young adult leaders, to monitor progress and to help shape a changing future.

Leadership

The Blueprint recognises that regional decision makers can prioritise and respond to investments in different ways, from directing or securing public investment to influencing the development of good public policy that encourages, enables and supports private investment. The right policy settings create a sound, reliable and attractive environment for private investment whether independent of, or in partnership with, the Government sector.

The evidence

The Blueprint document draws heavily on supporting evidence from a wide range of contributing sources and existing planning processes. Many of those planning processes cross-inform the Blueprint. The evidence base around which the Blueprint has been developed is strong and is structured around:

- A rich context assessment that analysed 177 regional planning documents.⁷
- Strategic engagement with more than 76 key regional stakeholders during 2013 and 2014.⁸
- Expert analysis of global megatrends, regional capacities and drivers and how these may affect the region's development.
- There are currently 23 Expert Position Papers (EPPs):⁹
 - for the region's areas of industry Comparative Advantage and unique determinants of development, and how these will drive the future economy and deliver against both social need and opportunity.
 - contributed by subject matter experts detailing the dynamics of areas of regional disadvantage identified as requiring the most significant efforts to unlock regional potential and human capacity.
- Peer review of the underlying principles and content of the Blueprint.¹⁰
- Public comment period of two months in late 2014. Thirty-six responses with 302 comments were considered by the Commission and its Board.

The underlying analysis points to specific and often unique characteristics of the region and how it is placed both in the State and global contexts.

Imagine

What could the Kimberley look like if we got all the key development issues right?

To help build the vision, the Blueprint imagines what that success will look like in a transformed Kimberley.

^{7, 8, 9, 10} Refer to listing Appendix 2

EXECUTIVE SUMMARY

Table 1 The future Kimberley transformed

IMAGINE a future for the Kimberley defined by...

Enablers	Economic success	Social dividends	Retained environmental values	Enhanced cultural strengths
✓ Fit-for-purpose common user infrastructure.	✓ A strong regional economy as the driving force of the wellbeing and shared prosperity of regional populations, connected to the rest of the world.	✓ Economic success generated and supported by transformative social dividends in the critical areas of housing, education and health.	✓ The importance of the Kimberley preserving its high environmental values as it achieves its economic and social development aspirations will remain critical.	✓ The region's traditional culture increasingly valued globally for its intrinsic qualities, and a source of great ideas, knowledge and experience, harnessed by the region's education system.
✓ Effective service levels across the human services sector.	✓ A set of established and emerging industries to underpin the region's economic success.	✓ The region housed like the rest of Australia: housing will be privately owned, families within social housing have viable access pathways for transitioning out of social housing as they take up education, a strong private housing market, a vibrant residential construction industry.	✓ Ongoing advances in knowledge and technology that increasingly support the achievement of sustainable development in the Kimberley.	✓ A modern culture of inclusiveness and cooperation necessary for the sharing of opportunity and prosperity that underwrites equality within the region. As the region's population invests further in its cultural development, a vibrant arts industry emerges, making a strong contribution to a vibrant society.
✓ Efficient and effective regional governance structures and processes.	✓ Thriving agricultural industries that grow, process and export a diverse range of high quality food products to feed tens of millions of people in the Asia-Pacific, driven by a highly skilled well-paid regional workforce.	✓ A well-housed regional population able to sustain its health and wellbeing, which in turn enables it to sustain national median rates of completion of education and training opportunities, which in turn enables it to become a healthy and highly skilled labour force sustaining specialised regional industries.	✓ The region's resident population and visitors to the region alike increasingly expect high environmental amenity as part of their lifestyle and experience.	✓ Culture of taking responsibility for our future.
✓ Regional leadership engaged in achieving a pragmatic and sustainable co-existence between development aspirations and the Kimberley's outstanding cultural and environmental heritage.	✓ Rangeland Industries where all components are fully productive, driven by rising demand for high quality sources of protein in the Asia-Pacific and supported by appropriate tenure options. A large and growing component of the workforce is Aboriginal people who have taken the opportunity, driving their own advancement and economic independence.	✓ Prosperity improves as investment from increased average incomes flows into home ownership, generating equity and inter-generational wealth that increasingly stays and grows in the region.	✓ The region's international reputation underpinned by its outstanding ability and global reputation to maintain environmental values as it develops. ✓ Sustainable systems of land tenure that support a full and balanced range of economic, cultural and environmental uses.	✓ Culture of entrepreneurship and excellence.
✓ Public Policy that encourages human capital, individual and family resilience and economic independence.	✓ Large numbers of International visitors come every year from across the Asia-Pacific and elsewhere to experience iconic and unique tourism, landscapes and adventure driven by a global reputation for highly sustainable tourism.	✓ The population moves along the education pathway with opportunity to transition into regionally based employment. Families make increasing investments in their housing, health, wellbeing, education and lifestyles, which in turn will drive a range of supporting industries.	✓ Environmental and cultural heritage as cores of a valued Kimberley Brand.	
✓ Public Policy that encourages private sector investment and regional wealth creation.	✓ A growing tourism industry creating and driving employment for the region across a broad range of services. Aboriginal and non-Aboriginal people partner in the delivery of experiences and share the benefits.	✓ Health outcomes equal to the rest of the State, a healthy population underpinning a vibrant society, culture and labour force as industry development progresses.		
✓ Minerals and energy sector supported by modern logistics.	✓ World-scale, world-class mining taking advantage of increasing global demand for high quality and sometimes-unique minerals. Resources transported and shipped via efficient roads and ports. A highly skilled regional workforce supports the construction and operation.	✓ Aboriginal people enjoy the same economic and social opportunities and outcomes as the region's non-Aboriginal people: more appropriate, less crowded, privately owned housing, and a focus on health, education, employment and advancement.		
	✓ A net exporter of energy, connected through efficient distribution networks, earning and retaining income from the export of natural gas and investment in clean energy research and development. A highly skilled, well-paid regional workforce driving the energy sector.	✓ Aboriginal people participating equally with non-Aboriginal people in education, training and employment, commitment to inclusiveness, and appropriate pathways from education to employment, embraced by educators and employers across the region.		
		✓ Vastly improved health and wellbeing of Aboriginal people resulting from their sense of inclusion, increasing prosperity and independence. An ever-increasing contribution to social and cultural development as Aboriginal people successfully blend traditional ways with contemporary opportunities.		

Source: Kimberley Development Commission.

The Blueprint identifies the key strategies and priority actions for the region and its stakeholders that will collectively be required to drive change.

The Commission, with its strategic partners, has crafted the Blueprint to be expanded and refined over time as a 'live' tool to enable and guide development. As custodian, the Commission will take a leading role in advocating for the core elements that will build the strong regional future the Blueprint aspires to.

Six Transformational Agendas to change the Kimberley

The evidence and analysis within the Blueprint, and the development story it tells for the Kimberley, leads to six high-level regional Agendas which represent the primary levers that will underpin the achievement of the Blueprint regional development objectives, and the realisation of the full potential of the Kimberley and our people.

Importantly, these levers will need to be "activated" with great skill, courage and the conviction to shape the regions future. This is a task for all those who have an interest in and commitment to the proper development of this region. In this context, the Blueprint is a call-to-action for the region's leaders and community, Government decision-makers and the private sector to align our collective efforts and investment towards achieving the transformation required in the Kimberley.

Agenda 1 - Regional leadership and development-readiness

Create a culture of strong local leadership that is engaged proactively and maturely in achieving the potential of our region and its people by:

- developing a clear and sustained approach to the building of leadership skills, confidence and engagement especially amongst the youth as a key enabler of future regional development outcomes
- contributing to the clear-thinking, shared understanding, and collaborative relationships (formal and informal) required to activate the regions leadership capacity
- stimulating a culture of development-readiness and an outward looking stance for the Asian century

Agenda 2 - Enhancing the Capability Services Sector

Constructively engage with governments and key service delivery agencies (health, education, housing and workforce development) to ensure they are strong enablers, not barriers, for our region's success by:

- removing policy impediments and driving policy innovation
- using housing as a driver of social change and economic reform
- minimising market distortions

Agenda 3 - Aboriginal Advancement

Follow a purposeful regional approach to ensuring that Aboriginal people have the capabilities, opportunities and incentives to reach their potential as an integral part of our regions development by:

- positioning the success of Aboriginal people as a central tenet of the broader regional development process
- encouraging effective engagement with Aboriginal leadership, alignment of native title interests, and locally-owned innovation in policy and service delivery
- championing reforms to help people move from welfare dependence to successful engagement with the real economy
- contributing to a clear-headed policy approach to Remote Communities so residents look to the future with the skills, choices and pathways to take their place in the region's social and economic life

EXECUTIVE SUMMARY

Agenda 4 - Industry and resources development

Unlocking the sustainable development of our natural resources to add value for the State and creating enduring legacy assets in the region by:

- facilitating ongoing agricultural development by connecting land and water resources to capital, capability and markets
- enhancing the regional value of investment and production in resources and energy sectors
- strengthening the tourism sector through improved visitor access and enhanced product offering
- stimulating the productive use of rangelands resources through diversified uses of land and water

Agenda 5 - Developing our Regional Centres

Developing vibrant and viable regional centres as a key to supporting population growth and enhancing the Kimberley lifestyle by:

- growth centre planning for Broome and Kununurra
- development planning for Kimberley towns and communities
- improving the amenity of Kimberley communities

Agenda 6 - Infrastructure for driving growth

Encouraging a deliberate and proactive approach to developing key infrastructure as a catalyst for development by:

- contributing to effective early-stage identification of infrastructure investment requirements and thresholds
- supporting innovative approaches to infrastructure funding, finance and management
- building the region's infrastructure and improved logistics capacity

The Commission's work will focus on leading regional effort across these priority areas.

Figure 5 The Blueprint vision and agendas for transformational change in the Kimberley



Source: Kimberley Development Commission.

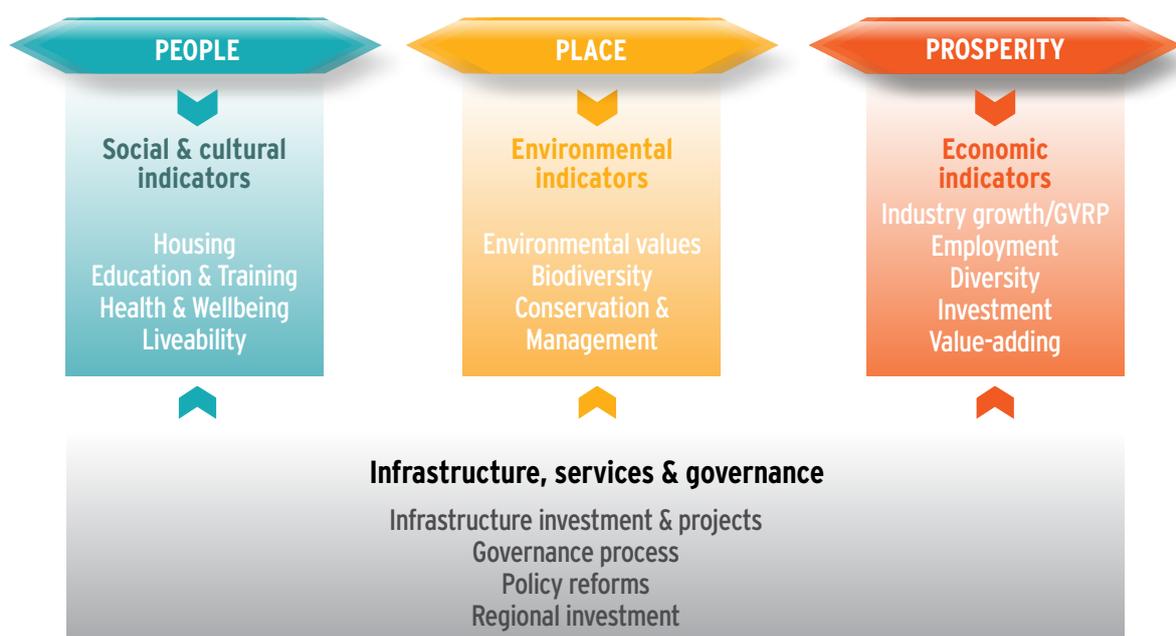
Building on these priorities with its partners, the Commission plans to lead in and influence Blueprint implementation to:

- Increase regional prosperity, attract investment and contribute to State wealth.
- Drive improvements in regional wellbeing.
- Focus commitment across all sectors to transform how the region participates in and benefits from a sustainable future.
- Provide processes and mechanisms where progress against the targets and vision can be measured.¹¹



The Blueprint contemplates a wide range of transformational goals, the achievement of which will be supported and prioritised into the future. Measuring success will be an important tool for the region to gauge its progress. The resulting *Indicators of Progress* will empower the region to chart how it is progressing against key metrics and, importantly, how to identify what settings are working best and those that need fine-tuning or reform. Similarly, scenario applications that will characterise alternative development futures can be measured against those factors that the region considers central to its future.

Figure 6 Blueprint - Measuring progress



Source: Kimberley Development Commission.

Images: courtesy of Tourism Western Australia

¹¹ Refer Table 15 - Indicators of Transformational Change and Figure 6 - Blueprint - Measuring progress

THE KIMBERLEY REGIONAL INVESTMENT BLUEPRINT



Image: courtesy Tourism Western Australia

1.0

THE KIMBERLEY REGIONAL INVESTMENT BLUEPRINT

The call for an overarching and guiding plan, structured and formulated by a regional body but incorporating the effort and skills of key State and Commonwealth Government agencies, the non-Government, corporate, community and not-for-profit sectors is a ground-breaking opportunity to shape the future of the Kimberley.

THE KIMBERLEY REGIONAL INVESTMENT BLUEPRINT

Regional development and investment

The call for an overarching and guiding plan, structured and formulated by a regional body but incorporating the effort and skills of key State and Commonwealth Government agencies, the non-Government, corporate, community and not-for-profit sectors is a ground-breaking opportunity to shape the future of the Kimberley.

In response to the Duncan Review¹² of the Functions and Responsibilities of Regional Development Commissions, it was recommended that the Western Australian Government undertakes to facilitate the development of a regional Blueprint by each Regional Development Commission. The purpose of each Blueprint will be to provide a framework that will *“manage growth in a sustainable way, ensuring the integration of Government planning, and as a resource for industry and not-for-profit organisations”*.

The Kimberley Regional Investment Blueprint (the Blueprint) is the guiding document for how the Kimberley Development Commission (the Commission), regional stakeholders and partners can encourage, enable and support community action and broad investment in the development of the Kimberley. The vision embodied in a forward-looking aspirational plan like the Blueprint can serve to unite investors, policy makers and the people who live and work in the region. Its effectiveness depends upon creating a more certain environment for investment and ensuring its relevance to all those who have a stake in shaping the future Kimberley.

By building not just the current set of priorities and the enduring principles determined by the region for itself into the Blueprint, the Commission sets a clear standard for investment, consistent decision-making and visionary policy during the next two decades and beyond. The Commission seeks a future for the Kimberley and all of its people that is aspirational, inclusive, enduring, prosperous and balanced.

The Blueprint signals to all potential sources of investment, contribution and endeavour the region's development vision and goals as well as its readiness for transformation. The Blueprint adopts a broad definition of the term 'investment' to include:

- The funding or financing of specific public or private projects for developing the region.
- A decision by Local, Regional, State and National Governments that encourages or supports the development of the region.
- A commitment by key stakeholders to collectively design and implement innovative solutions, policies or programs to address the most challenging regional development issues.

The Blueprint recognises that the region's key stakeholders can prioritise and respond to investments in a number of different ways that include directing or securing public investment and influencing the development of good public policy that encourages, enables and supports private investment. As important as public investment is for the development of the region, an equally important role for Government is to create an environment where private investment can be deployed with confidence. For Government, getting the policy settings right creates a sound, reliable and attractive environment for private investment whether independent of, or in partnership with, the Government sector.

¹² “Duncan Review” or Review of the Functions and Responsibilities of Regional Development Commissions, 14 December 2010, Western Australian Government.

A transformational agenda

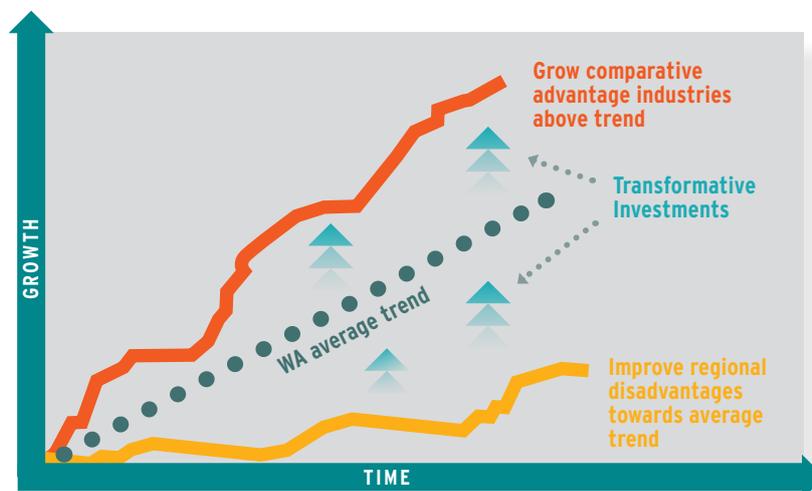
At the heart of the Blueprint is a vision to transform the region and a set of measurable goals to pursue that vision. The concept of “transformation” is an important one that differentiates the Blueprint from all other forward-looking regional planning tools that are operating in the Kimberley. By “transformational” the Blueprint means:

- Substantially ‘above trend’ growth and development in the region’s areas of Comparative Advantage.
- Bringing the region’s capacity in the areas of most significant disadvantage into parity with normal trends for Western Australia.
- A focus on investments in infrastructure, services and governance that enables and supports transformation.

It is the interplay of change across these three areas that creates the power of the Blueprint to enable the transformation of the region.

By setting a transformational vision, the Blueprint is calling for the investment community to use its imagination and commitment to the region’s future to go beyond a ‘business as usual’ approach and to design and craft innovative investments that drive change. This is the enduring value that the Blueprint brings to the region. Though there are many other plans and policies that will deliver within prevailing expectations, the Blueprint will support investment that drives the region well beyond.

Figure 7 The Transformational Change Concept



Source: Kimberley Development Commission.

Transition towards transformation

Although the goals within the Blueprint are designed around the concept of transformational change, there is strong recognition of the need for transitional strategies and actions along the pathway towards transformation. Objective analysis of the prevailing economic and social conditions of the Kimberley undertaken by the Commission provides clear evidence of fundamental capacity deficits (see Section 4.0).

These capacity deficits create the imperative for the Blueprint to recognise that the region will need to achieve and sustain change through planned transition as opposed to the ‘sudden shocks’ that often fail to embed lasting improvements in regional communities. Taking the region from where it is today and into the envisioned future involves careful, considered planning, and intense, sustained focus on achieving strategic outcomes.

THE KIMBERLEY REGIONAL INVESTMENT BLUEPRINT

Planning timeframe to 2036

The planning timeframe of 2036 acknowledges the transformational focus of the Blueprint's vision and goals. Some of the goals may be achieved sooner than 2036 while others may take longer. The benefit of nominating a specific timeframe is that progress towards the vision and goals can be measured over time. The selected timeframe of 2036 aligns with the Kimberley Planning and Infrastructure Framework and the regular Census reporting schedule.

In any long-range planning exercise, the setting of indicative timings around achievements is only one consideration. In this Blueprint, the Commission focuses on the desired trajectory in the knowledge that the Kimberley has a massive potential for development that will, in time, be realised. The main task of the Blueprint is therefore to shape how that development occurs and is advanced in such a way that change progressively brings the most benefit to the region.

Priority setting

The Blueprint will guide the work initially of the Commission and progressively of key leaders and agents of change as we all set about the task of enabling investment for the region's development. The Blueprint provides the region generally and the Commission specifically with a framework for setting or influencing priorities for regional investment.

Building the Blueprint

To ensure that it is fit-for-purpose and able to respond to changing conditions, a rigorous, four-stage methodology has been applied in the process of building the Blueprint. The four stages were:

- Understanding the region
- Building an evidence base
- Developing the Blueprint
- Preparing for implementation

A full explanation of the methodology, each of the stages and the specific steps taken during the building of the Blueprint can be found in Appendix 1.

Evidence-based and logical

The Blueprint has been developed on an evidence base.¹³ A comprehensive array of sources of evidence about the region's development needs and the drivers of transformational change have been used. These sources include:

- A rich context assessment
- Strategic engagement with key regional stakeholders
- Analysis of global megatrends, regional capacities and drivers and how these may affect the region's development
- 23 Expert Position Papers (EPPs) addressing the region's areas of industry Comparative Advantage and unique determinants of development, and how these will drive the future economy and deliver against both social need and opportunity

¹³ Appendix 2 - Evidence at a glance - www.kdc.wa.gov.au

The evidence base has been cross-referenced throughout, so that readers and users of the Blueprint can track the drivers of change back to an evidence source.

Using evidence to underpin the Blueprint ensures that there is a clear and sound logic for particular investments in the region. The Blueprint identifies and makes logical connections between the drivers of the region's Comparative Advantages, the areas of development required to increase capacity to respond to, and benefit from, industry and economic growth and development and the infrastructure, services, and governance arrangements that enable and sustain growth.

Alignment with existing strategic policies and plans in the Kimberley

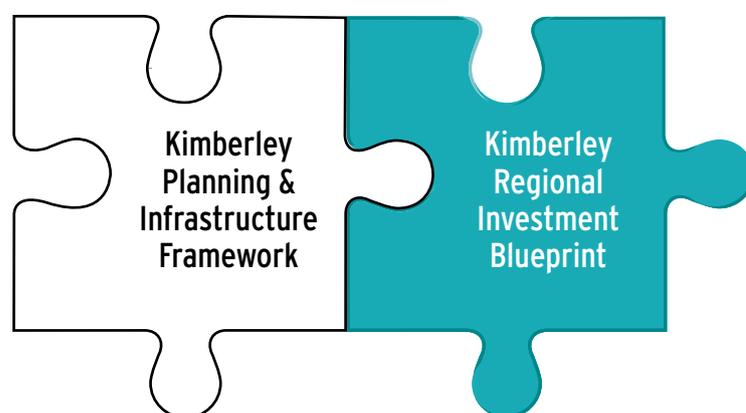
The Blueprint aims to enable transformational change by aligning with and leveraging the major existing strategic policies and plans for the region.¹⁴

The Blueprint process has incorporated a strategic alignment check of the Blueprint's regional development themes against these policies and plans, and demonstrated clear functional links. As the Blueprint has been refined, these have been maintained. This desire for alignment has not been allowed to supercede the regional agenda. For instance many national and state plans indicate a high focus on safety and security. These factors were almost entirely absent from the contributions provided by Kimberley stakeholders and receive correspondingly low levels of attention in the Blueprint.

The Blueprint recognises that strategic planning and policy-making for the Kimberley is important at all levels and from all perspectives. Transformational change requires comprehensive, committed and coordinated effort.

This effort is demonstrated by the alignment between the Blueprint, which outlines aspirational initiatives for change, and the Kimberley Planning and Infrastructure Framework (KPIF), which articulates the infrastructure required to sustain our steadily growing region. A comprehensive view of the existing and future region is best obtained by reading these documents as companions.

Figure 8 Planning the development of the Kimberley



Source: Kimberley Development Commission.

¹⁴ See Evidence base & Bibliography - Appendix 2 at www.kdc.wa.gov.au

THE KIMBERLEY REGIONAL INVESTMENT BLUEPRINT

The Blueprint intends to expand this effort through similar alignment with other strategic policies and plans as they develop, including the Northern Australia policy and local Government and industry plans.

Inclusive Aboriginal development embedded throughout the Blueprint

The Kimberley has a large and growing Aboriginal population. This is a major advantage for the region because of the inherent value in Aboriginal culture and society, and the globally significant point of difference and opportunity it represents. The Kimberley's Aboriginal people have enormous potential to be at the heart of regional transformation and, with the right settings, will play a much greater role in shaping and supporting the development of the region as a source of knowledge and human and social capital.

To enable the Kimberley's Aboriginal people to meet their full potential there is a compelling need for innovative, collaborative and comprehensive solutions to address current levels of disadvantage. The Blueprint supports the call from key Aboriginal stakeholders for Aboriginal people to be recognised as key strategic partners providing leadership in the future of the region and the implementation of the Blueprint.

The economic and social disadvantage that Aboriginal people face is the pervasive challenge across all development sectors in the region. The Kimberley has already experienced and supported outstanding work in this area with landmark arrangements in both the East and West Kimberley that will continue to demonstrate the potential rewards of meeting the challenge. Meeting this challenge will be an intrinsic part of benefitting from investment in the region.

The Blueprint process has included wide consultation with key Aboriginal stakeholder representatives and groups, and this consultation will continue to widen in support of the principal of requiring "free, prior and informed consent" from Aboriginal people on the issues that concern them.

The Blueprint recognises that the future development of the region must be inclusive of the region's Aboriginal people and their interests in the economy, society, environment and culture. Future investments, including those from the private sector, must build up and leverage the human capital of the region, particularly by being inclusive of and responsive to Aboriginal people and their development aspirations. Those investments that embrace this inclusiveness will benefit from what will in effect be a 'social licence' to participate in the region's development.

To ensure this inclusiveness, the Blueprint has incorporated Aboriginal-specific targets within the full range of focus areas for the region's development. This inclusion is an early step in leading transformational change for, and with, Aboriginal people in the Kimberley.

Mindful of sustainable development

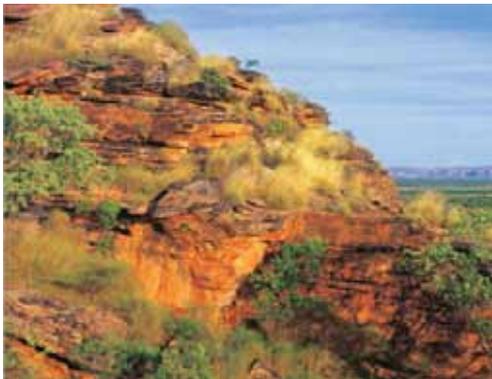
The vision set out in the Blueprint includes a vision for delivering sustainable development by imagining a future for the Kimberley that includes balanced economic, social, environmental and cultural development considerations.

The change to which the Blueprint aspires is not intended to be separate from or detrimental to the region's highly valued social, environmental and cultural qualities.

The vision looks to a future Kimberley that achieves economic success while delivering social dividends to the region's population, retaining the region's globally-renowned environmental values and enhancing the region's cultural strengths.

Aboriginal engagement in the future development of Broome and Kununurra

Aboriginal people have an influential place in the future development of both towns, and by the nature of the underlying agreements will have participation benefits in a wide range of the development options each town faces.



THE LANDMARK GLOBAL NATIVE TITLE AGREEMENTS THAT ARE IN PLACE IN BOTH BROOME AND KUNUNURRA PROVIDE UNIQUE BENEFITS FOR BOTH COMMUNITIES.

For those focused on accelerating development in Broome and Kununurra the future in terms of native title and Aboriginal heritage has a strong element of certainty that sets these towns apart from many in regional Western Australia.

The investment in these Global Agreements by the Yaruwu and Mirriuwung Gajerrong traditional owner groups and the State Government provides a sound foundation for the style of growth that is envisaged for both towns in the State Planning Strategy.

The challenge for both communities and private sector developers in each town is to leverage the investment already made to not only drive growth, but to make lasting impacts upon the quality of life of all residents in those places.

The Blueprint outlines the style of impacts that are required for the region and both communities offer live examples of how reaching agreement about common objectives can provide a platform of certainty upon which to springboard growth.

Further details of the Rubibi and Mirriuwung Gajerrong Agreements can be found at:
<http://www.dpc.wa.gov.au/lantu/Agreements/Pages/Default.aspx>

IMAGINING THE KIMBERLEY IN 2036



Image: courtesy LandCorp

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IMAGINING THE KIMBERLEY IN 2036

Geographically larger than many countries, culturally and environmentally unique and intact, naturally and economically gifted but undeveloped, sparsely populated but close to the rapidly developing and growing population centres of Asia, the Kimberley is a region of enormous potential, importance and promise, even on a global scale.

IMAGINING THE KIMBERLEY IN 2036

Setting the scene

The starting point

Geographically larger than many countries, culturally and environmentally unique and intact, naturally and economically gifted but undeveloped, sparsely populated but close to the rapidly developing and growing population centres of Asia, the Kimberley is a region of enormous potential, importance and promise, even on a global scale.

As the world transitions away from the dominant economic and social forces of the 20th century towards the array of emerging opportunities and challenges of the 21st century, the development of the Kimberley is still just beginning. Its status as a developing region in a modern nation provides an opportunity for change that may never be seen again. If the Kimberley is to realise a vision for the region that is truly aspirational, it must utilise its unique set of advantages whilst meeting its special challenges.

Sustainable development

World expectations of how development should and will happen are changing quickly. Development has become far more than a basic process of industrialisation. High expectations prevail that developing regions can strike the right balance between complex economic, social, environmental and cultural interests. Striking this balance is the goal of sustainable development. Those regions that successfully achieve this balance have the brightest future, as they avoid many of the legacy costs that less balanced regions will face. If it can harness its opportunities and overcome its challenges while striking this balance, the Kimberley is well placed to become one of the most prosperous and sustainable regions in the world.

Imagine what a prosperous and sustainable development future for the Kimberley will look like.



The economic success of the Kimberley will generate and be supported by transformative social dividends benefits for the people of the region in the critical areas of culture, housing, education and health. These nationally significant advances will position the growing population to fully benefit from and sustain economic growth with progressive improvements to quality of life.

Imagine the future of culture in the Kimberley

Imagine how the traditional people of the region have continued to conserve and sustain the world's oldest living culture. Their ability to do this has been supported by their innate skills and abilities matched by innovative and responsive public policy settings. The region's traditional people will have been empowered through high levels of economic and social advancement, which will have provided the opportunities, focused resources and independence to participate in and benefit from the growing regional economy and improving amenity of the Kimberley. The region's traditional culture will have become increasingly valued globally for its intrinsic qualities, but it will have also become a source of great ideas, knowledge and experience in a region and a world striving for sustainability. This intrinsic knowledge will have been progressively harnessed by the region's education system.

Imagine the modern culture of the Kimberley having been built further upon the region's inclusiveness and cooperation, both of which are necessary conditions for the sharing of opportunity and prosperity. This will have produced and maintained broad-based equality within the region. These established cultural qualities have driven, supported and benefited from the region's sustainable development. As the region's population has become more prosperous, it has invested further in its cultural development. A vibrant arts industry has emerged, making a strong contribution to an improving quality of life by further reinforcing and inspiring a vibrant society.

Imagine communities that nurture their people with accessible cultural and artistic programs and experiences from across the region and state. Imagine a region that integrates culture, the arts, the economy and people.

Imagine the future of housing in the Kimberley

Imagine the region when it is housed to the same standards as the rest of Australia but in regionally appropriate housing. The region's families have access to affordable housing in well-serviced and well-maintained settlements delivering high standards of amenity. Much of this housing will be privately owned, and those families within social housing will all be able to access options for transitioning out of social housing to take up education, employment and home ownership. A strong private housing market will be established, helping to moderate housing purchase prices and rents. Imagine a vibrant residential construction industry based on sustained demand and delivering high quality housing into the region.

Imagine how a well-housed regional population is able to sustain its health and wellbeing, which in turn enables it to sustain national median rates of completion of education and training opportunities, which in turn enables it to build and retain a healthy and highly skilled labour force sustaining specialised regional industries like retail and construction.

Imagine the regional population's prosperity improving as the investment from increased average incomes flows into home ownership, generating equity and inter-generational wealth that increasingly stays and grows in the region.

Imagine the future of education in the Kimberley

Imagine the Kimberley achieving education performance equivalent to the rest of Western Australia. The regional population will have a strong and successful pathway through high quality teaching institutions, from early childhood education to primary school to secondary school to tertiary, vocational and adult education and training.

Imagine the future Kimberley's education pathways driven by the region's specialised industries and knowledge. As the regional population moves along the education pathway, they will have the opportunity to transition into regionally based employment, driving regional industry and retaining a larger share of people in the region. As regional employment is taken up, and average incomes increase, families are positioned to make increasing investments in their housing, health, wellbeing, education and lifestyles, which in turn will drive a range of supporting industries.

Imagine the Kimberley with national and international recognition as a centre of excellence for knowledge and training in the sustainable development and management of regional and remote area economies, communities, environment and culture. Imagine the region as the source of best practice e-education technology and practice. Imagine the power of this and how it will draw others with advanced knowledge and experience into the region, and supercharge the region's existing talent base, further driving innovation.

IMAGINING THE KIMBERLEY IN 2036

Imagine the future for health and wellbeing in the Kimberley

Imagine the Kimberley with health outcomes equal to the rest of Western Australia and the benefit this will bring to the regional population. A healthy population underpinning a vibrant society and culture supplying a growing labour force as industry development progresses.

Imagine the future for the Aboriginal people of the Kimberley

Imagine the Kimberley's Aboriginal people enjoying the same economic and social opportunities and outcomes as the region's non-Aboriginal people.

Imagine the region's Aboriginal people accessing more appropriate and less crowded housing. Many Aboriginal people will own their own homes and use the wealth generated by this to further advance their aspirations.

Imagine Aboriginal people young and old participating equally with non-Aboriginal people in education, training and employment across the region, driven by a strong commitment to inclusiveness and the delivery of appropriate pathways from education to employment, embraced and supported by educators and employers across the region.

Imagine the vastly improved health and wellbeing of the region's Aboriginal people increasing prosperity and independence as a consequence of better housing, education, training and employment outcomes.

Imagine an ever-increasing contribution to the Kimberley's social and cultural development as traditional ways are successfully blended with contemporary opportunities.

PLACE

Imagine the future of the Kimberley's environment

Imagine the Kimberley's high environmental values are protected and enhanced as it achieves economic and social targets. Having been preserved, these values continue to provide the region with a highly-prized Comparative Advantage in a world becoming increasingly aware of the beauty, scarcity and fragility of intact natural environments and ecosystems. The Kimberley's people enjoy the health and lifestyle benefits arising from living in a region of a high environmental value, researchers come to study the region's biodiversity for new knowledge and innovation, and visitors from across the world come to see its iconic beauty.

Imagine how ongoing advances in knowledge and technology have increasingly supported the achievement of sustainable development in the Kimberley. Industries will have been developed with embedded sustainability principles and practices at the core of their operations because it will be increasingly cost effective and socially responsible to do so. The international reputation of the region's economy will have been underpinned by its outstanding ability to maintain its environmental values as it develops. The resourcefulness and innovation of the Kimberley's community will mean that these often complex aspects have come to reinforce and strengthen rather than restrict the region's economy, society and culture.

Imagine the future for liveable communities in the Kimberley

Imagine Kimberley communities with increasing levels of public amenity and services, offering an increasing range of lifestyle options that attract and retain families and individuals. High levels of amenity and quality of life are a recognised Competitive Advantage for an increasing number of people choosing to live in the region.

PROSPERITY

In the 21st century, the establishment of a strong regional economy will remain the driving force of the wellbeing and prosperity of regional populations, connected to the rest of the world by advanced physical and digital infrastructure, while striking a sustainable balance between the quantity and quality of economic growth. The Kimberley has a set of established and emerging industries that will drive the region's prosperity. It is expected that Aboriginal people will play an important part in the future prosperity of the region.

Imagine the future of agriculture and food in the Kimberley

Imagine thriving agricultural and food industries that have combined traditional techniques with advanced technology to sustainably grow, process and export a diverse range of high quality food and fibre products to support tens of millions of people in the Asia-Pacific.¹⁵ Imagine the capital that would be mobilised into the region to enable and support this industry, and the highly skilled, well-paid workforce driving it.

Imagine diverse production systems, operating in a network of agricultural precincts that span the Kimberley, taking advantage of the juxtaposition of arable soil, available water and transport connections, creating employment in many remote localities. Supported by world-class infrastructure, high technology farms would be seamlessly connected to regional food processing centres that efficiently value-add to high quality products that are then flown or shipped from the region direct to markets in Australia and the Asia-Pacific.

Imagine a suite of agricultural and primary production industries supported by world-class research and industry development facilities operating in the region with the capacity and connections to export knowledge to global markets hungry for the unique professional skills and experience the region develops. A highly networked and efficient agricultural sector will make a major contribution to raising personal incomes for many in remote parts of the region. That income is, in large part, reinvested back into the region's prosperity.

Imagine the future of the Rangeland Industries in the Kimberley

Imagine a Rangeland Industries sector in the Kimberley where all of its components are fully productive, driven by the rising demand for high quality sources of protein from the growing middle classes of the Asia-Pacific. Imagine the Kimberley's Rangeland pasture being sustainably managed to grow, process and export some of the world's best beef products.

Imagine the investment opportunities that come from Rangeland enterprises equipped with advanced technologies to support efficient production, and the creation of a large workforce of skilled managers of stock and land. A large and growing component of the workforce would be the Aboriginal people of the region, who have taken the opportunity to further their own advancement and economic independence.

Imagine how a network of advanced Rangeland enterprises supported by accessible and suitable tenure options with an increasing value added component would drive export earnings being retained in the region and directed towards the further development of supporting infrastructure and skills necessary for sustaining growth and diversity in the industry.

¹⁵ It is widely recognised by agricultural economists that Australian agriculture already feeds approximately 60 million people world-wide. See for example PMSEIC (2010), *Australian Food Security in A Changing World*, Prime Ministers Science Engineering and Innovation Council, Canberra.

IMAGINING THE KIMBERLEY IN 2036

Imagine the future for tourism in the Kimberley

Imagine hundreds of thousands of people coming to the Kimberley every year from across the world, to experience iconic and unique Kimberley tourism products, landscapes and adventure options driven by the region's global reputation for a highly sustainable tourism industry based around cultural and ecological tourism. Visitors would enjoy a diverse range of opportunities as they spend time learning about the world's oldest surviving culture directly from the custodians. Imagine visitors also enjoying the benefits of a high quality modern culture, that presents an interconnected network of unique adventures, world-class accommodation, dining and touring options.

Imagine visitors from all over the world returning to their home countries, sharing rich stories about the experiences and services available in the Kimberley. Imagine the increasing number of visitors providing the foundation for sustaining affordable air access for all.

Imagine a growing tourism industry creating and driving employment for the region across a broad range of services, expanding and diversifying the Kimberley skill base. Imagine the opportunities for Aboriginal and non-Aboriginal people to partner in the delivery of iconic experiences and the shared benefits this will bring for both prosperity and relationships.

Imagine the future of minerals and energy in the Kimberley

Imagine a world-scale, world-class and globally competitive mining and energy sector taking advantage of increasing global demand for increasingly higher value, and sometimes unique, products such as heavy rare earths, minerals sands, coal and coloured diamonds.

Imagine resources being transported and shipped from the region via efficient roads and ports, and the indirect benefit to the region of shared access to this infrastructure for other industry activity.

Imagine discrete and niche value-adding of regional minerals taking advantage of regional energy advantages, creating local employment, building skills and helping to sustain communities. Imagine the capital that will be attracted into the region to extract and process these resources. Imagine the highly skilled local regional workforce supporting the construction and operation of the sector. Imagine building upon the trading relationships and markets that have been established.

Imagine the Kimberley using its world-class gas resources to maximum advantage. The future Kimberley remains powered predominantly by a cleaner energy mix of natural gas derived from gas processed in the region and renewable sources. Imagine the region with affordable energy that gives it a competitive cost advantage that attracts, grows and sustains commerce and niche industry.

Imagine the Kimberley as a net exporter of energy, connected by efficient distribution networks, earning and retaining income from the export of natural gas to markets around the world. Imagine the reinvestment of a growing proportion of this income into clean energy research and development that would be conducted from a world-class research institution in the region. Imagine the region with a highly skilled, well-paid regional workforce driving the energy sector and the development of clean energy knowledge.

Imagine the Kimberley recognised as a world centre of clean energy knowledge and innovation, especially in the context of powering regional and remote areas through renewable sources. Imagine exporting this knowledge around the world and to regions with complementary demands.

“The Shire (of Halls Creek) strongly supports the Vision of the Blueprint, in particular the themes of People, Place and shared Prosperity.”
Shire of Halls Creek, Blueprint submission December 2014.

Enabling the development of the Kimberley

The Kimberley’s economic, social, environmental and cultural success will be enabled and supported by a high standard of appropriate infrastructure, services and governance.

Imagine the future infrastructure, services and governance

Imagine the Kimberley with fit-for-purpose, price-competitive, efficient and effective infrastructure such as water, ports, roads, airports, energy and communication. This will enable and support the development of the region’s Comparative Advantage industries, its settlements and its residents.

Imagine the Kimberley with effective levels of service provision, and how this will enable and support the region’s economy and society to achieve and sustain its development.

Imagine the future Kimberley with efficient and effective governance processes, through which the region’s leadership cooperates and collaborates across sectors to execute, enable, and support the region’s long-term development.

Imagine the development of the region progressing unconstrained by Government operating in silos.

Building the future from the Blueprint

Given the future that can be imagined for the Kimberley, the Blueprint is positioned to guide the building of that alternative future.

The rest of the document explains how.



THE INFLUENCES SHAPING THE KIMBERLEY



Image: courtesy Tourism Western Australia

3.0

THE INFLUENCES SHAPING THE FUTURE

Rich in both natural and cultural assets, the Kimberley enjoys a broad-based and diverse economy relative to other regions in Western Australia. With a geographic area in excess of 420,000 square kilometres, equivalent to one-sixth of Western Australia, with a population of 37,640 (2011), the region's population dispersal and remoteness is a defining feature.

THE INFLUENCES SHAPING THE KIMBERLEY

The Kimberley now

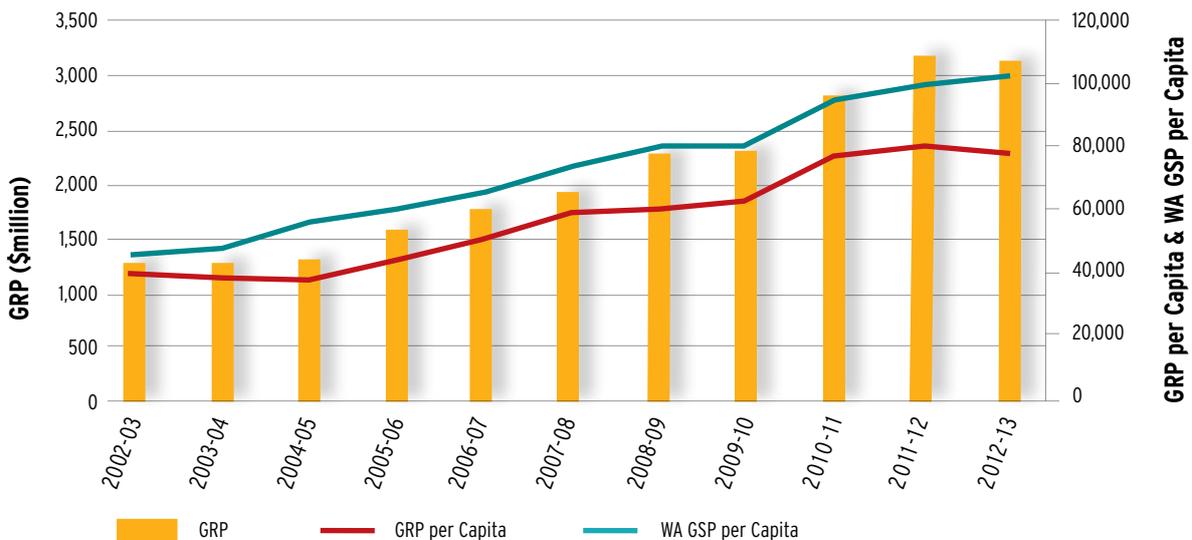
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Economic profile

The economy of the region has very low levels of development, based heavily on resource extraction, service delivery, construction, primary production and visitation.

The Kimberley's annual real Gross Regional Product (GRP) has more than doubled over the past decade from around \$1.3 billion in 2002-03 to around \$3.1 billion in 2012-13 (see Figure 9). If this rate of growth was to be maintained over the next two and half decades, the Kimberley could have an annual real GRP of around \$25 billion by 2036.

Figure 9 Real Gross Regional Product



Source: Department of Regional Development, ABS Regional Population Growth, Australia 2014 3218.0 and Australian National Accounts-State Accounts 5220.0 and Kimberley Development Commission Analysis.

Kimberley Gross Regional Product, 2002-03 to 2012-13

The region's economy is driven by the mining, human services and construction sectors. Relative to the population, the construction and human services sectors are also well represented, but mining, tourism, agriculture and rangelands are all at very modest levels relative to the resources available.

The employment structure of the Kimberley reflects strong concentrations of employment relative to all of Western Australia in the following sectors (see Figure 10 and Table 9):

- Health care and social assistance
- Education and training
- Public administration and safety
- Accommodation and food services

- Transport, postal and warehousing
- Agriculture, forestry and fishing
- Administrative support services
- Other services

This emphasises the regional economy’s relatively heavy reliance on the basic services sectors, and highlights the currently limited expression of productive regional industries that could drive the regional economy and employment.

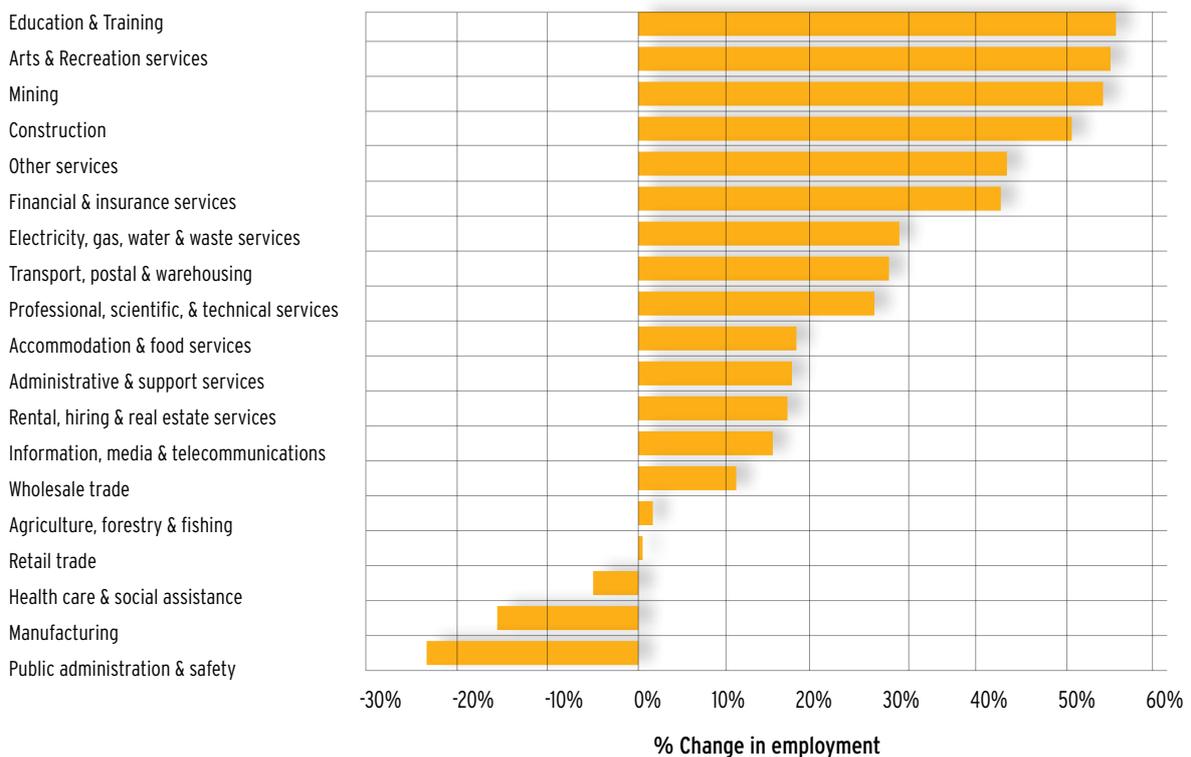
There is also a range of activities that can be grouped under the heading Conservation Economies that have yet to have any significant impact, but may emerge in the future to further diversify the economic base.

There have also been some significant changes in employment between 2006 and 2011 (see Figure 10), which demonstrate the rise of certain sectors and indicate the presence of a very dynamic employment structure. Highlights include:

- Mining (employment change of +53% between 2006 and 2011)
- Construction (+49%)
- Electricity, gas, water and waste services (+30%)
- Manufacturing (-16%)

Some individual initiatives also deserve mention. The Kimberley Ranger Network is one of the largest Indigenous employers in the Kimberley and a leading provider of Cultural and Natural Resource Management services.

Figure 10 The Kimberley change in employment by industry 2006 and 2011



Source: ABS, 2006 and 2011 Census of Population and Housing, and Kimberley Development Commission Analysis.

THE INFLUENCES SHAPING THE KIMBERLEY



Initial analysis of the community profile of the Kimberley shows a marked difference between the region and the Western Australian norm. However, as later discussion shows, the gap is both more complex and for a significant portion of the population much, much wider. This forms a central challenge to any analysis of the Kimberley community profile.

The experience and outcomes for Aboriginal people are so dramatically different to non-Aboriginal people that analysis of any metric is nearly meaningless unless a Aboriginal/non-Aboriginal split of the data is available to accurately measure the magnitude of the disparity.

A major challenge for the development of the Kimberley is to lift Aboriginal labour force participation. This will be a specific focus of the Blueprint.

Table 2 The Kimberley now, compared with Western Australia

Indicator	Kimberley	WA
Population	37,640	2,352,215
Median age	30	36
Aboriginal	44%	4%
Population under 15	24%	19%
Population over 64	4%	12%
Labour force	15,128	1,152,201
Median personal weekly income	\$988 (non-Aboriginal) \$233 (Aboriginal)	\$662
Median monthly mortgage repayment	\$2,383	\$1,950
Average household size	2.9	2.6
Completed Year 12	42%	53%
Own or are purchasing dwelling	32%	69%
State Housing as proportion of rentals	38%	14%
Unemployment rate	5.4%	4.7%
Real Gross Regional Product (2012/13)	\$3.1 billion	1.3% of Gross State Product
Agricultural production (2010)	\$194 million	3.4% of Total State Production
Resources production (2011/12)	\$1.2 billion	1.0% of Total State Production

Note: All figures current in 2011 unless otherwise stated.

Source: Western Australian Planning Commission, Kimberley Regional Planning and Infrastructure Framework, 2013, ABS, Kimberley and WA Basic Community Profile, 2011 and Department of Regional Development.

“Kimberley households are generically younger, larger, more expensive to run, less educated and have a lower income than the Western Australian average.”

A 44% Aboriginal population dominates the demography of the Kimberley. Many of the Aboriginal population exhibit socio-economic characteristics that impact heavily upon public policy and service provision through increased demands on health, education, training and justice, community and regional development and industry.

THE INFLUENCES SHAPING THE KIMBERLEY

A final and highly important specific insight about employment in the Kimberley relates to the labour force status of the region's Aboriginal people (see Table 4). Aboriginal people in the Kimberley have:

- A dramatically low participation rate compared to the non-Aboriginal population
- 7.5 times more likely to be unemployed
- Almost no self-employment
- Very low participation in the private sector

Table 3 The Kimberley: labour force status by Aboriginality

Labour force status	Aboriginal	Non-Aboriginal
Persons aged 15+	8,477	14,841
Labour force participation rate	44%	76%
Unemployment rate	15%	2%
Employed under CDEP*	681	13
Self-employed	23	624
Employed in private sector	2,398	8,632

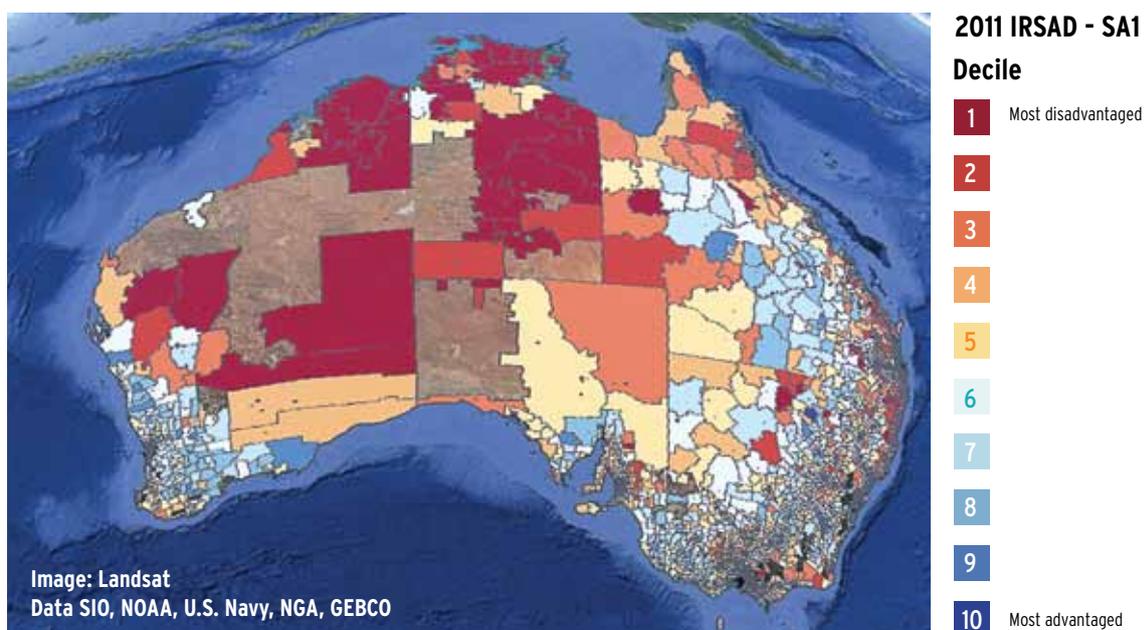
Source: ABS, Basic Community Profile Kimberley 2011, (need source for CDEP jobs) and Kimberley Development Commission Analysis.

Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census.

Some common uses of SEIFA include:

- Determining areas that require funding and services
- Identifying new business opportunities
- Research into the relationship between socio-economic disadvantage and various health and educational outcomes

Map 3 Distribution of Socio-Economic Indexes for Areas (SEIFA) locations



Source: ABS, Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Catalogue 2033.0, Australia, 2011. (c) Commonwealth of Australia 2015.

SEIFA outcomes for the Kimberley highlight the suspected close association between low levels of development, high costs to service and poor socio-economic outcomes

Historically, the Aboriginal population of the region has suffered from economic and social disadvantage. Table 4 highlights the relative disadvantage experienced by the Kimberley's Aboriginal population. A major challenge for the region's development is to overcome Aboriginal exclusion and harness the true potential of the region's Aboriginal population.

This potential is represented by the relatively young Aboriginal population in the region (see Tables 3 and 4 and Figure 11). It will be imperative for the region's development to establish a clear pathway for young Aboriginal people to participate in, and prosper from, the opportunities presented to the broader Kimberley community as development occurs. Neither the region, nor the State, or the nation overall can afford to fail to make this strong connection between Aboriginal people and opportunity.

The low socio-economic status and relatively large size of the Kimberley's Aboriginal population has resulted in the region facing the special challenge of turning Aboriginal disadvantage into Aboriginal advantage. Expressions of severe Aboriginal disadvantage in the region such as relatively high rates of mental illness, substance abuse, incarceration and suicide demonstrate the scale of the challenge. This disadvantage can be understood as the consequences of the long term disengagement of Aboriginal people from economic and social opportunity. The lived experience of this disadvantage is something that Aboriginal people are desperate to overcome.

Table 4 The Kimberley's Aboriginal and non-Aboriginal people compared

Indicator	Aboriginal	Non-Aboriginal
Median age	23	35
Life expectancy (nationally)	67 male, 73 female	79 male, 83 female
Median personal weekly incomes	\$233	\$988
Average household size	4.0	2.4
Proportion of dwellings requiring 1 or more extra bedrooms	30%	5%
Labour force participation	44%	77%
CDEP participants	680	13
Self-employed	23	624
Completed Year 10	70%	92%
Completed Year 12	21%	55%
Home ownership or being purchased	15%	42%
State or community housing as a proportion of rentals	88%	40%
Registered job seekers	3,763	403
Incarcerations per 100,000	3,571	85
Rate of tobacco use	45%	20%

Source: ABS, TableBuilder Data source 2011 Census of Population and Housing with customised geographical area.

“Kimberley Aboriginal people, on average, live in households that are almost twice as large, they have a quarter of the income, are one third as likely to own their own home, are forty times more likely to be incarcerated and will die at least ten years younger.”

THE INFLUENCES SHAPING THE KIMBERLEY

A dynamic frequently overlooked, misunderstood or misrepresented in the region is the status of Native Title determinations. Native Title has been settled or determined in large parts of the region and this is a distinct competitive advantage. Settlement of Native Title is a potential pathway to the capital contribution of Aboriginal people being brought into productive capacity (which may include cultural and conservation uses). Particularly in Broome and Kununurra, the status of Native Title adds certainty and stability and developing commercial capacity, particularly for Aboriginal people.

The unacceptable cost of failure and the imperative for change

Aboriginal disadvantage is also a major barrier to the economic growth of the region. The ongoing failure to address it is a major driver of cost for the state, which must divert a significant and increasing amount of resources away from forward-looking investment in development towards overcoming major deficits in the health and wellbeing of the Kimberley's Aboriginal people. This leads Aboriginal people into a welfare trap in which their everyday lives are both dependent upon and to a large extent controlled by this backwards-looking funding.

With such a large proportion of the Kimberley's current and future population subject to these pressures, the implications for people and Government are enormous and unsustainable. A 'business as usual' approach to address a deficit of this scale is not an acceptable option, whether measured in economic or social terms, nor will it capture the potential that this large cohort of the population offers the future development of the region.

A 'deficit model' approach to Aboriginal development is one that the Blueprint aims to remedy. Instead, the Blueprint will encourage investments that focus on the concept of promoting and developing 'Aboriginal advantage', an approach that supports the region's Aboriginal people by fostering opportunities for their direct economic and social inclusion and participation. As noted earlier, the Blueprint pursues this approach by embedding Aboriginal development measures directly within the goals and strategies that apply to the development of the region as a whole and targets strategies that build "upstream" solutions rather than continuing to plan for continued and unsustainable "downstream" consequences.

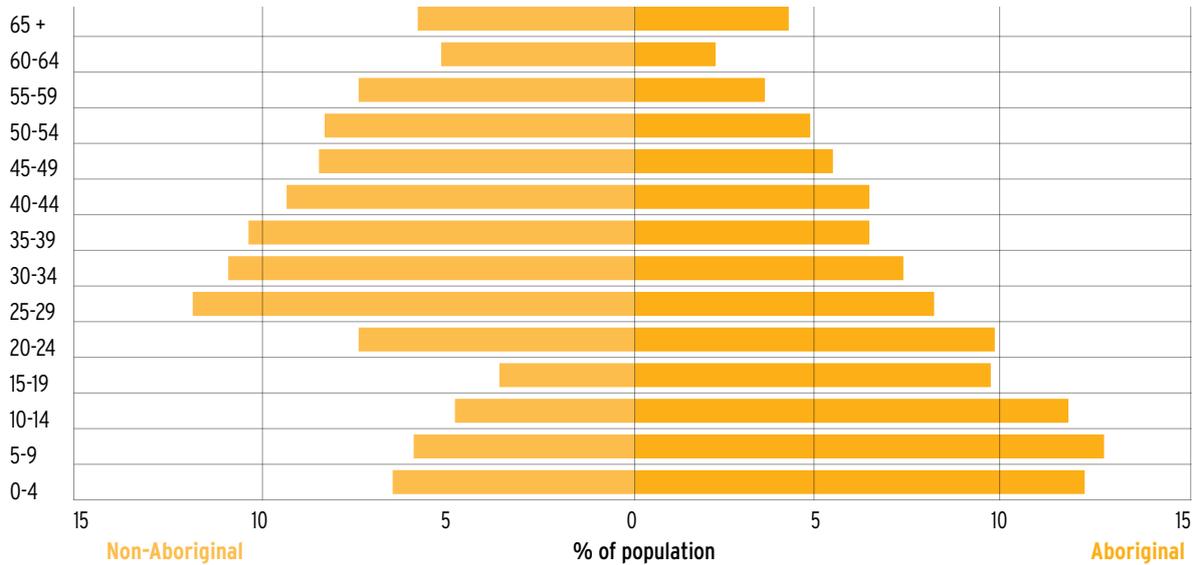
Integral to these strategies will be mechanisms that promote individual and community responsibility matched with an environment of heightened external accountability. This concept is further developed in the Section 4 discussions of services and governance.



Images: left - Kimberley Training Institute, right - Kimberley Development Commission

Figure 11 A relatively young Aboriginal population

Proportion of Kimberley population by Aboriginal status and age



Source: ABS, TableBuilder Data source 2011 Census of Population and Housing with customised geographical area.

Key themes arising from stakeholder engagement

The 'word cloud' in Figure 12 highlights the key themes arising from stakeholder engagement. The word analyses the input of stakeholders, and captures the current top 50 themes raised by stakeholders. The larger and bolder the word, the more frequently it was mentioned during engagement. This emphasises the common awareness across a broad range of stakeholders about the Kimberley's opportunities and challenges. The Blueprint notes the major themes and carries these forward as touchstones for how the Blueprint is shaped.

Figure 12 Key themes arising from engagement



THE INFLUENCES SHAPING THE KIMBERLEY

The hierarchy of influences - macro to micro, present to future

A wide range of external influences and policies is relevant in the construction of a regional Blueprint in Kimberley.

Global Megatrends

The Commission commissioned research¹⁶ to identify key megatrends - factors of global influence that lie external to the region and that are far beyond the control of the region. As for development in all regions, these megatrends will be a major influence upon the Kimberley's development future.

The Asian Century

The economic growth of Asia is expected to be a defining feature of the 21st century. Within only a few years, Asia will not only be the world's largest producer of goods and services, but also the largest consumer. Asia's minerals and energy boom has had a significant and visible impact on Australia to date. A burgeoning middle class is expected to drive further demand for Australia's resources, and high quality food, healthcare, education, financial services and tourist attractions. External markets will be transformed by this influence.

The Kimberley is well placed to take full advantage of the Asian Century. The developing markets of Asia have a growing demand for high quality foodstuffs, minerals and oil and gas, all of which the Kimberley produces or has a high potential to produce. Tourism is also likely to increase. Currently the low levels of infrastructure, particularly in logistics and the value-adding industries, are barriers to accessing Asian markets but as these are progressively addressed, the proximity of the Kimberley and its natural productive advantages will strengthen the region's ability to compete. As such, the Asian Century will be the major driver of economic opportunity for the Kimberley.

Urbanisation

Across the globe, people are inexorably shifting from rural to urban living at a pace never seen before. The move has been particularly noticeable in China, but is recognisably a global trend. In 2007, the International Monetary Fund estimated that, for the first time in history, the number of urban dwellers had equalled the number of rural ones. The United Nations Department of Economic and Social Affairs forecasts that the urban share will continue rising and is likely to reach 67.2% by 2050. Urbanisation will be a strong influencing factor on market demand.

As the Kimberley develops, it is highly likely that it will experience the rural-urban drift that is the hallmark of urbanisation. The populations of established towns such as Broome, Derby, Kununurra and Halls Creek will continue to grow as people move in from rural and remote areas to take advantage of increasing economic and social development opportunities offered in these places. However, it is also true that the larger cities beyond the region such as Perth and Darwin may continue to attract people away from the region. The challenge for the Kimberley is to therefore strengthen the attractiveness of its urban centres as it pursues development.

The natural environment

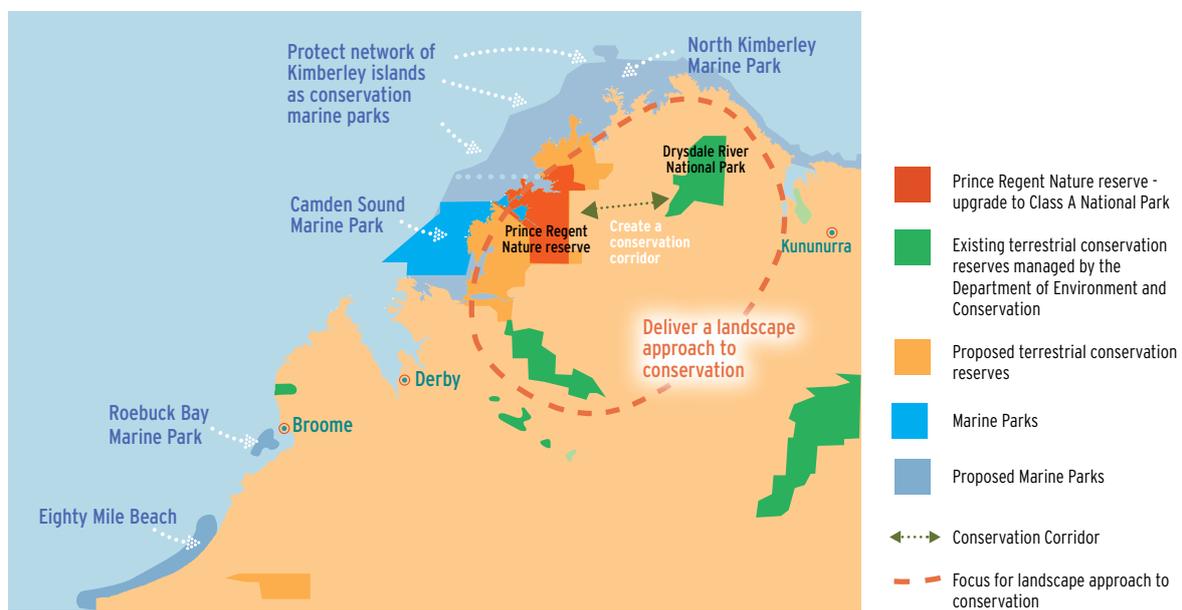
As one of the world's last great wilderness areas, the natural environment of the Kimberley is a prime asset of the region, recognised both for its intrinsic value and for the economic, social and cultural opportunities it provides to the people of the Kimberley and visitors to the region. The Blueprint recognises this by making a clear commitment to promoting the maintenance of the Kimberley's high environmental value as the development of the region unfolds.

¹⁶ See *Regional Capacity and Drivers Analysis - EPP - September 2013* - www.kdc.wa.gov.au

Though it may at times be challenging, the Commission believes it both necessary and possible to pursue a path of development that is constantly mindful of the need to maintain the region's unique environment.

The Kimberley Science and Conservation Strategy, released in 2011, is a key policy guiding the conservation of the region's natural and cultural assets. Around \$81.5 million has been allocated to this strategy over its first five years to create opportunities for Aboriginal involvement and employment in land management, and to promote nature and culture-based tourism. The strategy includes the establishment of the Kimberley Wilderness Parks, the State's largest interconnected system of marine and terrestrial parks covering over 5 million hectares.¹⁷

Map 4 The Kimberley Wilderness Parks network



Source: Kimberley Science Conservation strategy, Department of Parks and Wildlife, 2011.

One of the key themes of the Kimberley Science and Conservation Strategy is recognition of the region's high biodiversity values and the resultant conservation requirement.

The Kimberley Planning and Infrastructure Framework also acknowledges the region's high biodiversity values and recognises other policies and plans that seek to maintain the region's biodiversity values. These include:

- The Australian Government's National Wildlife Corridors Plan (2012), which recognises the Kimberley as a prospective region for inclusion in the national wildlife corridor network.
- The Local Government Biodiversity Planning Guidelines, which encourage local governments to secure biodiversity values through the setting of local targets and criteria that will enable the consideration of biodiversity values in local planning and development.
- The Rangelands Reform Program, which includes a focus upon using Rangelands to support conservation purposes.

¹⁷ Kimberley Science and Conservation Strategy.

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For its part, the Blueprint also adopts a focus on the biodiversity values as the primary means through which the maintenance of the region's high environmental qualities can be monitored and measured. To give practical effect to this focus, the Blueprint recommends the following measures:

- The inclusion of a suite of biodiversity indicators in the Blueprint's impact monitoring framework.
- Working with lead agencies for the monitoring and measurement of biodiversity, such as the Department of Parks and Wildlife and local governments, to understand the potential biodiversity impacts of specific investments and to help develop mitigation strategies.

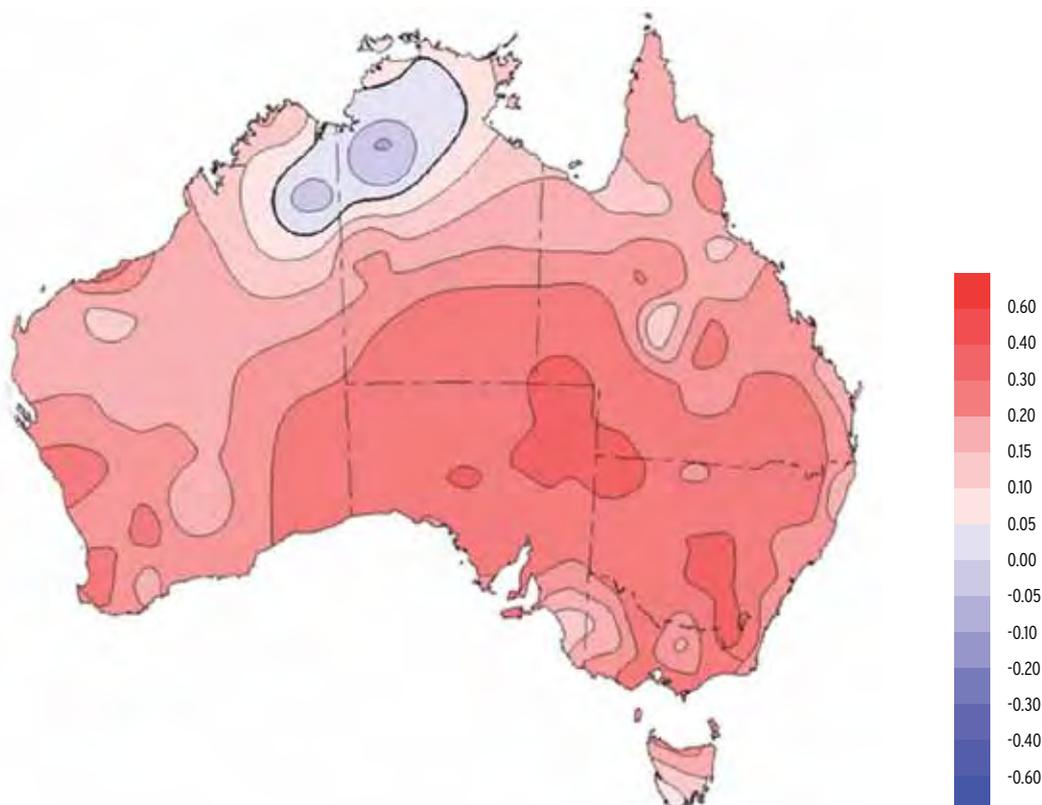
A genuine commitment to active monitoring and maintenance of biodiversity will be required to achieve the Blueprint's transformational goal for the natural environment of the Kimberley.

Environmental change

Globally, economic growth and population expansion since the industrial revolution has lead to widespread environmental degradation, species decline and extinction, and a dramatic ongoing change in the land, air and marine ecosystems of the planet. The Earth's population was estimated to have exceeded 7 billion people in 2011, with exponential growth predicted to result in the planet reaching 8 billion by 2025 (UNESA, 2012).

As the data for climate change continues to emerge it will be critical to assess not just the impact but any differences from one area to another. Current trends suggest that the Kimberley may experience a very different change to other regions. The Blueprint intends to make use of the highest quality data readily available which is likely to include sources such as SIMCLIM to help understand the impacts of climate change.

Map 5 Trend in mean temperature annual 1970-2013 (Degrees Celsius/10yr)

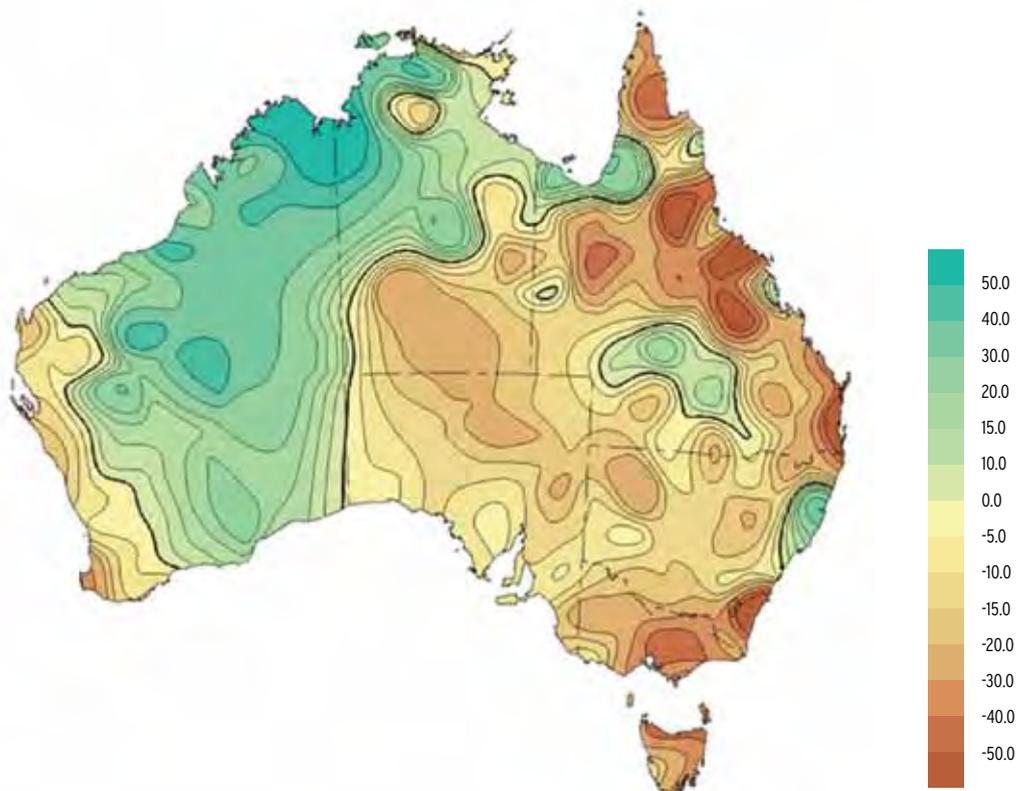


Source: Bureau of Meteorology, Trend in mean temperature 1970-2014, Issued 10/04/2015.
(c) Commonwealth of Australia 2015.

The Kimberley is already recognised for its substantial areas of wilderness and strong biodiversity. This high environmental quality will become increasingly valued in the future, and it will continue to be a major driver of economic, social and cultural opportunity.

The Kimberley must pursue its development in ways that ensure the maintenance of the region's high environmental quality and as far as possible minimise the adverse impact its development may have on the world's environment generally. With global population growth comes an increasing footprint of human activity over the natural environment, with drastic impacts on climate and biodiversity being observed and predicted to continue into the future. This is likely to have a strong impact on how the Kimberley is viewed as a discrete location.

Map 6 Trend in annual total rainfall 1970 - 2013 (mm/10yr)



Source: Bureau of Meteorology, *Trend in total rainfall 1970-2014*, Issued 06/03/2015.
(c) Commonwealth of Australia 2015.

The historical trends illustrated in Maps 4 and 5 suggest that while much of Australia has become hotter and drier, the Kimberley has become wetter and cooler. Climate change models available to the Commission continue these trends and show predictions that are stark, which means that the region is in a unique position relative to the trends elsewhere in the nation. Changes in these criteria provide a unique opportunity for the Kimberley to, in particular, develop its Rangeland and agricultural resources in a dynamic environment.

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Conservation Economies

Some stakeholders have raised the potential of the emergence of Conservation Economies. The Commission recognises the validity of economic activity with a conservation focus and moreover acknowledges its potential importance to Aboriginal people and to other more established sectors such as the Tourism, Agriculture and Rangelands industries. These sectors must manage the 'footprint' of their industry against the value to their industry of high environmental standards. This recognition brings an obligation for Conservation Economies to meet the same standards as any other sector of being "evidence-based".

Stakeholders have confirmed the Commission's findings that currently very little sound investigation has been undertaken to ascertain the level of sustainable economic activity that might be derived from Conservation Economies. If the region is to benefit from the growth of this sector, then the evidence must be gathered that supports the sustainability of the sector, and moreover, answer questions about what levels of economic activity and particularly employment can be derived and sustained from conservation focused activity.

The Commission believes this work is an important priority to be undertaken with key stakeholders including Aboriginal people and should precede planning for employment or business development in the sector. The potential exists for a ramp-up of the prominence of this sector based upon its ability to be sustained into the future.

Demand, scarcity and efficiency

The increasing demand associated with population growth and the economic transition of the developing world will mean the 21st Century is also likely to be characterised by increasing scarcity. This will be due to an increasing disparity between demand for energy, water, food and minerals, and their available supply.

Global distribution and re-distribution of resources will increasingly come into prominence.

This may result in major adjustments to expectations around modern, resource-intensive lifestyles and it may also drive a global redistribution of opportunity and efficiency as more is required to be done with less both locally and across the globe. Those regions of the world that can help to meet demand and alleviate scarcity through innovative forms of efficient production and supply are better placed to prosper.

Mobilising private capital will increasingly become an important tool that shapes change.

The Kimberley will benefit from rising global demand for what it can produce, but it will also need to compete in a world of increasing scarcity and rising prices. The challenge for the Kimberley is, therefore, to strive to develop efficient means of production for the region, and where possible export food production expertise.

This will be important for individual businesses (which will need to take up efficient technologies like fast digital communications) as well as for the regional economy as a whole (which will need to be underpinned by adequate infrastructure).

Digital communication and economy

Globally, nationally, across the State and within the Kimberley, decision-making across a range of functions continues to be changed by the growth of telecommunications and the digital economy. Whilst geographical isolation remains real, the modern Kimberley is in constant contact with the broader world.

Information, communication, services and goods can now be transferred faster and more efficiently than ever before. The way communities live, work, consume, are educated and play has changed, and this has transformed industries such as finance, retail and education. In some cases, this change in 'connectedness' has meant a substantial consolidation of supply chains and channels (e.g. Google and iTunes) whilst also allowing micro-businesses to expand into markets previously inaccessible to them (e.g. Etsy.com). The speed of this change will grow.

The Kimberley is a large, dispersed region. Distance influences the region's internal and external connectivity and integration. Transport and communications infrastructure are vital for overcoming this. With transport costs already high and likely to increase, the Kimberley will need to take maximum advantage from the rise of digital communication and economy. This will be necessary to ensure that the region can compete efficiently with other established and emerging regions around the world.

Ongoing improvements in digital technologies are an ever-improving highway where trade and information can move both into the region and away from it. Regions are presented with both opportunities and threats by this force. The digital revolution is also the central enabler of the new wave of e-education channels that can change the delivery of education for regional communities. The region will have to position itself to capitalise on this opportunity.

Increased emphasis on services and experience

As more and more of the world's population have their basic needs met, they have increasing amounts of disposable income and time to invest at their own discretion. In an increasingly connected world, this is resulting in a range of changing consumption and communication patterns.

This trend creates an emergence of professional and user-generated product reviews and associated content, which are playing an increasingly important role in consumer decision-making. On the producer side, this has enabled service-oriented enterprises and regions to create online public profiles, to build brand reputation and influence consumer preferences.

It is this second characteristic that is most likely to be relevant to the Kimberley as a producer (in its areas of Comparative Advantage) rather than as a consumer.

The Kimberley can take advantage of this trend through offering world-class, high quality tourism experiences. The region already has a 'brand' that reflects its iconic natural scenery and cultural experiences. As the Kimberley develops, it can enhance this brand by improving the quality and diversity of its tourism sector.

Ageing population

The 'baby boomer' generation that resulted from rapid population growth after the Second World War is now reaching retirement age. The ABS has forecast the proportion of people aged 65 or over to rise from 14% in 2011 to between 23% and 25% in 2056, and the median age to rise from 37 years to between 41.0 and 45.2 years.



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Table 5 Support resources for Ageing in the Kimberley 2011-2021

		2013 ABS/DSS Projections	Planning Places - Residential	Planning Places - Homecare	Planning Places Total	2013 Residential- Operational Places	2013 HC Operational Places	Difference Residential Planning/ Operational	Difference Homecare Planning/ Operational	Total Difference
2011	Non- Abor. 70+	1140	99	32	131	169	130	70	98	168
	Abor. 50 - 69	1605	140	45	185			-140	-45	-185
Total		2745	239	78	316	169	130	-70	52	-17
2021	Non- Abor. 70+	2500	200	113	313	169	130	-31	18	-14
	Abor. 50 - 69	3520	282	158	440			-282	-158	-440
Total		6020	482	271	752	169	130	-313	-141	-453

Source: *Ageing in the Bush*, prepared for WA Regional Development Council Verso, 2014.

The Kimberley is not exempt from this trend although other factors impact, including:

- Aboriginal people aged 50+ are included in the Department of Health and Aging planning benchmarks which is age 70+ for the general population
- Differing cultural needs
- Paucity and/or cost of transport to support daily activities; shopping; medical appointments; recreation
- Lack of post-hospitalisation rehabilitation
- Insufficient respite beds (to relieve carers)
- Potential for number of people suffering from dementia to increase (high prevalence amongst Aboriginal people)
- Limited allied health resources to cover extensive area

Table 5 demonstrates that the Kimberley shares the common regional need for additional infrastructure and services for the aged, but its magnitude comes from cultural and geographical issues rather than the large number of aging citizens.

Initial analysis would suggest that the younger population of the Kimberley reduces the challenges faced elsewhere in the country by a rapidly growing aged cohort. However, the Kimberley faces distinct challenges to other regions. Low population density and remote locations pose significant barriers to most aged care options from home care to full residential services. Under current arrangements, most Kimberley residents will have to leave not just their homes, but indeed the region if they wish or are required to access aged care services or support.

The Kimberley's demographic profile in most respects is for the moment at odds with an ageing population trend applying nationally and in other parts of regional Western Australia. Of course, the region will need to continue to address the needs of its older residents and those who move to the region to retire.

However, the major demographic challenge for the Kimberley is a rapidly growing young population, particularly amongst the region's Aboriginal people. It is for these people that the Kimberley must create economic, educational, training and social opportunities as a means of establishing a strong regional labour force to support a growing economy. Retention of this cohort, essential to regional population growth, will be greatly enhanced by ensuring that the full range of opportunities is offered in metropolitan areas.

The Kimberley's place in the nation

The Blueprint has a strong alignment especially in the statutory sense, with the other regions and the state of Western Australia. However, the Commonwealth landscape is also critical, as is the geographic location of the region and the characteristics it shares with the rest of Northern Australia for that reason.

National

The COAG agenda

At a national level the Council of Australian Governments provides a forum across all three tiers of Government to focus on developing a wide ranging reform agenda to improve the wellbeing of all Australians that has been streamlined into five key themes¹⁸ common to all Australian jurisdictions:

1. A long term strategy for economic and social participation
2. A national economy driven by competitive advantages
3. A more sustainable and liveable Australia
4. Better health services and a more sustainable health system for all Australians
5. Closing the Gap on Aboriginal disadvantage

These key themes, and the actions they initiate in the Kimberley, impact on some of the key matters that are within the scope of the Blueprint.

Northern Australia

At a national level the policy landscape for Northern Australia continues to develop and become clearer with strong Commonwealth engagement of State and Local Governments, the Commission and other regional stakeholders active above the Tropic of Capricorn. Unlocking the potential of Northern Australia will require Government leadership that captures private sector investment and ingenuity.¹⁹

The Blueprint and the emerging Commonwealth policy environment for Northern Australia have several areas of strong alignment driven by parallel assessments of areas of comparative advantage, similar recognition of the 'barriers to development' but, most significantly, a strong and consistent identification of the role of Governance reflected in:

- The requirement for consistent and appropriate policy settings across areas of shared responsibility and activity
- Collaborative and innovative approaches to solution assessment and program policy and service implementation
- Enhanced and supported regional capacity reflected in "capable and sustainable local institutions"

The Blueprint and Commonwealth discussions on developing Northern Australia recognise that the advantages and barriers of the north occur with a different magnitude and set of nuances to other areas in Australia, and therefore policy and governance activity must be continually focused on real and improving outcomes and the needs of the people and geographies of the north. The Blueprint recognises these imperatives in its own Vision and Goals but also in a conscious alignment with the other Regional Blueprints that have effect in northern Western Australia.

¹⁸ Council of Australian Governments - Reform Council - Commonwealth Government - February 2013.

¹⁹ Green Paper on Developing Northern Australia - Commonwealth Government of Australia - <http://northernaustralia.dpmc.gov.au/greenpaper>

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The development themes common across the northern Western Australia regions are:²⁰

- **Agriculture, food and fibre**
 - Developing the land climate and water resource opportunities of Northern Australia that are consistent with achieving sustained growth in regional employment and regional business and industries.
 - Developing export earnings and retaining regional value from food produced in Northern Australia through production and supply chain development.
- **Tourism visitation**
 - Building the regional brand of tourism and improving the tourism visitation experience in Northern Australia.
 - Growing the regional benefits of increased tourism visitation through regional employment and small business development.
 - Managing and developing tourism visitation and regional access by increasing numbers of domestic and international visitors.
- **Minerals and energy**
 - Developing regional resource industries that contribute to and drive regional economies, including leveraging regional flow-ons such as regional employment and small business development.
 - Fostering the provision of affordable energy aimed at increasing the component of cleaner energy production in regions.
- **Aboriginal opportunity**
 - Supporting policy development that creates incentive for increasingly greater Aboriginal participation in education and employment.
 - Improving service outcomes through programmes and initiatives that link outcomes to increased participation.
 - Building innovation into the development of Aboriginal employment, training and business development.
- **Services for people – health, education, training and housing**
 - Recognition that the below par performance of health, education and housing services creates the need to target service delivery outcomes to the norms that apply nationally.
 - Through more innovative and targeted public sector programmes, building more normalised private housing markets.
- **Facilitating business and industry growth and diversification**
 - Fostering the diversification of regional economies into new industry sectors that build on comparative and competitive advantages and create local employment and investment.
 - Harnessing inwards investment to regional areas that builds regional capability, develops new and alternative products, increases market diversity and sustains local employment.
 - Developing the options to attract and locate regional workforces within regional communities, to diminish the reliance on 'Fly-in, Fly-out' labour markets.
- **Strategic infrastructure**
 - Focus investment into common user infrastructure that acts as a catalyst for development and improves competitive advantages of regions.
 - Leveraging private investment into common user infrastructure through innovative Public Private Partnership investment.

²⁰ The common development themes were collaboratively developed between the WA Regional Development Commissions of the Kimberley, Pilbara, Gascoyne and Mid-West regions - June 2014 - www.kdc.wa.gov.au

White Paper on developing Northern Australia

THE AUSTRALIAN GOVERNMENT HAS RELEASED ITS WHITE PAPER TO OUTLINE KEY POLICY DIRECTIONS FOR DEVELOPING NORTHERN AUSTRALIA.

The alignment with the current priority development themes across Northern Western Australian regions will be both obvious and an important part of the co-operative effort that will be required to span jurisdictions.

- **Delivering economic infrastructure** – planning and prioritising projects and identifying effective ways to fund and finance them, particularly leveraging through private sector investment.
- **Improving land use and access** – focus on more flexible and longer term tenure, greater jurisdictional consistency, more accurate information, more efficient Native Title processes and new ways for Indigenous Australians to use their land for development.
- **Improving water access and management** – improved understanding of systems, reforming water management and planning including functional water markets, and planning and investing in new infrastructure (such as dams).
- **Promoting trade and investment and strengthening the business environment** – through boosting population, improving labour availability, cutting red tape and increasing trade, especially with Asia.
- **Fostering education, science and innovation** – developing research networks, improving local workforce and industry skills and engaging international education and training markets.
- **Enhancing governance** – including through better coordination of Government and non-Government activities, greater engagement and building local capacity.

The Kimberley Development Commission will use the Kimberley Regional Investment Blueprint as the basis for its ongoing strategic input into the unfolding initiatives focused on development of Northern Australia in a national context.

The full White Paper on developing Northern Australia can be viewed at:
<http://northernaustralia.infrastructure.gov.au/white-paper/>

Image: courtesy Landcorp

THE INFLUENCES SHAPING THE KIMBERLEY

State

The Duncan Review of Regional Development Commissions and the State Government response creates the policy imperative for preparing a Blueprint.

At a State level, the overarching and guiding policy comes from the State Planning Strategy 2014. The State Planning Strategy provides highly useful direction in the preparation of the Blueprint and, in particular, guides the following:

1. Economic development
2. Education and training and knowledge transfer
3. Tourism
4. Environment
5. Agriculture and food
6. Physical infrastructure
7. Social infrastructure
8. Land availability
9. Remote settlements
10. Security

The Regional Investment Blueprints are guided at State and regional level by the combined approaches of State Government structures including the Regional Development Trust, the Regional Development Council and the Royalties for Regions programme, each dealing with key strategic elements. The Blueprints, prepared within the regions by Regional Development Commissions, in consultation and engagement with regional stakeholders, will provide a crucial input into the development of Western Australia's regions into the future. The Blueprints provide each region with vision-centred and goal-driven investment plans for the development of the region.

Blueprints are evidence-based, connected to the overarching strategies that guide the region, state and nation and informed by the realities that each region recognises will shape their emerging long term future. It is acknowledged that the Blueprints breaks new ground, and will be further developed and refined in the long term. For regions, Blueprints provide a 'living' mechanism to help 'transform' their current development pathway into the desired future.

Regional

The Regional Kimberley Investment Blueprint for the Kimberley is driven by a need that has been widely identified within the Kimberley during the last five years.

At a regional level there are a wide range of existing plans and strategies, including the 177 documents evaluated and analysed as part of the early stage preparation of the Blueprint.²¹ Prominent in those guiding and shaping documents and strategies are:

- Kimberley Planning and Infrastructure Framework (in Draft) - WA Planning Commission 2014
- Regional Development Australia - Kimberley Strategic Priorities - 2013
- Local Government Strategic development plans
- Industry plans
- Specific subject plans such as the Kimberley Science and Conservation Strategy and the Workforce Development Plan
- Agency and community plans

A continuing process to align the development of the Blueprint with a wide array of guiding plans and processes is an important and enduring element to ensure the Blueprint remains influential, well-informed and current.

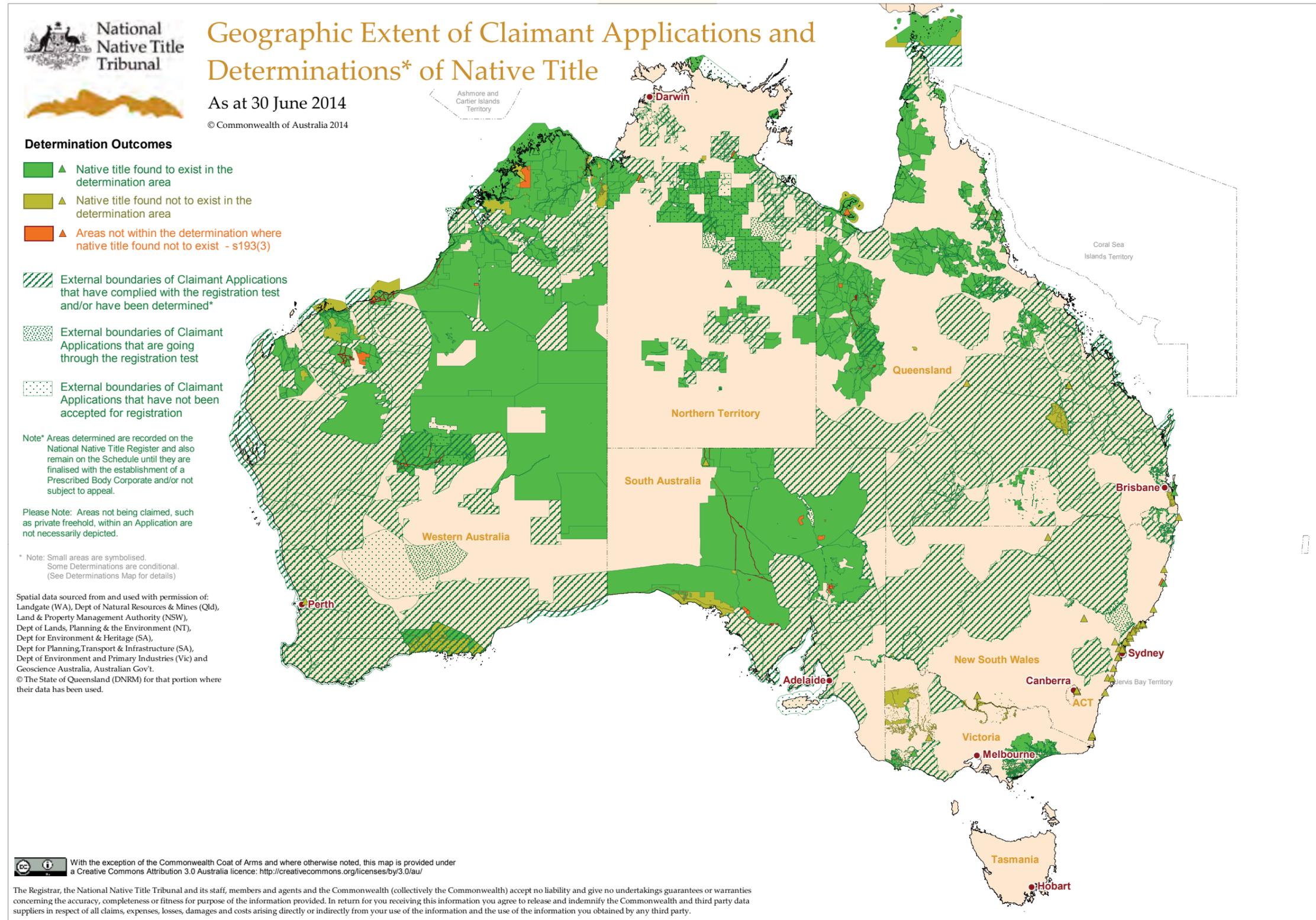


Left to right: Jeff Gooding - CEO Kimberley Development Commission, Kenn Donohoe - CEO Shire of Broome, Frank Mara - CEO LandCorp, Graeme Campbell - President Shire of Broome

Image: courtesy LandCorp

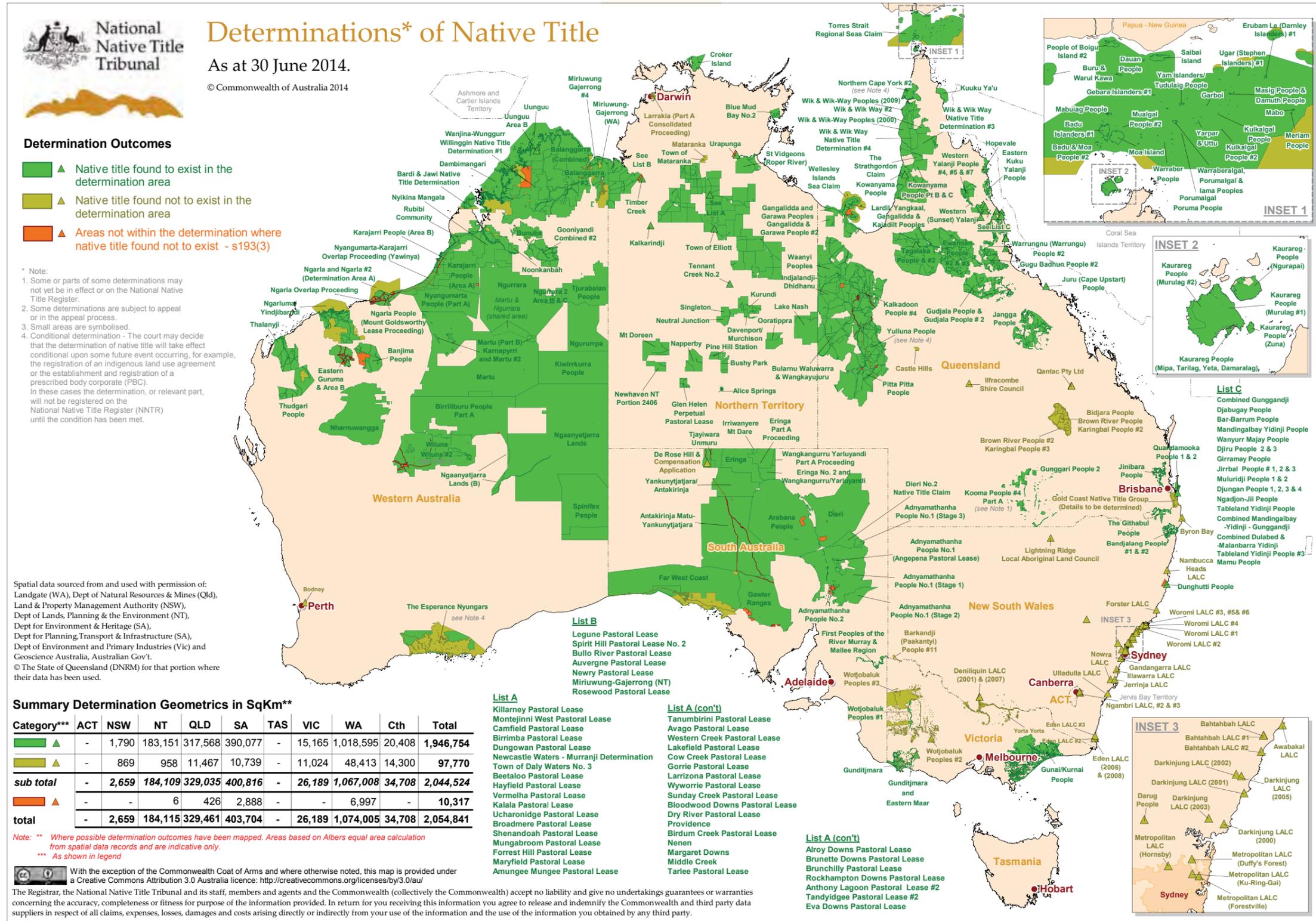
²¹ See Evidence-base & Bibliography - Appendix 2 at www.kdc.wa.gov.au

Map 7 Claimant Applications and Determinations of Native Title



Source: National Native Title Tribunal, Geographic Extent of Claimant Applications Determinations of Native Title (as at 30 June 2014), 2014. (c) Commonwealth of Australia 2014.

Map 8 Determinations of Native Title



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Image: courtesy Mowanjum Aboriginal Corporation - Water for Food

Native Title

The Kimberley region, with such a strong and dispersed Aboriginal Traditional Owner population, has an extensive Native Title overlay to consider as part of future development prospects. The information available from the National Native Title Tribunal confirms that most of the region has been either the subject of formal determinations or current unresolved claims made under the Commonwealth Native Title Act 1993 (see Map 7).

It is noted throughout this Blueprint that extensive and pervasive challenges generally apply to many of the Kimberley's Aboriginal residents. Many of those Aboriginal residents are either Native Title holders or claimants and many of those people are keen to benefit from the development that sensitive use of their Native Title rights and interests may provide.

Some Native Title holders have been able to negotiate Indigenous Land Use Agreements (ILUAs) that can facilitate developments of those lands that can in turn provide a range of benefits, including commercial involvement, management and employment. However, the geographic distribution of current ILUAs shows that the extent of flow-on benefits that leverage Aboriginal development outcomes is more limited to those areas where high levels of development pressure or future development opportunity apply (see Map 8). It should be noted that appointed processes are complex and resource intensive. These constraints mitigate against Aboriginal people and the region unlocking the values that accrue from agreement to both people and the economy.

Prominent exceptions include the Global Native Title and Aboriginal Heritage Agreements that have been concluded with Yaruwu traditional owners in and around Broome town site and the Ord Final Agreement that has been concluded with the Miriuwung and Gajerrong people around Kununurra and the Ord Irrigation Area.

Many mining companies are either now engaged with or have concluded ILUA's and some other agreements are in place in advance of a development need. However, the extent to which Aboriginal people of the region have been able to leverage the style of employment and commercial developments identified in this Blueprint has been limited to those prominent examples; greater potential exists.

The period spanned by this Blueprint will increasingly place Aboriginal people across the region in a position that they can participate to a greater extent in the development opportunities and strategies the Blueprint contemplates. A growing proportion of the regional population see this opportunity as positive and embrace the joint economic and community building outcomes that can result.

Kimberley population into the future

Selecting population growth targets is an uncertain undertaking especially over long periods of time in populations with non-standard demographic characteristics and a high number of variables. A particular rate of population growth is also intrinsically linked to every other goal, target, determinant and outcome envisaged by the Blueprint.

Aspirational population growth rate targets

Nowhere do aspiration and disciplined planning come together with greater effect than in population projections. In order to responsibly discuss, meet and support aspirational levels of population growth, the Commission has worked closely with the Western Australian Planning Commission to ascertain what aspirational population growth for the Kimberley might look like.

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The Blueprint presents a rationale for an environment of strategic investments, sound policy and strong governance in key areas that could responsibly support a regional growth rate of approximately 3.69% per year. If this growth is sustained, the region could be home to 93,173²² people by 2036, an increase of nearly 148% on the official 2011 population.²³

In reaching a considered opinion regarding what levels of population growth might be achievable at the upper range of sustainability, the following factors were considered:

- Official trend growth across the region based on Australian Bureau of Statistics (ABS) Census data and the 2012 Estimated Resident Population is approximately 2.2% (the number varies according to the number of years across which it is calculated).
- The Kimberley has an acknowledged probable 'under count' in the order of 2,000 people (or more than the individual population of three of the region's towns). The ABS continues to close this gap at each Census but in the meantime it has serious ramifications for planning, resourcing and sustainable planning.
- The Kimberley has low levels of existing development and infrastructure. This restrains some of the more optimistic outlooks on population growth and also requires that the strongest growth be focused around those centres that are of a size to support, absorb and benefit from balanced growth.
- The current population base of the Kimberley is small (37,640 estimated residential population in 2011) and heavily focused around just six towns.
- This low base increases the probability that a substantial portion of the growth could come from just one project or group of projects.
- The Kimberley population has some distinct characteristics that make it markedly different to any other region with the partial exception of the Pilbara. Amongst the more striking differences is that the population is younger than the State median by six years, with a heavy concentration of people less than 15 years old. Education, literacy and numeracy rates are lower and income inequality is split strongly between Aboriginal residents (where unemployment rates are higher) and non-Aboriginal residents.

Bringing together all these factors with current population trends, the Blueprint is structured around the aspiration to support 'above trend' population growth at a rate of 3.69%²⁴ across the region through to 2036. It is envisaged that well-considered, coordinated and assessed initiatives and strategies could support this growth at the rates outlined in Table 5 and with the distribution outlined in Table 6.

²² Population growth of this scale will comprise a range of elements including natural net population increase, improved retention and a component of inwards migration driven by employment and lifestyle opportunities.

²³ Population Growth Data in the Kimberley (2011-2036), Western Australian Planning Commission Nov 2013, Expert Position Paper.

²⁴ The 2009 Pilbara Cities initiative sets a target of 5% Annual Average Growth Rate (AAGR) through to 2036. There is a cohesive and coordinated strategy and funding policy behind the Pilbara Cities Program. It is acknowledged that a similarly structured program would be required to support similar levels of population growth in the Kimberley.

Table 6 Kimberley Aspirational AGRs and Settlement Hierarchy: AGRs ²⁵

Category	Example	Aspirational annual average growth rate
Regional city	Broome	5%
Regional centre	Kununurra	5%
Sub-regional centre	Derby	4%
Sub-regional centre	Fitzroy Crossing, Halls Creek	3%
Town	Wyndham, Bidyadanga, Balgo, Kalumburu, Looma, Ardyaloon/Bardi, Warmun, Beagle Bay, Yunggora, Djarindjin-Lombadina	2.2%
Settlement	Examples: Kimberley Centres	1%
Minor settlement	Examples: Willare Bridge, Sandfire, Truscott, Mornington, Bidan, La Djardarr Bay, Wuggubun, Kandiwal, Wijilawarrim, Wollergerberleng, Ngunulum, Ningbing, Mimbi, Mingalkala, Mowla Bluff	1%

Source: The West Australian Planning Commission, *Kimberley Regional Planning and Infrastructure Framework, 2014* and *Kimberley Development Commission Analysis*.

These aspirational rates are suggested by the WA Department of Planning,²⁶ noting that:

- Aspirational AGRs have been set elsewhere, such as for the Pilbara as part of the Pilbara Cities strategy.
- The selection of aspirational AGRs is influenced by a range of variable factors so caution is required.
- High AGRs in Broome and Kununurra would have significant implications for a range of key variables such as land supply and housing, infrastructure capacity, and employment.
- The Kimberley Planning and Infrastructure Framework (KPIF) identifies a preferred AAGR scenario for various centres, which forms the basis of the KPIF's settlement hierarchy for the region.
- Applying the range of AGRs from Table 5 to the 2011 base populations for major settlements in the Kimberley provides aspirational population growth scenarios for these settlements.²⁷

²⁵ WA Planning Commission, *Kimberley Regional Planning and Infrastructure Framework, 2014*.

²⁶ *Ibid*

²⁷ These are not the same as forecasts and should not be read as such. Rather, forecasts should be used to provide a periodic 'reality check' comparison.

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Table 7 Aspirational population growth scenarios to 2036: major settlements²⁸

Population Centre	AAGR	2016	2021	2026	2031	2036
Broome	5%	16,293	20,794	26,540	33,872	43,230
Kununurra	5%	5,836	7,449	9,507	12,134	15,486
Derby	4%	3,968	4,827	5,873	7,145	8,693
Halls Creek	3%	1,673	1,939	2,248	2,606	3,021
Fitzroy Crossing	3%	1,288	1,493	1,731	2,007	2,326
Wyndham	2.2%	877	978	1,091	1,216	1,356
Larger settlements & comm.	2.2%	3,777	4,211	4,695	5,235	5,837
Smaller settlements & comm.	1.0%	10,837	11,390	11,971	12,581	13,223
Region						93,173

Source: The West Australian Planning Commission, Kimberley Regional Planning and Infrastructure Framework, 2014.

“Aspirational growth rates for all centres produce a regional population of 93,000, with a regional city in excess of 40,000 and two regional centres above or approaching 15,000.”

The population data for the region is sourced from the Australian Bureau of Statistics and projected by the Department of Planning. The limitations of the base ABS data are acknowledged, most notably due to the under counting of Aboriginal people that continues to challenge successive Censuses.

The future settlement hierarchy

In formulating these growth targets, the settlement hierarchy adopted by the Department of Planning in the Kimberley Planning and Infrastructure Framework (KPIF) has been used. Table 5 illustrates the small number of centres with strong growth and the large number with only moderate growth prospects.

The aspirational population growth scenarios are purposefully set as ‘stretch targets’. They reflect the potential population effect of transformative change, which will help the region to both retain and attract people because of its outstanding economic, social, environmental and cultural opportunities and conditions. The scenarios see the region’s three largest towns - Broome, Kununurra and Derby - cross-population thresholds that will enable them to support healthy, educated and employed regional populations living in and enjoying the benefits of well serviced, high quality communities.

The clear implication is that a population target of 93,000 can, within a reasonable degree of certainty, support, and in turn be sustained by, the central economic goals of more jobs and higher job participation rates in the region.

²⁸ Kimberley Planning and Infrastructure Framework - WAPC 2014.

The aim is to realise the regional vision for this increased population in terms of income, health, education, culture and lifestyle. Importantly, if these levels of growth are met, two of the region's population centres will be above or close to 15,000 people making these regional centres more resilient to economic downturn and adaptable to opportunity.²⁹ These levels of growth also strongly emphasise the need for the Kimberley to plan for sustainable settlements and communities, which is consistent with:

- The WA State Planning Strategy strategic goals of Sustainable Communities and Strong and Resilient Regions.
- The KPIF guiding principles of:
 - Develop modern, well-designed, progressive, and vibrant urban places that provide improved levels of amenity and wellbeing.
 - Develop sustainable communities that are inclusive, accessible, healthy and safe with access to a range of employment, housing, cultural, educational and recreational opportunities.

Regional Growth Centres

Enhancing WA's global competitiveness, the sustainability of regional economies and communities and managing the distribution of the State's growing population point to the need to establish centres to focus regional growth.

A policy focus that encourages regional communities to build on their unique strengths, advantages and economic drivers to enhance their desirability as places to live, work and invest is emerging, consistent with the requirements of the State Planning Strategy (SPS). The SPS designates Broome as a regional city and Kununurra as a regional centre.

Importantly, while enhancing the desirability of the Kimberley as a place to live, work and invest in, the Blueprint provides mechanisms and a plan for delivering the State's Regional Growth Centres Development Program objectives:

- in a sustainable fashion over a long term
- at a regional level through partnerships
- using the unique strengths or Comparative Advantages and economic drivers identified for the region

Centres that are prioritised as Regional Growth Centres will need to accept the challenges of having the wide range of planning exercises required underway, or complete if they are to fully seize the opportunity that the program offers.

The Kimberley's two designated Growth Centres (Broome and Kununurra) are situated at the extreme ends of the region, on the gateways in and out of the region in global, national and regional terms and are connected by the region's largest existing infrastructure asset, the Great Northern Highway, along which the other population centres are situated. They are strategically well situated to support the growth of the region, adjacent regions and the entire State.

The Royalties for Regions funded Regional Centres Development Program in 2015 provides the first stage impetus for Broome to commence the targeted growth planning that will be required to accelerate development within a comprehensive, managed and inclusive process.

²⁹ *Characteristics of Economic Sustainability, Discussion paper for the H C Coombs Policy Forum, Australian National University, 2011.*

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For Broome to grow to this potential, a range of complementary and strategic initiatives will be involved. The base for future growth, at the scale envisaged, will involve driving and integrating initiatives that will not only build Broome as a centre but support and enhance its role as a regional service centre, such as:

- Broome growth planning:
 - Broome economic development strategy
 - Broome Tourism Strategy
 - Broome as a 'Live in, Fly out' centre
- West Kimberley revitalisation:
 - Broome Road industrial land development
 - Chinatown redevelopment
 - Transitional housing and home ownership developments
- Broome strategic transport infrastructure development
- Other future initiatives targeting and complementing growth

For Kununurra to grow to its full potential, a similar range of complementary and strategic initiatives will be required to enhance that community's capacity to attract and retain residents.

These will include:

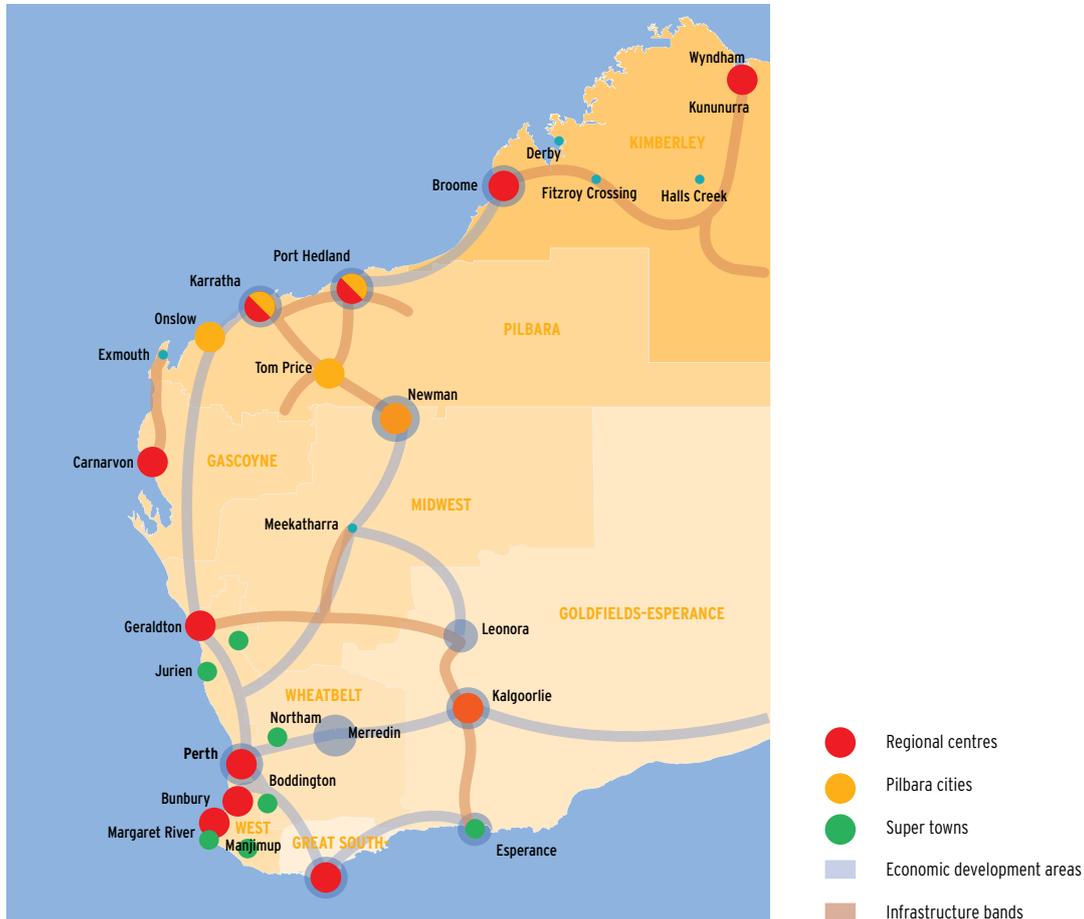
- Kununurra Growth Planning
- East Kimberley economic expansion
 - Strategic water investments to facilitate expansion of the Ord Irrigation Scheme into further Western Australian and nearby Northern Territory agricultural developments
 - East Kimberley Tourism Plan 2022
 - Connectivity of energy developments to facilitate industry and community development
- Kununurra strategic transport infrastructure
 - Strategic road infrastructure to increase accessibility³⁰ (e.g. Kununurra bypass and new Ord River bridge)
- Other future initiatives targeting and complementing growth including Kununurra town centre re-development and facilities enhancement



Image: courtesy Kimberley Training Institute

³⁰ "East Kimberley at 25k" - Shire of Wyndham East Kimberley - November 2013.

Map 9 Kimberley Regional Growth Centres in a State context



Source: The West Australian Planning Commission, *State Planning Strategy 2050, 2014* and Kimberley Development Commission adaption.

Future populations in remote Aboriginal communities

Analysis of the distribution of the region's population highlights the extensive number of remote communities, many of which are Aboriginal. This poses an extensive challenge for both community residents and service providers. For community members, the capacity to benefit from and engage in the regional labour market is severely constrained by their often remote location. For service providers, dispersed, small populations and remoteness, coupled with limitations on funding streams, mean that service provision is constrained, often resulting in variable and poor levels of service provision and reliability.

These are challenges that have faced all levels of Government and have remained unresolved since the majority of communities were established in the Kimberley in the early 1980s. There is persuasive evidence confronting Kimberley Aboriginal people that achieving full societal norms within their existing relationship and Government has, for too many Aboriginal people, been impossible. There is a growing and general acceptance that the existing model of servicing remote communities requires reform and change if the full potential of their residents is to be realised. The nature of that change is not clear at the time of preparing this Blueprint, but early stage policy discussions have commenced in a range of forums, surrounding varying elements of a reform agenda. It is highly likely that there will be significant policy changes in the life of the Blueprint that will impact upon remote communities and their viability.

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The State Government-led process commencing in 2015 will involve Aboriginal residents of remote communities, policy makers and service funders engaging in a purposeful discussion about the nature of the relationship between remote communities and Government. The discussion will set out clear principles that can strengthen the core functions of a community and provide Government and residents with confidence that the future of each community is positive, nurturing and sustainable. The policy implications of that discussion may have lasting impacts upon the ability of current and future generations of Aboriginal people to achieve outcomes that mirror the expectations held by all Australians for the future.

The Blueprint looks to an aspirational and transformational vision for the region that is supported by economic development and job growth coupled to the provision of sustaining community infrastructure. Long-range development planning for the region, of the style contemplated in the Blueprint, necessarily includes considering the underlying basis and sustainability of these communities.

Given the large role that Government, at all levels, plays in the provision of sustaining services for remote communities, and the possibilities of policy reform in this area, high levels of uncertainty surround future predictions of population distribution.

Irrespective of the population distribution implications, what is certain is that the large numbers of Aboriginal people who live in remote communities are part of the permanent population dynamic of the region. The demographic characteristics of that population indicate high levels of growth which are expected to continue. This will create continued service demand, particularly for health, education and training services, but also for the creation of growing labour market opportunities and the policy innovation that is required to ensure that Aboriginal people can fully participate in the future Kimberley labour market and economy. Major challenges exist in all these areas that will be further explored elsewhere in the Blueprint.

The Blueprint considers that it is economically unsustainable and socially untenable for Kimberley Aboriginal people to continue to participate in the future labour market and economy at the low rates that currently prevail. The authors are however cognisant that setting participation targets at levels which are the norm in the rest of the state and nation is in, and of itself, a very significant though necessary challenge.

This Blueprint, for the first time in the Kimberley, contemplates the implications of Aboriginal people participating fully in the labour market and explores the industry development and policy options that will be required to ensure that outcome.

Readers should also note that the Aboriginal population of the region in the longer term future, like their non-Aboriginal counterparts, will benefit from the 'ramping up' of the key industry sector drivers proposed elsewhere in this Blueprint. The net effect of increased economic activity and policy reform will impact, not only on the specific growth target areas, but throughout the region.

The Commission is confident that by combining strategic focus, professional rigour and vision, this ambitious population growth can be achieved.

The regional labour market

An essential component of the goals of the Blueprint is that the aspirational population target both supports and generates more and better jobs for the industries and people of the Kimberley and its growing economy.

Net migration

The Blueprint recognises that a proportion of the population growth required to meet employment demand will be met by migration into the Kimberley. However, it is vitally important to the development goals that are central to the Blueprint that migration does not happen at such a rate that it displaces the opportunity for the region's existing, young and growing resident population to take up employment. In order to attain the Blueprint's aspirational population, migration and retention must both be given a high priority. Therefore, the Blueprint must ensure that employment opportunities substantially flow to the region's resident population as a means of supporting its development. As challenging as this may be, it is particularly important to the goal of achieving development that is inclusive of the region's Aboriginal population.

Table 8 Jobs required by 2036 to support growth and demographic normalisation³¹

	Total population	Split	% Population	Population component	% Working age	Working age pop.	% in jobs	Jobs	Total Jobs
2011	37,640	Aboriginal	44%	16,562	52%	8,477	44%	3,732	16,149
		Non-Aboriginal	56%	21,078	70%	14,841	84%	12,417	
2036	93,173	Aboriginal	44%	40,996	70%	28,697	77%	22,018	50,041
		Non-Aboriginal	56%	52,177	70%	36,524	77%	28,023	
Projected change in jobs 2011 - 2036									+33,892

Source: ABS, Catalogue Population by Age and Sex, Regions of Australia 3235.0 and Labour Force, Australia 6202.0, Department of Regional Development and Kimberley Development Commission Analysis.

Within that requirement are two important subsidiary goals:

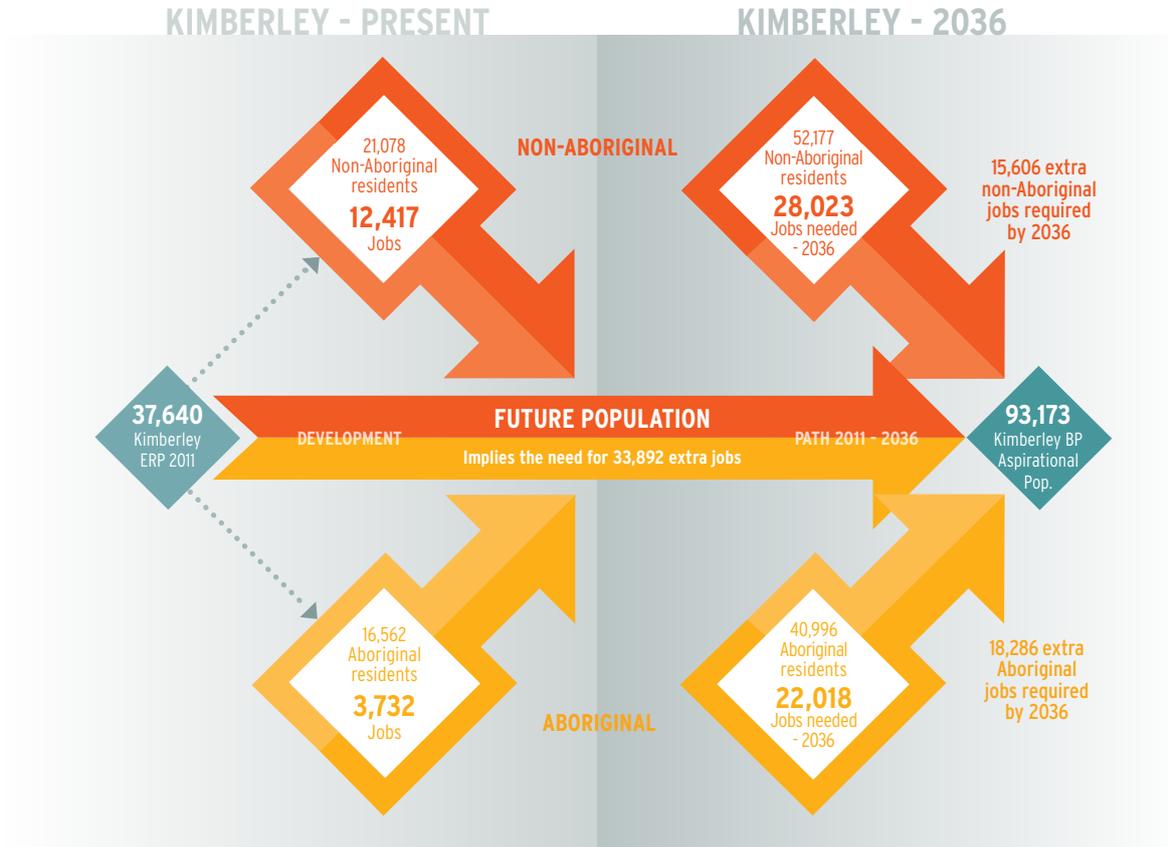
- To bring Aboriginal rates of real employment up to the average rate experienced by non-Aboriginal people in Western Australia.
- To grow the regional economy and businesses to support the same level of benefit in the broader population.

What does the labour market of a healthier, wealthier, happier, more sustainable and economically self-determining population of 93,000 people look like and what are the practical implications for the Blueprint?

³¹ This analysis assumes that both non-Aboriginal and Aboriginal sectors move to WA averages in employment demographics whilst maintaining proportional representation in the population i.e. Aboriginal people remain at 44% of the total population.

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Figure 13 The Kimberley's Future labour market analysis 2036



Source: Kimberley Development Commission.

There could be a labour force of 50,040 people in 2036, of which almost half would be Aboriginal. This represents an additional 18,300 jobs for Aboriginal people and an additional 15,600 jobs for non-Aboriginal people. **The scale of this challenge should not be underestimated - but how or why should we aspire to anything less?**



Image: courtesy Tourism Western Australia

Table 9 Sources of Blueprint employment growth by industry sector and driver

Industry	2011 Jobs	2036 Jobs	Gain by 2036
Health Care & Social Assistance	1892	4,631	2739
Education & Training	1809	4,428	2,619
Public Administration & Safety	1377	3,365	1,988
Construction	1346	3,294	1,948
Retail Trade	1149	2,336	1,187
Accommodation & Food Services ³²	1124	8,000	6,876
Other services	1000	2,387	1,387
Transport, Postal & Warehousing	862	2,058	1,196
Mining	860	4,000	3,140
Agriculture, Forestry & Fishing	697	6,000	5,303
Administration & Support Services	542	1,294	752
Manufacturing	372	888	516
Professional, Scientific & Technical Services	361	862	501
Rental, Hiring & Real Estate	219	523	304
Wholesale Trade	194	463	269
Arts & Recreation	186	444	258
Electricity, Gas, Water, Waste Services	177	423	246
Information Media & Telecommunication	177	423	246
Financial & Insurance Services	106	253	147
Miscellaneous & unclassified	1,699	3,969	2,270
Grand Total	16,149 (note variance with census count)	50,041	33,892

Source: Department of Employment, Department of Regional Development and Kimberley Development Commission Analysis.

The analysis in Tables 7 and 8 shows that:

- Matching Western Australian employment rates in a regional population of 93,000 would require the creation of 33,892 new jobs by 2036.
- The Blueprint and its key stakeholders in industry are committed to generating over 15,000 new jobs from the region's areas of Comparative Advantage alone.
- If employment in the supporting economy outside of the region's areas of Comparative Advantage grows at approximately the same rate as population a further 18-19,000 jobs could be generated.

³² Accommodation and Food Services has been used as a proxy for tourism which does not have a dedicated category in ABS Census data.

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- Table 8 shows job growth rates across various industries with the growth rate matched to the highest supporting evidence available for adopting either a national trend for that industry, the regional 'aspirational system' rate or the nominated rate for areas of Comparative Advantage i.e. the Blueprint utilises the national trend unless evidence shows that particular industry to be 'out-of-cycle' in the Kimberley OR the industry is an area of above trend growth driven by Comparative Advantage.
- 'Labour-by-industry' analysis has not yet been adjusted to reflect the widely expected varying rates of propensity to employ aboriginal people in different areas. This trend is expected to emerge but as yet there is little evidence on which to base detailed modelling.
- Analysis conducted by the Department of Regional Development and the Commission suggests that 'Fly in, Fly out' (FIFO) and 'Drive in, Drive out' (DIDO) workers have not yet become as significant a factor in the Kimberley regional labour force as they are in other regional populations (perhaps less than 10% of the existing workforce or less than 2,000 employees). This presents both a challenge and an opportunity for the Kimberley as it continues to grow. By developing internal sources of labour and/or developing communities that are attractive places for potential employees to live, the Kimberley has the opportunity to maximise the regional benefit that could be generated and retained from a period of sustained growth.

The Blueprint initiatives have the potential to generate sufficient jobs to bring Kimberley employment into line with the Western Australian mean by 2036.

The macro-economic environment and economic growth

A complete investigation of the likely Macro-Economic characteristics across the Kimberley to 2036 is beyond the scope of the Blueprint especially as many of the relevant markets have yet to mature (housing, agriculture, tourism, minerals and energy) or emerge at any meaningful scale (the conservation economies). As these markets develop and their performance, behaviours, structures and other characteristics become better defined, a detailed analysis will become possible and more important. The Blueprint has already examined some of the most fundamental inputs to understanding the macro-economy (population and settlement patterns, labour markets and employment/unemployment) and other inputs are readily available via the regular surveys of regional prices that are tracked in the Department of Regional Development's Regional Price Index (RPI). It is also possible to investigate another major factor in the macro-economy, Gross Regional Product (GRP), a generally accepted proxy for macro-economic output at the regional level.

To determine a credible aspirational rate of GRP growth for the term of the Blueprint, three major influences and sets of factors have been considered.

The first factors are the historical rates of real economic growth at the national, the State and the regional levels. To reduce the impact of short term trends and to be as conservative and consistent as possible the Blueprint has considered rolling averages at each of these levels over 10 years. These rates vary between 11% (the WA average), 9.6% (the Kimberley GRP average) and 6.7 % the national average.

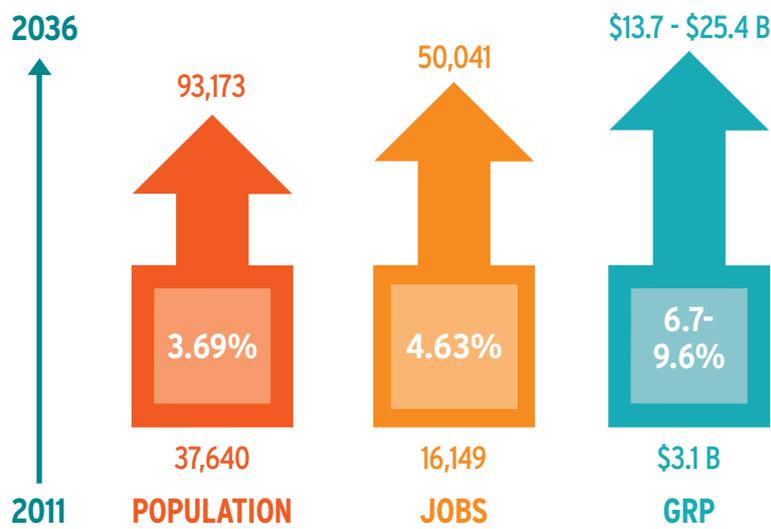
Secondly, the Commission has engaged with representative bodies from the industries of comparative advantage to determine long term rates of growth that each of these dominant sectors considers to be a viable and sustainable rate of growth through to 2036. Despite the deliberate move to consider aspirational rates of growth against the national and state context, it is important to note that in many respects and particularly at the industry level, the Kimberley is at a different stage of the economic cycle than the corresponding industry elsewhere.

This is particularly true of the minerals and energy sector (which is considered to be relatively early in the exploration and development cycle in the Kimberley), the rangelands sector (which is recovering strongly from near catastrophe and establishing what appears to be new and sustainable levels of production and price well above historical trends) and the manufacturing industry, which is currently non-existent in the Kimberley (and could therefore be assumed to have growth potential counter to its trend elsewhere.)

Thirdly, the Commission has considered the effects of endogenous economic growth and the 'drag' influence of convergent economics forces from the Asian and broad Australian economy. The combined effect of these three considerations suggests that a reasonable and sustainable real rate of growth for Gross Regional Product is in the range of 6.7% to 9.6%.p.a. This means that Kimberley real Gross Regional Product could be between \$13.7 and \$25.4 billion dollars by 2036.

The most important implication of this analysis is in the relativities to population growth and growth in the labour market. Because aspirational productive output (6.7% to 9.6%) is considered likely to outpace both aspirational population (3.69%) and aspirational employment (4.63%) growth rates (which is consistent with large numbers of people entering the workforce for the first time and/or generally at higher levels of income), it is likely that the opportunity for shared prosperity (using average annual income as a proxy measure) is real and possible.

Figure 14 Growth of macro-economic drivers



Source: WA Department of Planning, ABS Cat 5220.0, Department of Regional Development, 2015.

The Blueprint is not advocating population growth and particularly not unrestricted population growth as the sole driver of economic growth. But the discussion outlined here clearly shows that a degree of population growth is necessary to support scale, viability, resilience and to provide the employees required by growing industries. Clearly other inputs are required as well (notably health, housing and critically education and training to improve the skills base).

The Blueprint discusses levels of population and economic growth that the evidence base supports as sustainable. The additional challenge taken up by the Blueprint is for that growth to be balanced or even sustained by the other attributes valued by the people of the Kimberley including the livability of its settlements, its environment and its culture.

RESPONDING TO THE INFLUENCES



4.0

RESPONDING TO THE INFLUENCES

The Blueprint harnesses the Kimberley's Comparative Advantages as the main drivers of opportunities to be realised. Similarly, the Blueprint addresses the main barriers to the region's development as the challenges to be overcome. The coordinated efforts required to realise the region's opportunities and to overcome the challenges are the enablers. The following analysis explores these areas of focus.

RESPONDING TO THE INFLUENCES

How best to respond?

The Kimberley response is informed by current approaches to regional development in Australia generally.

There is consistent advice from diverse sources such as the COAG Regional Australia Standing Council³³ (RASC), the Regional Australia Institute³⁴ (RAI), WA's Regional Development Council³⁵ (RD Co) and the WA Planning Commission³⁶ (WAPC) that regions should focus upon working with development themes such as:

- Developing the necessary infrastructure, services and governance to successfully underpin regional development.
- Building the productive capacity of regions by leveraging regional Comparative Advantages, building the competitiveness of regional businesses, and opening strong connections to international and domestic markets for regionally produced goods and services.
- Building the human and social capital of regional populations (education, skills, health & wellbeing).
- Delivering sustainable regional communities through approaches to development that are mindful of balancing the economic, social, environmental and cultural qualities of regions.

These themes were strongly confirmed during engagement with regional stakeholders. The Blueprint shapes the Kimberley's development response using the best available evidence and a structured analysis that focuses on the above themes and brings together the key opportunities and challenges facing the Kimberley.

The Blueprint harnesses the Kimberley's **Comparative Advantages** as the main drivers of opportunities to be realised. Similarly, the Blueprint addresses the main barriers to the region's development as the **challenges** to be overcome. The coordinated efforts required to realise the region's opportunities and to overcome the challenges are the **enablers**. The following analysis explores these areas of focus.

The evidence used to inform the analysis (the evidence base) includes:

- A rich analysis of the regional development context informed by the large body of existing policies and plans that address the Kimberley's development from a broad range of perspectives.
- Engagement and discussion with the key strategic stakeholders in the development of the Kimberley.
- The likely influence of megatrends on the world generally and the Kimberley specifically.
- A series of Expert Position Papers (EPPs) that address specific opportunities, challenges and enablers.

These sources are referred to at relevant places throughout the analysis.

³³ See the RASC's Framework for Regional Economic Development.

³⁴ See the RAI's Rethinking the Future of Northern Australia's Regions.

³⁵ See the RD Co's Regional Development Policy Framework.

³⁶ See the WAPC's Draft State Planning Strategy.

An overview analysis of Comparative Advantages and challenges

The overview analysis of the Kimberley's Comparative Advantages and challenges is structured around the following four themes:

- **Industry and how the region uses its assets**
- **Natural resources and environment**
- **People and their capabilities**
- **How people interrelate and interact**

The following matrix provides an overview of the region's Comparative Advantages and challenges.

The Kimberley has unique strengths and qualities, which represent Comparative Advantages that create opportunities for certain kinds of industry. The Kimberley's Comparative Advantages have been identified by an analysis of the evidence base, in particular the regional development context assessment, stakeholder engagement and the series of EPPs.

It is widely recognised, including in many of the source documents for this Blueprint, that successful regional development will be driven by a special focus on growing the Kimberley's Comparative Advantage industries. A Comparative Advantage industry is one for which a region provides more advantages relative to other regions.

The table beneath represents an assessment of the four principal types of capital. In determining the primary areas of Comparative Advantage for the Kimberley, the Blueprint has used the approach of grouping types of capital together under single headings e.g Agriculture and Food benefits from the 'Proximity to Asia', 'Resourcefulness' and 'Climate for food production', Tourism brings together 'Culture', 'Proximity to Asia' and 'High environmental values' etc. Rather than dismiss any form of capital, this approach brings inputs together for their ability to drive an area of primary Comparative Advantage.

Table 10 Assessing the future

	COMPARATIVE ADVANTAGES	KEY CHALLENGES
INDUSTRIES AND HOW THE REGION USES ITS ASSETS	<ul style="list-style-type: none"> • Agriculture and Food • Rangeland Industries • Tourism • Minerals and Energy 	<ul style="list-style-type: none"> • Efficient access to fit-for-purpose common user infrastructure • Capturing regional economic benefit • Building the capacity of supporting industries such as retail and construction
PEOPLE AND THEIR CAPABILITIES	<ul style="list-style-type: none"> • Resourcefulness • Diversity • Culture 	<ul style="list-style-type: none"> • Access to adequate and affordable housing • Access to high quality education and training • Improved access to and effectiveness of health and wellbeing services
NATURAL RESOURCES AND ENVIRONMENT	<ul style="list-style-type: none"> • Location/proximity to Asia • High environmental value • Strong biodiversity • Climate for food production • Mineral & energy endowment 	<ul style="list-style-type: none"> • Geographical dispersal and remoteness • Maintaining high environmental value and biodiversity as development occurs
HOW PEOPLE INTERRELATE AND INTERACT	<ul style="list-style-type: none"> • Strong sense of community • Strongly networked leadership 	<ul style="list-style-type: none"> • Developing better fit-for-purpose regional development governance processes • Building regional leadership capacity • Building sustainable communities and settlements • Stronger recognition of culture and the arts/sport and recreation

Source: Kimberley Development Commission.

Comparative Advantage industries: the drivers of economic growth

AGRICULTURE & FOOD

Why Agriculture & Food is a Comparative Advantage industry

The Kimberley has an abundance of the key natural resources necessary for a strong agriculture and food industry: climate, soil and water. As such, agriculture is already one of the Kimberley's most progressive, vibrant and promising industries. Underpinned for many years by innovative work in the West Kimberley and the ongoing expansion of the Ord River Irrigation Scheme in the East Kimberley, the sector has a firm and stable economic base, rapidly emerging prospects and broadening production base. It has excess capacity, additional scope for development and has already succeeded in attracting large-scale foreign investment, which is considered an essential driver of future growth, particularly in the value-added production chains of the sector.

The Blueprint, supported by key State agencies, has identified significant scope for growth and expansion of the varied industries in this sector that will reinforce it as an area of strong Comparative Advantage for the region for a number of reasons, including:

- There are about 20,000 hectares currently under, or being brought under, irrigation across the region. Work done under the State Government Water for Food and Seizing the Opportunity initiatives suggest that across the Ord, La Grange, Knowsley/Fitzroy Valley, Cockatoo Sands and Goomig areas there is ready scope for that to rise to at least 60,000 hectares and potentially far more.
- Gross Value of Agricultural Production (GVAP) is already at approximately \$250 million per year, which gives the industry scale and a sound base from which to achieve a Blueprint goal of \$750 million by 2036.
- The Sandalwood industry has proven to be an exciting survivor in the national forestry sector and will be producing high value sandalwood oil for the first time in 2014. Industry growers support a view that they have considerable scope to at least double the area under planting and that the underlying demand for, and global value of, their crop will support this growth.
- Chinese investors have signalled a readiness to focus on sugar, including the potential construction of processing mills supporting the Ord production region. This represents an opportunity for many hundreds of millions of dollars of direct capital investment.
- There is already an aquaculture fisheries license for 7,000 tonnes per annum in the Derby region and it is expected that this will soon be increased to provide opportunities for up to 25,000 tonnes per annum, creating the necessary scale for a viable fresh fish export industry that can take advantage of the region's proximity to Asian markets and the potential growth in pearling, fin and crustacean fisheries.
- Work being done by the Department of Agriculture & Food continues to advance diversified cropping and production options for irrigated agriculture in the region including pink grapefruit, mandarin, lemon, lime, mango, banana and a wide range of niche tropical fruits and vegetables.
- Producers of Chia continue to develop cropping, harvesting and 'in region' processing capacity.
- The Western Australian Government has recently established early stage agreements with Chinese interests to expand agricultural trade, with a particular emphasis on increasing trade in high quality food produce. These agreements explicitly reinforce the realisation of trade opportunities arising from Ord Stage 2 and other regional developments including the pastoral sector.

Demand for Agriculture & Food

There is growing market demand for a diverse range of high quality primary and secondary food products, driven by the sustained growth of world population and the rising middle class particularly in the Asian region.

Responding to the growing demand for fibre through the production and potentially processing of high quality crops will be a major opportunity for agriculture. Similarly, the demand for food processing and value adding to crops such as grains and sugars provides additional opportunity for agriculture in the region, as will demand for higher value proteins such as fresh fish and other seafood products.

Long term food supply agreements recently struck between the Western Australian Government and Chinese interests provide an example of how growing demand is already converting into commercial opportunity.

Making sure that there is efficient infrastructure and services linkages in regional supply chains and to export markets will be crucial to enable the region to meet this demand at the right price.

Challenges for the growth of Agriculture & Food

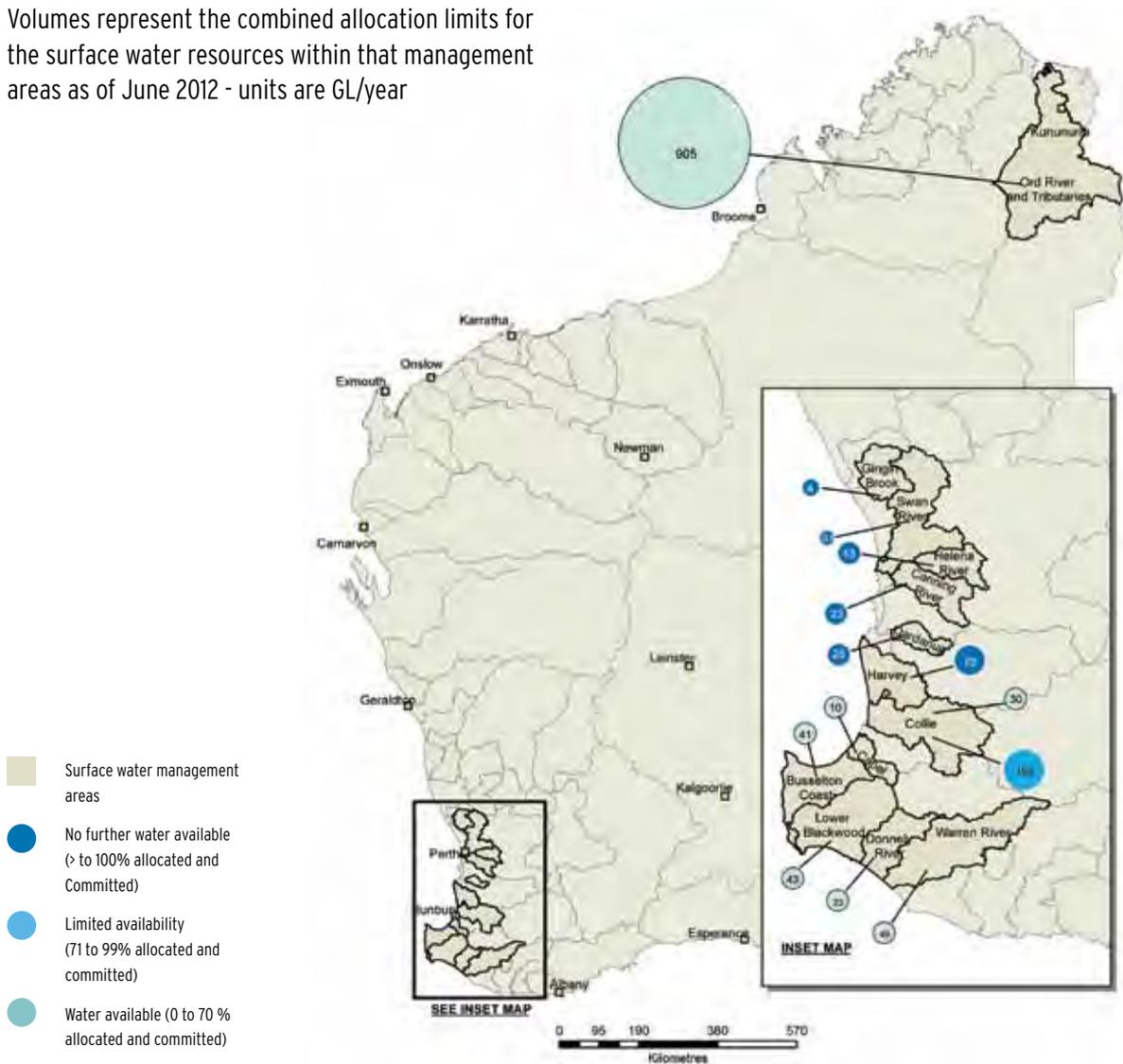
The major challenges to the realisation of the transformative potential of this industry for the Kimberley are:

- Access to a reliable source of skilled labour within the region.
- Limited domestic capital available to finance investment in the land and water infrastructure needed to unlock the potential.
- Managing the constraints surrounding natural resource and environmental management, climate, access to low cost transport and freight, barriers to agricultural trade through higher tariffs compared to other goods and services and international policy making.
- Identification and protection of priority agricultural land.
- Getting the right kinds and balance of logistics infrastructure for efficiently moving produce around and out of the region.
- Achieving sustained profitability based on export market expectations of consistency of quality, volume and supply.
- Fluctuating agricultural markets are challenging to workforce development (Kimberley Workforce Development Plan 2014-2017).
- Challenges to surface water storage in a climate with high evaporation and limitations for a large part of the year (Department of Water, Kimberley Regional Water Plan 2010-2030 - draft for public comment, 2010).
- Any future groundwater development will be limited by the low yields usually available from rock aquifers and not by the quality of groundwater (CSIRO, Water in the Kimberley Region, 2009).
- Any development of water resources must be undertaken responsibly and carefully, using a strong evidence-base and involving strong community participation. Reviews such as Northern Australia Land and Water Taskforce (2010) indicate agriculture could be sustainable if limited to patchwork areas.

RESPONDING TO THE INFLUENCES

Map 10 State-wide surface water resources and their availability status

Volumes represent the combined allocation limits for the surface water resources within that management areas as of June 2012 - units are GL/year



Source: Department of Water, Water Resource Inventory 2014: Water availability, quality and trends, pg. 3.

The Kimberley's surface water resources are significantly more than the entire rest of the State but are less than 70% allocated.

Enablers of growth in Agriculture & Food

Infrastructure

- Continue the ongoing development and roll out of East Kimberley irrigation development projects.
- Proactively develop greater certainty in land availability and access to water resources.
- Change and improve land tenure settings and options to broaden the economic and social base of the agriculture industry.
- Identify and invest in key research and development, including accurate mapping of current and future infrastructure needs, including water, transport, energy, communications, processing and packing.

RESPONDING TO THE INFLUENCES

RANGELAND INDUSTRIES

Why Rangeland Industries is a Comparative Advantage industry

The Rangelands (or pastoral) Industry is the region's oldest economic undertaking, by far the biggest land-use by area and one whose images and culture are deeply entwined with regional identity, especially for many of the Kimberley's Aboriginal people who either have a family history of employment on cattle stations or who, in many cases, now own and live on pastoral leases.

The Blueprint has chosen to distinguish Rangelands Industries from Agriculture. Firstly, because it is currently significantly larger than the rest of the agriculture sector and, secondly, because it refers far more broadly to the use of the rangelands which is a reasonably distinct and dominant land form in the region, usually leased under a narrow set of conditions. The industry, and particularly Aboriginal people, have been consistent in their calls to diversify and broaden the economic base of the industry, both to improve the core activity of producing beef and to introduce a range of economic activities that are best matched to different soil, water and other environmental conditions.

The strong growth profile foreseen by industry experts and the Department of Agriculture for the sector is supported by the global megatrends impacting upon the region's agricultural industries more generally. It is known that world demand for food is growing in excess of population rates as third world countries (including some of our near neighbours) develop prosperous middle classes and change their diets accordingly.

A future with high potential is further supported by the abundance of raw inputs to the sector to be found in the Kimberley (land, water, sun), significant skill bases and experience in the industry, and a history of resilience and recovery that speaks to its sound fundamentals. The industry is well-positioned to benefit from improvements in the governance of water policy, land tenure reforms, local labour market improvements, skills and training, and external capital inflows that can address its challenge to attract the investment and development that is required to drive strong growth and continue its current vigorous recovery.

"The (Blueprint) is comprehensive and visionary, and is of significant importance as it gives Government advocates and large businesses clear reasons to invest in the Kimberley." - Kimberley Cattlemen's Association

The designation of Rangelands Industries as an area of Comparative Advantage in the Blueprint is supported by the following:

- Private investment in an abattoir in the West Kimberley (now at over \$50 million and is expected to start production in late 2015) will support diversification and the revival of leases carrying cattle that meet its specifications.
- The national live export trade recovering strongly (and more sustainably) from the 2010 collapse to export at least 450,000 head in 2013/14 with a probable 500,000 - 650,000 head as the sustainable market for the short to medium term.
- In 2011/12, Broome and Wyndham were significant ports of loading for the WA live cattle export market valued at \$177 million (Meat and Livestock Australia, Australian livestock export industry statistical review 2012-13, 2013).

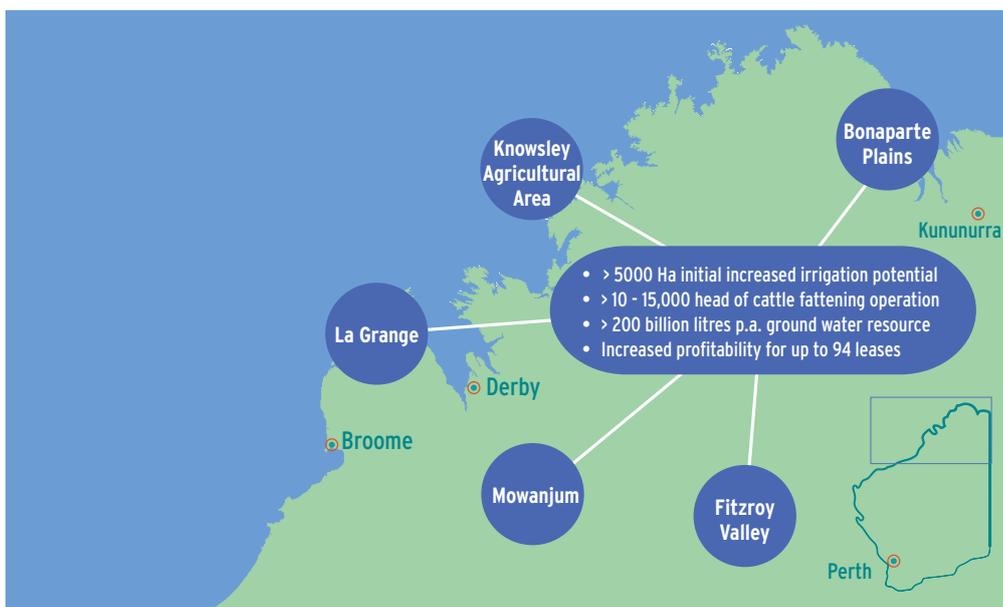
- South East Asia represents 58% of Australia's live cattle exports (Meat and Livestock Australia, Australian livestock export industry statistical review 2012-13, 2013.).
- Strong potential for growth in 'emerging' markets where Australia is an established partner, such as China, where Australia supplies nearly 90% of China's restricted imports.
- Of 93 pastoral leases, at least 30 are currently well-beneath peak production capacity. There is an opportunity to improve through better land management, breeding genetics, better fodder and improved livestock performance, using models established in similar Northern Australian operations.
- Tenure reform in the Rangelands may progressively open new options to expand and diversify Rangelands Industries for a wider range of users and operations, adding to long term economic resilience and creating a platform for further growth.
- Agreements recently established between Western Australian and Chinese interests are set to expand opportunities for live cattle export trade, which the Kimberley is well placed to further develop.

Demand for Rangelands Industries' products and services

Similar forces of market demand for agriculture and food products will provide the growth opportunity for the Rangeland Industries. Growing demand for high quality beef products (both processed and unprocessed) from the rising middle class of Asia will be a major driver for the industry. Value-adding to regionally grown beef before export holds an important key to driving up regional production and profitability.

To the extent that future land uses can be diversified on pastoral stations in the region, demand for other products and services (such as Rangelands tourism) will provide additional opportunity for this industry. Efficient infrastructure and services linkages in regional supply chains and to export markets will be crucial for the Rangeland Industries.

Map 12 Kimberley Water for Food precincts



Source: Western Australian Department of Water, Department of Lands, Department of Agriculture and Food and Department of Regional Development

RESPONDING TO THE INFLUENCES

Challenges for the growth of Rangelands Industries

There are some challenges that are specific to unlocking the growth of the region's Rangeland Industries:

- The need to bring a much greater proportion of existing pastoral land into sustainable production.
- Accessing a skilled and reliable regional labour market to support long term investment, management and growth.
- The improving but still limited capabilities and capacities of Aboriginal pastoral land-owners and managers to address pastoral management, corporate governance and compliance needs.
- Responding to issues surrounding live cattle export by increasing on-shore meat processing.
- 30% of pastoral leases in the Kimberley are Aboriginal-owned, but produce only 10% of the turnoff. Some Aboriginal properties are less profitable than non-Aboriginal properties due to:
 - Low stock numbers relative to carrying capacity
 - Poorer breeding genetics
 - Difficulty raising commercial capital
 - Governance challenges
- Inconsistent management (Jeffery, M, DAFWA, 20-07 cited in Armstrong Muller Consulting, East Kimberley Pastoral Project, 2010).
- The prevalence of uncontrolled bushfires and their impact on ecosystems and stock.

Enablers of growth in Rangelands Industries

Infrastructure

- Develop the feeder cattle trade with Indonesia, particularly through access to feedlots and co-investment.
- Develop meat-processing capacity in the West Kimberley.
- Broaden access to processing stream opportunities through vertical integration of and security of supply.
- Develop irrigated agriculture across the Kimberley to increase the regional production of pasture and fodder crops.
- Increase the stocking levels of Aboriginal pastoral properties.
- Suitable and sufficient road infrastructure.

Services

- Creating a reliable source of skilled labour within the region for Rangelands Industries particularly through partnerships with Aboriginal landowners.

Governance

- Establish a regional Rangeland Industries strategy that coordinates regional effort towards developing these industries through integrated supply chain opportunities
- Diversify opportunities for enterprise on pastoral land by reforming land tenure and water access arrangements so that they better support sustainable non-pastoral uses of land.

TOURISM

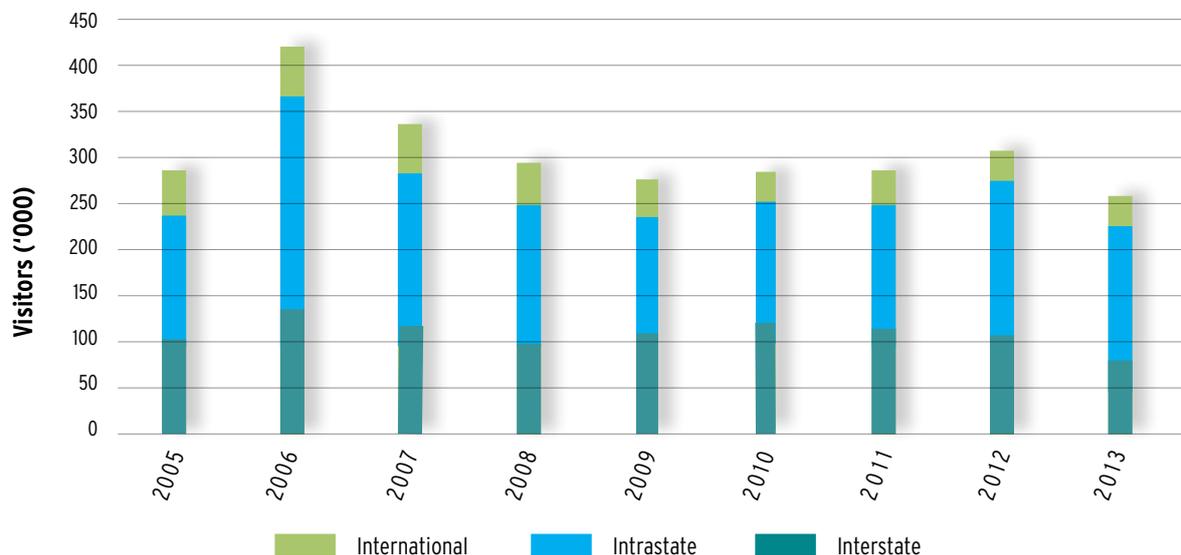
Why Tourism is a Comparative Advantage industry

Tourism in the Kimberley offers a diverse and exciting area of Comparative Advantage. Tourism displays the vital characteristics of potential for diversification that broaden the region's economic base and an existing and proven value proposition or product. Integration with other Comparative Advantage industries (notably Rangelands Industries) and strong growth potential is supported by the evidence.

Kimberley Tourism is strongly based on two unique 'selling points': the iconic and internationally recognised landscape and environment, and the experience afforded by what are arguably some of the most intact Aboriginal cultures in the world. As with other areas of Comparative Advantage, the currently strong and diverse economic base provides the value proposition for the industry. Opportunity is derived from the potential of the industry to grow dramatically and sustainably. Comparative Advantage status is supported by the characteristics of the region, industry data and analysis from industry stakeholders, including:

- Visitor expenditure currently estimated at \$333 million (Tourism WA Regional Fact Sheets).
- Over 250,000 visitors per year, of which only 31,00 originate from international locations (Tourism WA Regional Fact Sheets). This mix indicates that the scope for increased volumes of international visitors (who contribute higher rates of spend) is very wide and this will drive growth in the value of the industry to roughly 300% of current levels by 2036.

Figure 15 Tourist visitation in the Kimberley 2005-2013



Source: Tourism Research Australia, International and National Visitor Survey. "Kimberley" based on Broome, Derby-West Kimberley, Halls Creek, Kununurra, and Roebuck Statistical Area Level 2s, as defined by the ABS.

Number of domestic and international visitors to the Kimberley

- 83% of international and 66% of domestic visitors to WA are seeking Aboriginal tourism experiences but most currently fail to achieve that ambition. This clear market gap provides unmet demand to underpin Aboriginal employment targets (Tourism WA Regional Fact Sheets).

RESPONDING TO THE INFLUENCES

- The 44% Aboriginal population (2011 ABS Census) of the Kimberley supports not only the product offering in the area, but also the employment targets and needs of the industry.
- The Kimberley is one of Australia's 16 National Landscapes promoted by Tourism Australia.
- Direct air services linking the Kimberley to Singapore is a priority for Tourism WA with much of the infrastructure to support this already in place.
- Pearling and retailing of unique and high quality pink diamonds and pearls is a unique strength in attracting high-yield visitors (Tourism WA, State Government Strategy for Tourism in Western Australia 2020, 2013).

Demand for Tourism products and services

Increasing demand for high-end tourism products and services will be a consequence of rising disposable income in the Asian region. A growing emphasis on the quality of tourism experiences (such as customisation, ecological sustainability, cultural engagement and adventuring) places the Kimberley well. Its natural endowment of globally significant scenic, environmental and cultural qualities provides a diverse range of tourism opportunities that will attract a growing international visitor market if branding, marketing and product development is appropriately pitched.

Growth in WA tourism is expected to be underpinned by increased activity from the Chinese market (State Government Strategy for Tourism in Western Australia 2020, Tourism WA 2013) - the Kimberley's industries need to consider these global developments.

Challenges for the growth of Tourism

There are a number of challenges the tourism industry will need to overcome to maximise its potential. These are:

- Meeting the demand for the substantial direct and indirect employment growth that would be generated by a transformed tourism sector.
- Increasing access to land for tourism-related development.
- The need to open up new aviation routes and build regional tourism infrastructure and amenities.
- Developing appropriate management regimes that open up access to, and manage or maintain iconic attractions within, wilderness and conservation areas.
- Building the skills of Traditional Owners to take advantage of and to manage opportunities on Native Title land.
- High costs of doing business provides an entry barrier to private business. Such costs include rents that impact on attraction and retention of staff.
- Remoteness from cities and other tourism markets increases reliance on transport-related infrastructure, services and pricing.
- The need to preserve the characteristics that lead to the Kimberley's competitive advantages, whilst also supporting the growth of other industries such as resource extraction.

Enablers of growth in Tourism

Infrastructure

- Improve direct air services to Broome and Kununurra from multiple domestic ports to create high traffic volumes to support more buoyant shoulder and green seasons.
- Broome was identified in the State Aviation Strategy as ‘the best opportunity for low cost carriers to enter the Western Australian regional tourism market’. (Department of Transport, State Aviation Strategy, 2014)
- Plan, fund and construct high quality tourism infrastructure across the region including:
 - Appropriately located and upgraded airport infrastructure.
 - An extended and strengthened Broome Port wharf to enable regular visits from large cruise vessels.
 - A vibrant recreational marine industry and micro-cruise industry.
 - Networked camp grounds, key walking trails, self-drive routes and iconic national parks.
 - Establishing a wide dispersal of high quality niche market accommodation options across the region.
- Establish Halls Creek as a third regional gateway as a consequence of increased traffic arriving from the Tanami Road.
- Develop a selection of Aboriginal cultural themes into nationally significant iconic attractions.

Services

- Deliver regionally-based education and training in the skills required to support a diversifying and high quality tourism industry, with a focus on hospitality, guiding and tourism management.
- Establish strong and sustained national and international marketing and profiling of the Kimberley Brand.

Governance

- Develop a robust, unified Kimberley tourism industry working collaboratively and cooperatively to direct and grow tourism in the region.

MINERALS & ENERGY

Why Minerals & Energy is a Comparative Advantage industry

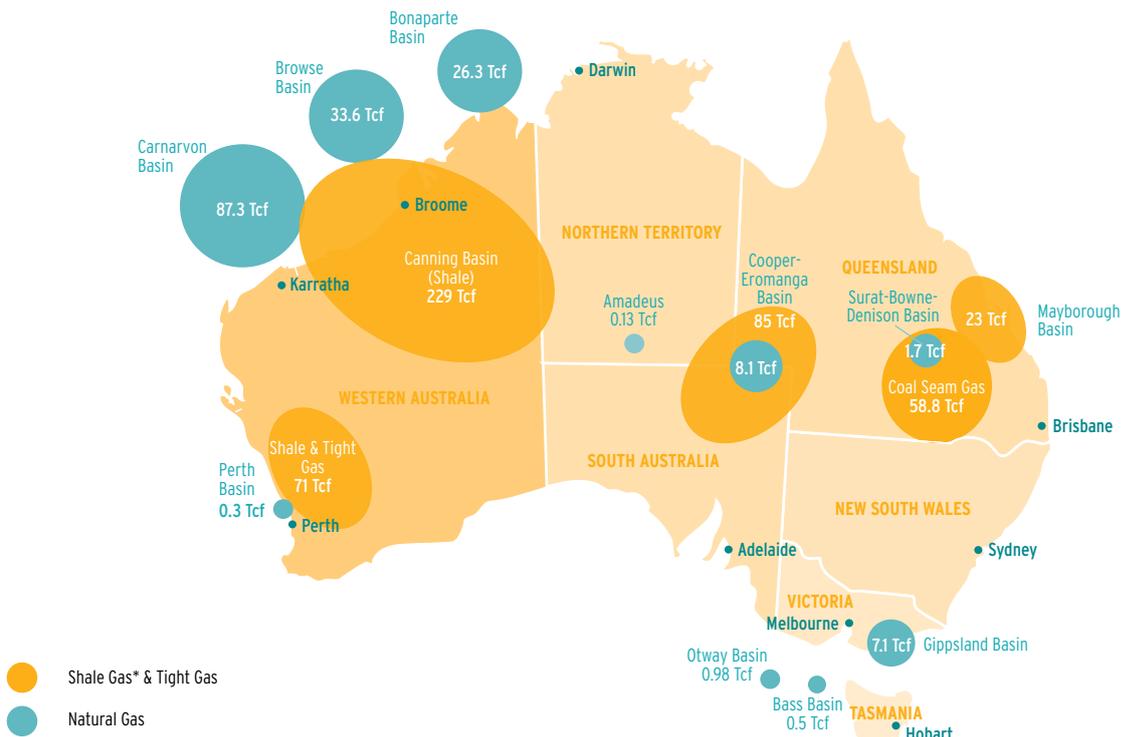
Leveraging regional employment, business development and value-added processing from the development of the Minerals & Energy industry offers an important driver for the regional economy. The extent to which the sector can contribute to the regional, State and national economies in the future is determined by the resources available and the capacity of the region’s industry to develop those resources within the constraints of supply chain logistics and global commodity prices.

Minerals & Energy resources in the Kimberley are widely considered to be highly prospective yet under-explored in terms of their potential.

RESPONDING TO THE INFLUENCES

The Kimberley is now known to have globally significant reserves in heavy rare earths, coloured diamonds, tight shale gas, bauxite, vanadium and significant resources in iron ore, coal, copper, lead, zinc, silver, nickel, uranium, coal, tin, minerals sands and oil. As further exploratory work is carried out by the private sector (which selectively advances individual prospects as it considers them to be of increasing economic potential and viability), the quality and quantity of these reserves have often been shown to be higher than initially thought.

Map 13 Australian estimated natural gas resource

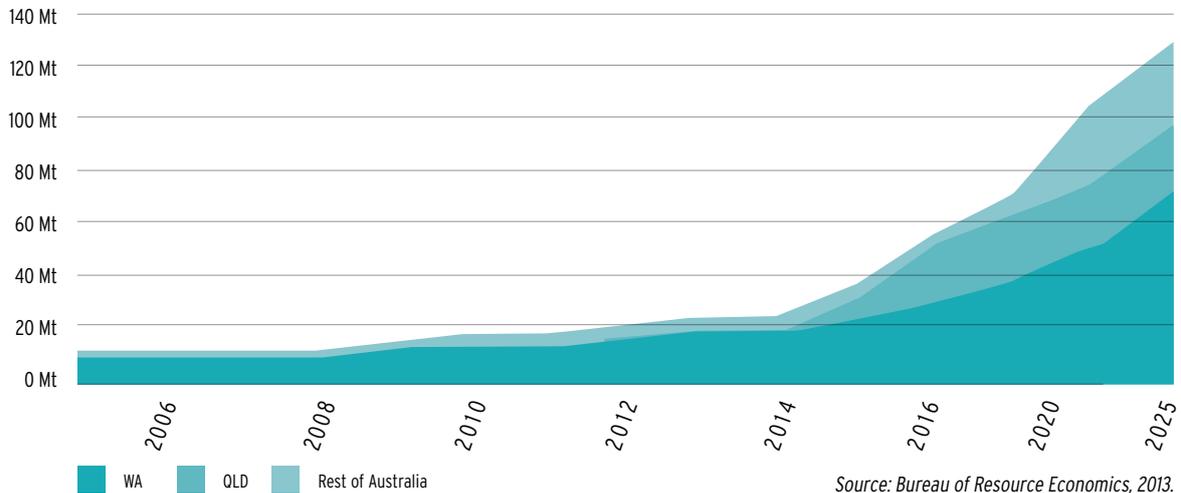


Source: Department of Mines and Petroleum, Western Australian Mineral and Petroleum Statistics Digest 2011-12, pg.27 and EnergyQuest.

The Kimberley is also known to have some of the highest potential in the world for cleaner and renewable energy generation including solar, tidal, hydropower, algae and biomass-generated bio-fuels, alongside the globally significant natural gas reserves of the Browse and Canning Basins. Developing each of these industries is not without challenges (related to isolation from markets and the low level of infrastructure in the region) but the selection of Minerals & Energy as an area of comparative advantage is based on sound and rapidly improving data, including:

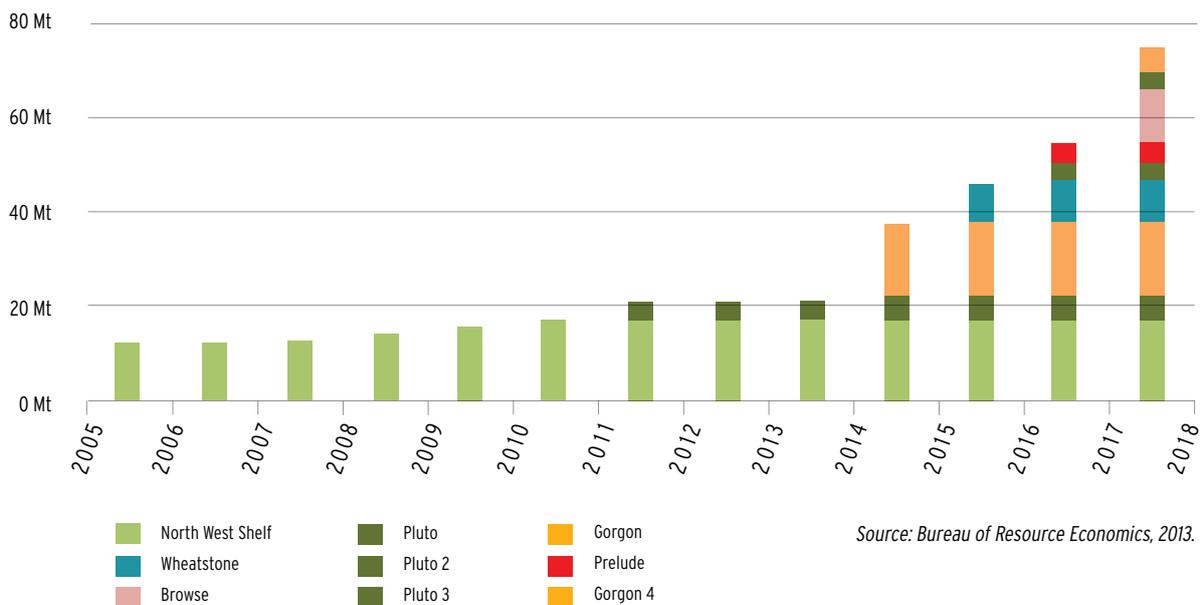
- The Browse Basin gas reserves of 33.6 trillion cubic feet (Tcf) continue to increase towards the estimated reserves of 60 Tcf, and like the Canning Basin is showing increasing evidence of the presence of higher value oil and petroleum.
- Demand for natural gas is set to be the fastest growing fossil fuel for world energy consumption, averaging growth in demand of 2.1% per annum up to 2030.
- Both China and India face challenges in ensuring domestic energy production and supply keeps up with their energy demand.
- Liquid Natural Gas (LNG) will continue to become an increasingly important source of growing natural gas supply around the globe.

Figure 16 Australian natural gas production



- Western Australia's LNG industry is set to grow substantially in coming years, with \$88 billion worth of LNG projects currently under construction, and more than \$50 billion awaiting FID in this State alone.
- If all these projects came to fruition, Western Australia's LNG capacity may very well double by 2020.
- None of the trends displayed in Figures 16 and 17 yet incorporate any projections for the potentially much larger production of onshore gas from the Canning Basin.

Figure 17 Western Australian natural gas by source

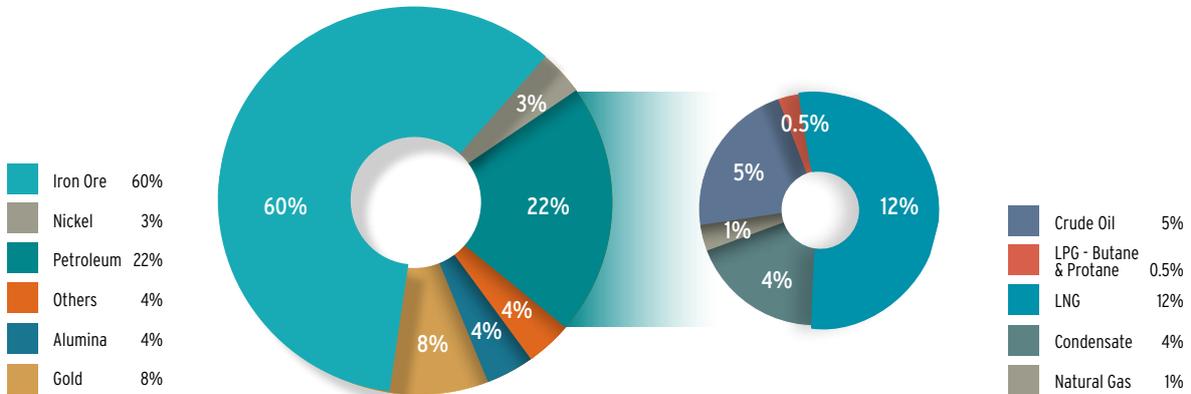


- Regardless of the access option chosen by the proponents, the Browse Basin requires significant servicing from the mainland with the West Kimberley and the population centre of Broome well positioned to provide that servicing with flow-on effects throughout the region.

RESPONDING TO THE INFLUENCES

- Current data suggests that recoverable hydrocarbon reserves in the on-shore Canning Basin may exceed 230 trillion cubic feet, or at least 50-60% of Australia's reserves. Recent work has also shown the reserve contains previously unrecognised but economic quantities of oil, a higher value resource. Importantly, the resource is almost entirely on-shore which has significant benefits for State ownership.
- The Kimberley produces nearly 95% of the world's fancy or coloured diamonds from the Argyle and Ellendale mines and is moving to the forefront of high-technology remote mining techniques.
- Among the precious or high value metals, gold, platinum and vanadium have all been found in quantities that are or have strong commercial prospects (gold has been mined from around Halls Creek and from the Tanami region since the 1800s).
- Lead, zinc, tin and copper have been found in commercial quantities across the region, including the mines at Lennard Shelf, the Panoramic Resource and more recently Sorby Hills.
- Iron ore (which has been mined in the Kimberley since before the 1950s) from the well-established high grade deposits of Koolan, Cockatoo Islands and a new prospect at Irvine Island (which have direct access to deep water shipping), to the Ridges reserves near Warmun (which are currently being shipped from Wyndham) generate more than \$650 million per annum.
- West Kimberley coal development prospects remain under development following a buyout offer from Chinese interests.
- Current information suggests that the deposits of Heavy Rare Earths (essential in the development of modern electronic components) may be strategically important as one of a few globally significant deposits outside of mainland China.
- Smaller scale onshore oil and gas deposits such as Waggon Creek may have niche development opportunities due to localised industry and market development advantages.
- Global natural gas consumption grew 2% in 2011, accounting for 24% of energy consumed globally.
- LNG accounts for 32% of all globally traded natural gas, with 68% by pipeline.
- Western Australian LNG exports overtook gold as the third largest export commodity, accounting for 12% (\$13.3 billion) of the State's merchandise export total in 2011 (\$107 billion).
- Australia operated only two LNG projects in the 2011 calendar year which accounted for 84% of Australian LNG exports:
 - North West Shelf project in WA (17.1 Mt capacity)
 - Darwin LNG project in the NT (3.7 Mt capacity)
- National LNG exports totalled 19 Mt in 2011, up 2% from 18.5 Mt in 2010.
- WA production has yet to be meaningfully impacted by the Browse or Canning Basin resources.
- High-value niche development and production opportunities exist for a wide range of other commodities at various stages of exploration and development.

Figure 18 Western Australian Minerals & Energy exports, 2013



Source: Department of Mines and Petroleum, Statistics Digest 2013, pg. 21 and Kimberley Development Commission Analysis.

Demand for Minerals & Energy

Global demand for minerals and energy products and services as inputs to both basic and advanced manufacturing and other industrial processes is expected to remain strong. The Kimberley is particularly well-placed to meet demand for heavy rare earth minerals that are increasingly used in very high value advanced manufacturing. As one example, the scale of that Kimberley resource may, under the right conditions, allow for some value-adding in the region which in turn would provide a major boost to the regional labour market and economy. The region can also meet growing demand for cleaner energy products such as natural gas. Meanwhile, to meet its own increasing energy demand as regional industries grow, the Kimberley can build upon its already well-established renewable energy products such as the hydro-electric generation capacity of the Argyle Dam and high solar energy potential.

Efficient infrastructure and services linkages in regional supply chains and to export markets will also be crucial for the Minerals & Energy sector.

Challenges for the growth of Minerals & Energy

There are a series of challenges that face the Kimberley as it looks towards realising the true potential of its minerals and energy sector:

- The high cost of developing resources projects.
- Establishing a work-ready regional labour market for establishing and operating resources projects.
- Securing timely land and water access for projects, processing and export facilities.
- Limited deep-water port locations.
- The potentially high cost of developing renewable sources of energy such as tidal, solar and hydro.
- Manage competing demands for water resources through implementation of the Kimberley Regional Water Plan, various sub-area allocation plans and through water licensing.

RESPONDING TO THE INFLUENCES

- Ensuring consistent conservation management practices at landscape scale across all land tenures and industry sectors.
- Four fundamental challenges constrain greater private sector investment in resources sector infrastructure in WA:
 - A shortage of long term, integrated planning for infrastructure and access to land.
 - The complexity associated with structuring, funding and delivering multi-user infrastructure projects.
 - Investors' general aversion to accepting demand risk on Greenfield infrastructure projects.
 - The private sector's ability to capture a project's wider economic benefits in a manner that improves the project's financial viability (CME, Investment in Resources Sector Infrastructure, 2014).
 - The development of coal and heavy mineral sands will likely trigger significant transport and port infrastructure requirements.

Enablers of Minerals & Energy

Infrastructure

- Address the high cost of project development in the Kimberley through the further development of regional land and marine transport infrastructure.
- Develop models for multiple land use tenures that accommodate a range of values in land use and management through partnerships involving all industries, landholders, land administrators, Native Title-holders and registered claimants.
- Establish strong collaboration between the public and private sector in the coordination of infrastructure planning and development.
- Pursue assessment and approval timeframes that are realistic and cognisant of the sometimes aggressive project development timelines.
- Finance and fund resources sector infrastructure in the Kimberley through Public Private Partnerships (PPPs) that share responsibilities, risks and returns between the public and private sectors.
- Recycle capital tied up in existing assets to support the funding of new ones.
- Where infrastructure users are required to make contributions to the cost of providing infrastructure, they should be involved in the scoping and design of projects or become the direct owners and deliverers of projects to ensure efficiency.

Services

- Promoting the economic and social development dividends of the Minerals & Energy sector by addressing the growing demand for skilled labour in large part by developing Aboriginal involvement in the Kimberley economy.

Governance

- Where appropriate, ensure State Agreements are in place between the Western Australian Government and the proponents.

- Establish regional planning systems that are transparent, rigorous, based on scientific and cultural understanding, backed by legal controls and contribute to the equitable resolution of competing land use, conservation and development objectives.
- Establish and support Aboriginal leadership to improve collaboration with mining companies.
- Establish stronger alignment between conservation management and resource industry development through collaborative efforts to further explore and understand the region's natural resources and the development of regional planning for conservation and land use.
- Manage competing demands for water resources through implementation of the Kimberley Regional Water Plan, various sub-area allocation plans and through water licensing.

Overcoming the Barriers

For the people of the Kimberley to take up the opportunities that will flow from the further development of the region's Comparative Advantage industries, the challenge is to ensure the sufficiency and quality of the foundations that support people to thrive: housing, health and wellbeing, and education and training.

If these needs are met for everyone in the region, there will be a regionally-based pool of talent ready to lead the development of the region and participate in the labour market. Growing the regional labour market maximises opportunity for regional employment and business, and broadens the livelihood options and prosperity base for the Kimberley's population.

The Kimberley faces a special challenge in building opportunities for its Aboriginal people. Noting that 44% of the region's population is Aboriginal, the region must substantially deepen the participation of Aboriginal people in the regional economy and labour market to reflect the proportion of their representation in population.

The region is heavily reliant on the provision of Government services, many of which are inefficient and ineffective as a consequence of the high cost of delivery across a large, dispersed region and given tightening budget constraints across most jurisdictions. This has the added impact of distorting the market for non-Government and private sector service provision. For transformational development to occur, there is the need for improvement in both the quantity and the quality of key services.

To build and support the capabilities of the regional population, the evidence highlights the following areas for special attention.



Image: courtesy Kimberley Ports Authority

RESPONDING TO THE INFLUENCES

HOUSING

Why Housing standards are a challenge to development

Housing and land affordability, availability and suitability are pervasive issues that impact and colour virtually all areas of endeavour in the Kimberley. Stakeholder engagement and expert evaluation work outline how housing affordability in particular, is a significant social and economic development issue for the Kimberley.

The median house price in the Kimberley is 28% higher than Perth, the median rent is 35% higher, rents are 5.6 times more likely to be greater than \$550 per week, and dependence on public housing is 6.6 times higher. Intervention is required to stimulate the private sector responses to these market conditions.

Increasing access to more affordable housing is critical to enabling the social and economic development of the region. The pivotal challenge facing the region is to fix the private housing market and overhaul the policy settings for public housing. If this complex challenge isn't met, the region's economic and social development goals may be unachievable and this could represent a fundamental threat to achieving the Blueprint's objectives. In addition, the costs of failure will be borne not only by the region's residents now and into the future, but also by Governments that will need to continue to fund the adverse social impacts.

The Kimberley housing challenge is characterised by:

- The rate of home ownership in the Kimberley is 32% compared to the State average of 69%. The rate of Aboriginal home ownership is 15% (ABS 2011 Census of Population and Housing).
- 72% of the Kimberley's Aboriginal population live in either state or community housing (ABS 2011 Census of Population and Housing).
- The provision of Government employee housing results from the high proportion of Government employees in the region, and the limitations of the private rental market that necessitate employment-related housing. State government employment is 16.3% in the Kimberley compared to 10.9% for the balance of regional WA. Distortion of the private rental market is the result.
- 71% of State Government employees in the Kimberley earn over \$1,000 per week compared to 55% in the private sector. That is, many of these workers have the capacity to pay higher rents.
- In 2011, 20% of WA renters paid over \$450 per week, whilst in the Kimberley this was 67%. This high rental environment has a strong impact on the region's ability to retain workers at all levels where accommodation is not heavily subsidised.
- In 2011, of those earning \$600-\$799 per week in WA, 4% paid \$550 or more in rent, compared to 18% in the Kimberley.
- Public housing entitlements are progressively lost once household income exceeds \$35,000 per annum, an amount that is still well beneath the actual cost of living, especially if self-sufficient accommodation is required.
- Labour market functions such as the cost and availability of staff are distorted by housing availability and price.

Challenges for growth of Housing

The under-supply of affordable housing is caused by a range of specific issues, including:

- Limited residential land supply at appropriate price points and land tenure constraints, in some locations.
- Physical land, utility and infrastructure constraints in some centres.
- Failures in segments of the private housing market, notably affordable 'entry-level' accommodation.
- Limitations to the scale of the private rental market.
- Community and market acceptance of innovative housing typologies and density.
- The high costs of construction.
- The Department of Water has highlighted the potential for higher yields in the Canning Basin and the ability within an 'early engagement model' to facilitate growth at or above aspirational levels. The ability to meet aspirational growth more easily in 'densification' or urban renewal programs is also noted by the Department, which increases the options available for accommodating larger population within existing settlements.
- A key aspect of improving housing affordability and increasing the delivery of appropriate housing in the region is to generate innovation in housing design. For example, innovation could include the development of a modular housing industry that uses cheaper, lighter materials produced in the region and efficient construction methods.
- Assessment of land suitability for residential development is a priority for enabling regional growth.
- The impact of a rapidly growing mining and resources sector and its impact on housing demand.
- The transient nature of and seasonal spikes in the region's population.
- The impact of employer-provided accommodation (including that provided by Government) on the private rental market.
- The dependencies on traditional social housing and employer-provided housing will persist for some time for many reasons, including the need to maintain what stability there is in markets. Social housing will need to be a significant part of housing in the Kimberley for at least the short to medium term of up to 20 years.
- The limited amount of public housing available, and the limited models under which it is provided.

RESPONDING TO THE INFLUENCES

Enablers of Housing

Infrastructure

- Establish transitional housing programs to provide pathways for aspirational public housing tenants to become responsible for their own housing.
- Lower overall infrastructure costs by using and improving energy efficient designs.
- Develop initiatives that have the potential to reduce housing and construction costs.
- Support programs that facilitate shared equity purchasing, particularly of affordable housing, including policy settings for housing development.
- Develop initiatives that encourage private investment from owner-occupiers and small-scale investors.
- Suitable level of infrastructure services such as water and electricity availability and the planning for security of those services.
- The transfer of responsibility for municipal services could be an ideal catalyst for reviewing the framework and performance of service delivery.

Services

- Provide wrap-around services that support public tenants as they transition into a growing private housing market.

Governance

- Embark upon fundamental regional housing policy reform.
- Improve forward planning and coordination of housing and land supply.



Image: courtesy of LandCorp

EDUCATION & TRAINING

Why Education & Training standards are a challenge to development

Education and training are crucial areas of capability and capacity development for any community that aspires to higher levels of employment, productivity and, to some extent, health. They are also the primary factors that help retain skilled personnel and families in the region. As the future of the Kimberley relies upon sustained employment growth, the performance of the region's education and training sector must improve substantially if it is to support the future population - especially the region's Aboriginal people - to take up economic and social development opportunities. The efforts of key agencies to rise to these challenges are considerable, genuine and ongoing. The scale of the challenge is immense.

It is important that training reflects industries that could generate substantial Aboriginal employment such as tourism and land and sea management.

Internal analysis from the Department of Education supports the Commission's own analysis of the major issues highlighted by regional stakeholders and identifies similar mechanisms for addressing those issues.³⁷ The central and common themes include attendance (and related literacy, numeracy and employability outcomes), engagement (especially for Aboriginal students), staff retention and training and the need to build and support access to 'full service schools'. Table 11 shows the large number of students in District High Schools or Remote Community Schools where progression and curriculum options are limited. Only two existing High Schools in the region support Senior High School.

The need to have schools that meet local requirements is addressed specifically under the Department of Education "Distinctive Schools" and Independent Public Schools programs.

The Department of Education analysis has also highlighted the critical and growing dependence on Information and Communications Technology in the delivery of education and training, including professional and collegiate training for staff.

e-Education has growing in importance as a delivery mechanism for education, training, health and a wide range of other services. Technology offers the ability to break the nexus between population density and adequate provision of educational options. Its potential extends beyond regional need to being an enabler of export capability as online courses developed at the Kimberley Training Institute have shown.

Whilst the data indicates that it is clearly an area of challenge, it is also accurate to consider it an enabler, as achievement in this area lifts the effectiveness of effort across many other areas. The Blueprint consultative process and expert evaluation work highlight the challenges facing education in the Kimberley in detail. However, the current endemic problems of distance, literacy, numeracy and attendance can be solved with innovation, commitment and appropriate policy settings.

³⁷ Kimberley Regional Investment Blueprint - Expert Position Paper - Department of Education, February 2014.

RESPONDING TO THE INFLUENCES

Table 11 Kimberley School types and student numbers 2011

School type & numbers		Total students	Aboriginal	% Aboriginal
Agricultural Colleges & Schools	0	0	0	0
District High Schools	5	2256	1595	70.7%
Education Support	0	0	0	0
Primary Schools	4	1676	579	34.5%
Remote Community Schools	12	916	897	97.9%
Senior High Schools	1	619	241	38.9%

Source: www.education.wa.gov.au

Challenges for Education & Training

The specific challenges for education and training include:

- A widely dispersed geography across which it can be difficult to deliver consistency in standards within prevailing existing resource constraints.
- The lack of a clearly connected education pathway for the region from early childhood, through primary and secondary school, to vocational education and training.
- Limitations to existing education delivery models in the region.
- Education infrastructure requires frequent upgrades, modernisation and replacement.
- Lack of connection between State and Federal education and training agencies.
- Lack of connection between education and training and the private sector.
- Relatively few accessible 'in-region' pathways from secondary to tertiary education. May require transitional educational and work programs.
- Inappropriate policy and funding models and frameworks that inhibit flexibility in education and training responses.
- High rates of behavioural and developmental challenges including the impacts of health challenges such as Foetal Alcohol Spectrum Disorder (FASD). These challenges occur at markedly higher rates in the Kimberley and are known to have lifelong detrimental effects on education, training and employment and economic participation.
- Socio-cultural perspectives that, for some regional residents, undervalue the importance of education in creating healthy and prosperous individuals, families and communities.
- Align education and training opportunities for Aboriginal people with the needs of Aboriginal communities.
- Poor Information Communications Technology infrastructure especially as regards reliable and available bandwidth to facilitate e-Education.

- Educational service delivery models that are solely based on the physical classroom, which requires critical population mass to make classes and the sourcing of suitable skilled and trained teachers viable (especially in the higher year and subject groups). All Kimberley centres rank in the bottom two Australian Remote Index of Accessibility (ARIA) categories used by the ABS to determine the effect remoteness has on service delivery.
- Literacy and numeracy rates are well below the rest of the State and Australia, with major centres generally 5% to 30% below national averages and very remote centres 30% - 50% below. The impacts of these deficits are pervasive. The variance is closely aligned to the Aboriginal status of the students (that is, Aboriginal students rank in the lowest echelon of this group).
- Attendance rates, especially amongst Aboriginal students, are frequently well below 80%. Educational practice indicates that a student will struggle and progressively fall behind in long term outcomes once attendance regularly falls beneath 80%.

Enablers of Education & Training

Infrastructure

- Attract further capital investment, where required, to address and support future education and training needs across the region.

Services

- Recognise the unique aspects of the Kimberley education and training task and encourage and promote innovation in education delivery models for the region.
- Skill the regional labour force to meet industry requirements and build capacity in the regional community.
- Broaden the range of Vocational Education and Training services in remote areas.
- Place a substantial emphasis on Aboriginal work-readiness through literacy, numeracy and vocational skills development with a focus on employment outcomes.
- Coordinate holistic support services, especially focused further developing on the nexus between housing, health, employment and education.
- Improve cultural component of education and training programs.

Governance

- Review regional characteristics to enhance education and training policy and funding frameworks.
- Apply existing policy requiring attendance and participation.
- Strengthen collaborative arrangements between educational institutions and industry.
- Attract additional funding for industry-specific training programs.

RESPONDING TO THE INFLUENCES

HEALTH & WELLBEING

Why Health & Wellbeing standards are a challenge to development

The health and wellbeing of the Kimberley population is a primary determinant of quality of life and a major determinant of productivity and participation in all areas. The Kimberley faces special challenges in the area of improving the health and wellbeing of its population, especially that of its Aboriginal people.

The major drivers of poor health and wellbeing outcomes in the region are socio-economic disadvantage and associated lifestyle behaviours. Census data shows persuasive correlations between relative socio-economic disadvantage and low health and wellbeing outcomes. Addressing the health and wellbeing challenges in the region is therefore closely associated with enabling the region's economic and social development.

Challenges for Health & Wellbeing

The region's specific health and wellbeing challenges are demonstrated by the following observations of the current status of the region:

- The infant mortality rate of the Kimberley Aboriginal population is four times higher than for the State population (Kimberley Aboriginal Health Planning Forum, Kimberley Aboriginal Primary Health Plan 2012-2015).
- The Kimberley has the highest rate of suicide in Western Australia and one of the highest in Australia (Kimberley Mental Health and Drug Service, Submission to Senate Enquiry into Suicide, 2009).
- Up to 66% of Kimberley resident deaths occurring between 1997 & 2007 could have been avoided, with more than 50% of those avoidable by primary intervention (WA Department of Health mortality data, 2010).
- Vaccination rates amongst older residents are significantly lower in the Kimberley compared to the rest of WA.
- The proportion of children rated as developmentally vulnerable are high to very high in the Kimberley compared to the rest of WA. This is recognised as one of the direct consequences of FASD and poor standards of ear health in children. The ramifications for the education and training sectors, employment and general social engagement are severe and lifelong.
- Rates of notifiable diseases are dramatically higher than the rest of the State, with gonorrhoea rates in 2009/10 17 times higher than the State rate (Department of Health Communicable Disease Directorate, 2010, Notifiable STI's & BBV's in Western Australia).
- The region has the highest rates in the State of death related to alcohol and tobacco consumption (Department of Health Overview of major causes of drug-related deaths for Kimberley Health Region Residents 28 March 2012).

Enablers of Health & Wellbeing

Infrastructure

- Address capital works backlogs and emerging needs to support better mainstream and Aboriginal health delivery across the region.
- Establish appropriate infrastructure networks to enable access to medical services for those with chronic needs.

Services

- Continue targeting health services and programs to disadvantaged areas, particularly remote Aboriginal communities.
- Place a greater focus on ambulatory and primary health care in partnership with other private and not-for-profit health providers.
- Improve access to child development services, including multi-disciplinary teams.
- Address the social determinants of health, particularly in the areas of housing, environmental health, education and improved food security and quality.
- Ensure greater equity in access to health services in remote areas of chronic need.
- Establish co-located and collaborative service models for delivering public, not-for-profit and private health services.
- Increase primary and secondary interventions such as public health education programs and screening services targeting smoking, physical inactivity, excess weight, excess alcohol use, STIs and poor diet.



Image: courtesy Tourism Western Australia



RESPONDING TO THE INFLUENCES

Governance

- Ensure that the central planning of health services and programs respond to the specific demography of the Kimberley region, particularly children and young people.
- Avoid adopting population-based funding models for health services and programs because of the undercounting and mobile nature of the Aboriginal population.
- Better plan and target education and vaccination programs.
- Strengthen partnerships between primary care providers including local GPs and Aboriginal Medical Services.
- Design and deliver more culturally appropriate health services and programs.

Cross-sectoral infrastructure, services and governance

Why cross-sectoral infrastructure, services and governance are important

Cross-sectoral infrastructure, services and governance are the key enablers that will realise the opportunities of and address the common challenges facing all of the Kimberley's sectors as the region pursues transformational development. Indeed, a central purpose of the Blueprint is to ensure that these cross-sectoral enablers are in place and fit-for-purpose.

Opportunities for infrastructure, services and governance

The Kimberley provides close proximity to the emerging markets of the Asia-Pacific, an advantage identified throughout the evidence. Making the most of this opportunity will rely on the development of adequate and efficient common-user infrastructure that will connect the region to these markets.

Setting aside the level and quality of infrastructure, the Kimberley coastal towns of Broome, Derby and Wyndham all have a range of port facilities that are 2,600kms closer than those of Perth to the major population centres of Indonesia and Malaysia, with their joint population of over 270 million. There are already three airports in the Kimberley that have the potential for international connections (Broome, Kununurra and Curtin). Despite this, the Kimberley exports only relatively small volumes of output direct from its own centres.

It is a significant challenge to identify the potential and aggregated need for regional infrastructure but the Department of State Development collects valuable data through the Infrastructure and Services Assessment (ISA) framework. This data will be used by the Commission and other State Government stakeholders to assist in determining the baseline need for specific infrastructure assets and to help advance business cases or attract investors.

Stakeholders point out that the retail and construction industries are also significant but that their growth will depend upon strong growth in the region's economy. The Blueprint classifies these as supporting industries. They will benefit as the Kimberley realises the opportunities arising from driving its Comparative Advantage industries.

“...Inefficient logistics add cost and cause delays in the delivery of goods and services to and from a region, thereby decreasing competitiveness... almost all of the activity discussed is challenged by poor logistics infrastructure... improved logistics capability in the Kimberley would substantially enhance the opportunity for economic growth.”
Unlocking the Door - Broome Future, Australian Venture Consultants, April 2015

Across the Kimberley the small business sector is an important component of the local economy and provides up to 30% of regional jobs. The small business sector is generally under-represented in the Kimberley when compared to other regions. Analysis from the Small Business Development Corporation suggests that the sector would need to grow by about 50% to reach parity with other regional economies in Western Australia and that the growth trajectory for small business in Kimberley is likely to become stronger as the critical population mass of the region grows.³⁸

A healthy small business sector makes significant contributions to regional diversity and capacity both in terms of services and products provided to other industries as well as supporting vibrant and diversified regional economies. This diversity is essential to building and supporting communities that are attractive places to live and work, especially in terms of retail, commercial and entertainment offerings.

The services to support small business expansion particularly in the services and tourism sectors in the region are available with three of the State's 22 Small Business Centres located in the Kimberley growth centres.

A strong advantage acknowledged extensively by regional stakeholders is the resourcefulness, diversity, knowledge, experience and culture of Kimberley people. This provides a good foundation upon which to build and direct the capabilities of the region.

Another advantage acknowledged widely is the strong sense of community and the inter-connectedness of Kimberley social networks. These qualities are recognised as an essential element of social cohesiveness and can be a platform for innovative collaboration.

Despite the physical size of the region, the region's governance is strongly networked. This is one of the benefits of a small population. Leaders and representatives from the three levels of Government interact with each other on a regular basis, and tend to engage proactively with the private sector on a project-by-project basis.

The natural Kimberley environment is another advantage because of the high environmental and biodiversity value of the region.

³⁸ Kimberley Regional Investment Blueprint - Expert Position Paper - Small Business Profile, Small Business Development Corporation, January 2014.

RESPONDING TO THE INFLUENCES

Challenges for infrastructure, services and governance

The evidence base highlights some key challenges in supporting how people interrelate and interact in the Kimberley.

- The cost to provide and maintain infrastructure is frequently overlooked especially in a region where infrastructure is likely to be new. The Blueprint has a disciplined approach to this issue and will be modelling maintenance costs.
- A major challenge for the Kimberley is how the region can maintain its unique, high-quality environment and biodiversity whilst making use of its natural resources.
- Availability of water and water infrastructure to support population growth and development.
- The region needs to ensure that the supporting industries of retail and construction have the capability and capacity to convert the opportunities arising from success in the region's Comparative Advantage industries, so as to maximise local and regional employment and business development.
- The region's towns and communities provide the setting within which people interrelate and interact, and these need to be planned and serviced well so that they provide attractive, efficient and safe environments with high levels of amenity and community collaboration. Recognising the dispersed geography of the region and the limited resources available to it, there is the need for the region to build sustainable communities and settlements through the adoption of a clearer settlement hierarchy that both enables a focus on growth centre planning and servicing and achieves the sustainability of remote settlements.
- There is the need for ongoing investment in the improvement of the amenity of the region's major settlements. The major townships of Broome, Derby, Halls Creek and Kununurra can be made more liveable and sustainable through the development of high quality local infrastructure and services. This would enable the region to attract and retain population. Each of the region's local governments has planned or is planning upgrades and further development, which should be supported by regional development initiatives wherever appropriate.
- There is the need for the region to consider how best to ensure the sustainability of the region's smaller and more remote settlements.
- Stronger recognition of culture and the arts can be an enabler of development, and the Kimberley is well placed to make better use of both traditional and modern culture and arts in industry, economy and society.
- There is the need for the region to build up its regional leadership capabilities and capacities. This recognises the higher potential of regionally-based leaders to understand, advocate for and respond to the specific needs of the region, and to negotiate more appropriate and effective relationships and partnerships with external influences.

Enablers of cross-sectoral growth and development

Infrastructure

Note: The Kimberley Planning and Infrastructure Framework (KPIF) articulates the infrastructure required to sustain our steadily growing region. A comprehensive view of the specific infrastructure need of the existing and future region is best obtained by reading these documents as companions.

- The region needs better physical internal and external connection to support more efficient movement of people, goods and services through and beyond the region.
- The region's port infrastructure needs substantial further development and integration between modes to support industry growth, particularly in the development of deep-water access for shipping, connections to air and road services.
- The region's key airports need progressive development to support increased domestic and international passenger and airfreight transport.
- The region's key roads and some bridges need further development and upgrading to enable efficient and year-round access between major centres and areas of concentrated industry activity such as ports, airports and tourist attractions.
- Continued investment in water infrastructure including irrigation infrastructure is necessary to underpin and catalyse growth in the agriculture sector.
- Remote areas in the region need better connection to faster telecommunications and data technology, as well as sustainable energy.
- Maintenance of Small Business Centres as a means of connecting the region's entrepreneurs to emerging opportunities.



Image: left - courtesy Kimberley Development Commission, right - Kimberley Ports Authority

RESPONDING TO THE INFLUENCES

Services

- Services and service delivery fit for regional needs that explicitly target meeting national or State norms, are accountable to regional clients and are progressively improved with innovation and regional involvement.
- Developing business skills within the region remains a priority.
- Developing retail and construction skills within the regional labour market through intensive vocational education and training that is strongly linked to real opportunities for business and employment.

Governance - responsibility and accountability

Regional stakeholders faced with varying levels of project or program performance often nominate inadequate governance as a major contributor to poor regional outcomes. Lack of connectedness, accountability and responsibility are recurring themes. These characteristics are exacerbated by the 'silo' mode of delivery that is often the norm. These criteria are as relevant in the delivery of a community project, a Government-sponsored project or a project or programme delivering a complex social service.

Achievement of aspirational outcomes with limited resources requires application from all stakeholders. Appropriate governance is an essential element of achieving transformation. The key determinants of appropriate governance are:

- Individual responsibility
- Community responsibility
- Corporate responsibility
- Public sector agency accountability and transparency

If aspirational goals are to lead to transformational outcomes, the framework of professional, organisational, community and personal responsibility must be recognised and endorsed by all regional partners and or stakeholders and must become the only acceptable standard.

This framework supports and demands a culture of accountability, from all parts of the regional society, for the roles and outcomes required of them.

The priorities that this Blueprint identifies are predicated on this culture being the prevailing norm. This is the Blueprint challenge to the region. To do less restricts regional outcomes to achieving a "business as usual" level of performance.

Best practice regional governance would enable the following transformational initiatives:

- Above trend development of key Comparative Advantage sectors.
- Social and economic participation at or above national trends.
- Innovative and interconnected service delivery.
- Retaining the unique elements and values of the Kimberley environment, lifestyle and culture and ensuring that development is enhanced by their preservation.
- Industry and community reference groups engaged and working together to drive regional investment prioritisation and implementation.
- Appropriate and targeted policy that regularly undergoes review against measurable outcomes.

- Reform of a number of policies that affect the prospects for regional development. Many of these policies are beyond direct regional control, but the region can influence reform through strong, evidence based advocacy.

Stakeholders frequently identify policy settings they regard as inefficient for the region as major barriers to development. As the population rises and economic development increases, it is appropriate to re-assess if this is the case and if policy reform could yield benefits. The willingness of Government to address this reform could be a significant enabler to regional development.

The major areas of recommended policy reform are:³⁹

- Water policy
- Access to land and land tenure policy
- Infrastructure policy
- Business, trade and investment policy
- Environmental policies and processes
- Appropriate service delivery policies and governance settings for:
 - Housing
 - Education & training
 - Health
 - Welfare reform

“Communal native title is fundamentally ‘dead capital’ in that it has limited capacity to generate economic benefit for native title holders” - Yawuru Native Title holders

Government and industry roles in infrastructure spending

The Blueprint recognises that investment in infrastructure will increasingly be sourced from a combination of public and private sector sources. Apart from joint efforts through formal Public Private Partnerships that will deliver key infrastructure that delivers both public and private benefit, the roles of the public and private sector in infrastructure delivery are otherwise quite distinct.

The role of public sector should be to make investments in the enabling infrastructure that unlocks private sector potential. As such the initial public sector investment in infrastructure provides an important ‘de-risking’ function to advance project viability. Investment in the further development of the Ord is an example of how these roles interplay. In that case, public sector investment in the expansion of irrigation and community infrastructure unlocked potential for growth in the region’s irrigated agriculture industry, to which the private sector has responded by acquiring and preparing land and related infrastructure for production and processing. That investment provided both the catalyst and the scale to allow additional private sector investment in infrastructure and industry. The jobs and economic growth that result provide lasting economy wide benefits that justify public sector involvement.

³⁹ The policy priorities of the Commonwealth Government include: water, land, infrastructure, business, trade and investment, education, and governance. See Green Paper on Developing Northern Australia - Commonwealth of Australia - June 2014.

THE BLUEPRINT VISION & GOALS



Image: courtesy The West Australian

5.0

THE BLUEPRINT VISION & GOALS

Preparations to build a Kimberley Regional Investment Blueprint commenced in late 2012 with the compilation of a preliminary stocktake and analysis of 177 existing plans, strategic consultation and evaluation of strategies, infrastructure and investment activity across the region.

Alignment behind a single regional vision provides a pathway for future strategic collaborative work. The Commission will progressively advocate for a single regional vision to be embedded in all regional plans.

THE BLUEPRINT VISION & GOALS

Preparations to build a Kimberley Regional Investment Blueprint commenced in late 2012 with the compilation of preliminary stocktake and analysis of 177 existing plans, strategic consultation and evaluation of strategies, infrastructure and investment activity across the region. The Commission concluded that “The Kimberley is well served by functional planning bodies and processes. The region needs the coordinated lead that will come from the consolidated visioning exercise that is an integral part of (the preparation of a) Blueprint”.

A vision-driven approach to guide growth, development and change in the region was contemplated. The building blocks for this regional vision have been progressively laid throughout the region by many stakeholders.

The Commission concluded that a single documented and universally endorsed regional vision does not currently exist. Many in the region, including the Commission, see this as a primary role for a Regional Blueprint. The irony is that when the visions of our many and varied stakeholders, organisations, residents and people are interrogated, common themes, desires, aspirations and a clear and consistent regional vision are (already) readily apparent. The Blueprint introduces sharper focal points, a strategic view and identification of where achievement is necessary that will deliver high potential returns. These sharper focal points are the Blueprint goals.

Alignment behind a single regional vision provides a pathway for future strategic collaborative work. The Commission will progressively advocate for a single regional vision to be embedded in all regional plans.

The Vision

The Kimberley aspires to a long term future transformed into one of the world's most successful and sustainable regions. The hallmarks of the success will be:

People - a well-housed, highly educated and healthy people enjoying high amenity in sustainable communities

Place - a place with outstanding infrastructure, services and governance set within a well-conserved and iconic natural environment

Prosperity - shared prosperity arising from the success of the region's main drivers of economic opportunity: Agriculture, Rangeland Industries, Tourism, Minerals & Energy

The Goals

The goals are derived and supported by the extensive Blueprint evidence base sourced from external and internal stakeholders, subject matter experts, key Government agencies, the corporate and community sectors, eminent regional thinkers and leaders, exhaustive literature reviews, constant analysis and the regional knowledge bank of the Commission itself. The evidence base points the Blueprint to clear areas of Comparative Advantage and equally clear barriers to achievement.

If the Blueprint is to achieve its vision, it is in these areas that effort must be directed and from where the most advantage is to be extracted.

In this section, the Blueprint, its Comparative Advantages, barriers to development and enablers are further developed with a list of priority actions. This provides a comprehensive multi-layered suite of criteria (Vision, Goal Area, Priority Action) against which to measure the strategic alignment of projects throughout the life of the Blueprint. This section of the Blueprint shows the connections between Vision, Goals and Priority Actions.

Figure 19 The Blueprint Vision and Goals

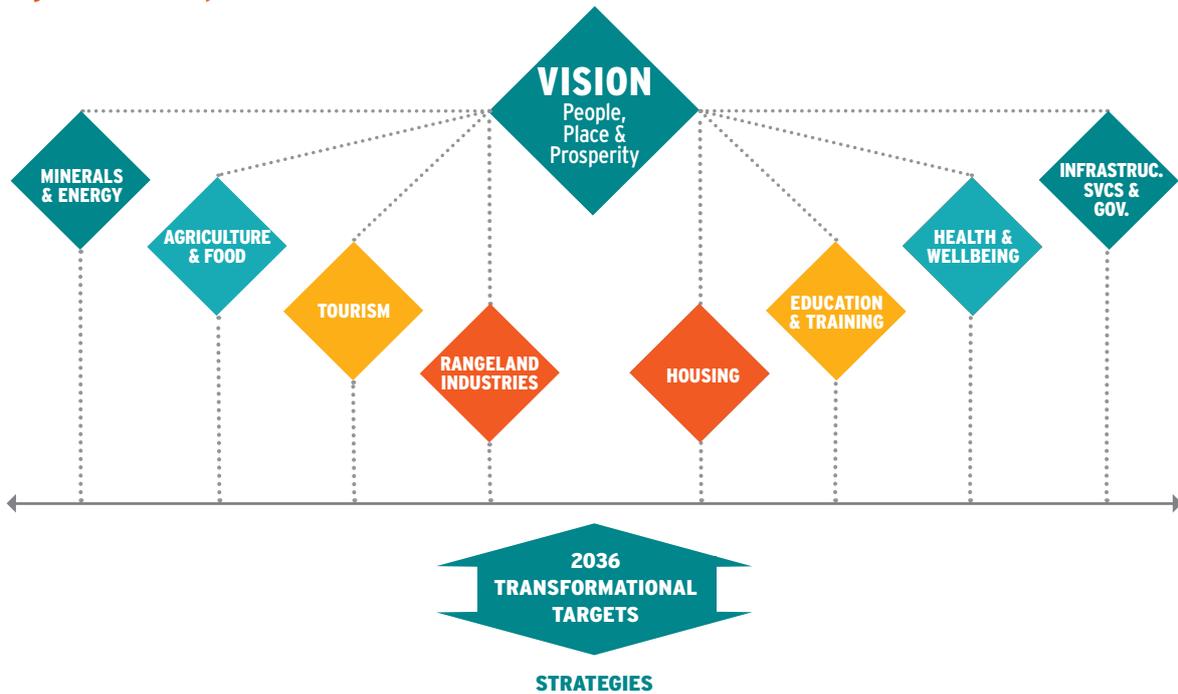
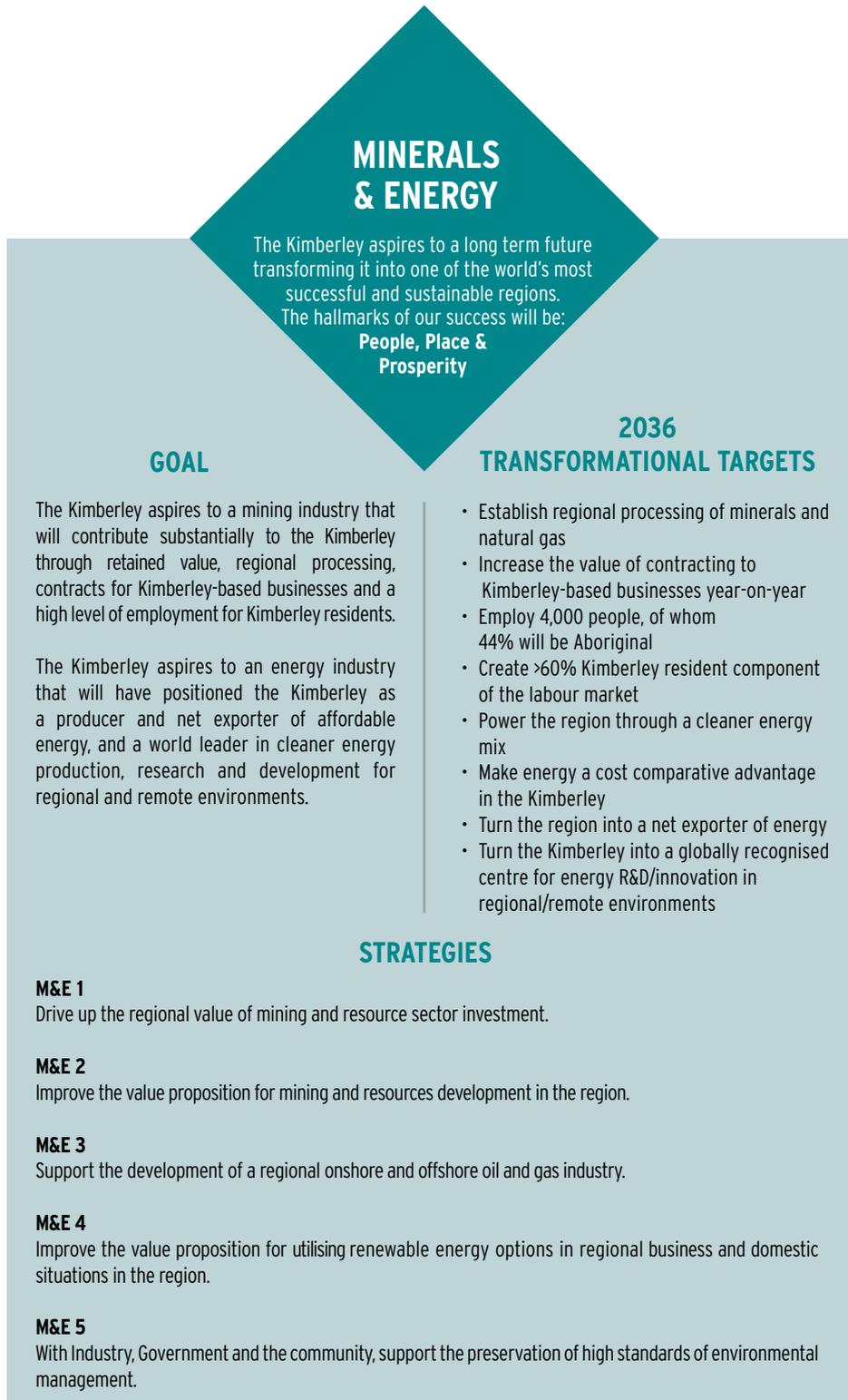


Image: courtesy LandCorp

THE BLUEPRINT VISION & GOALS



Minerals & Energy: Goals, Measures, & Strategies



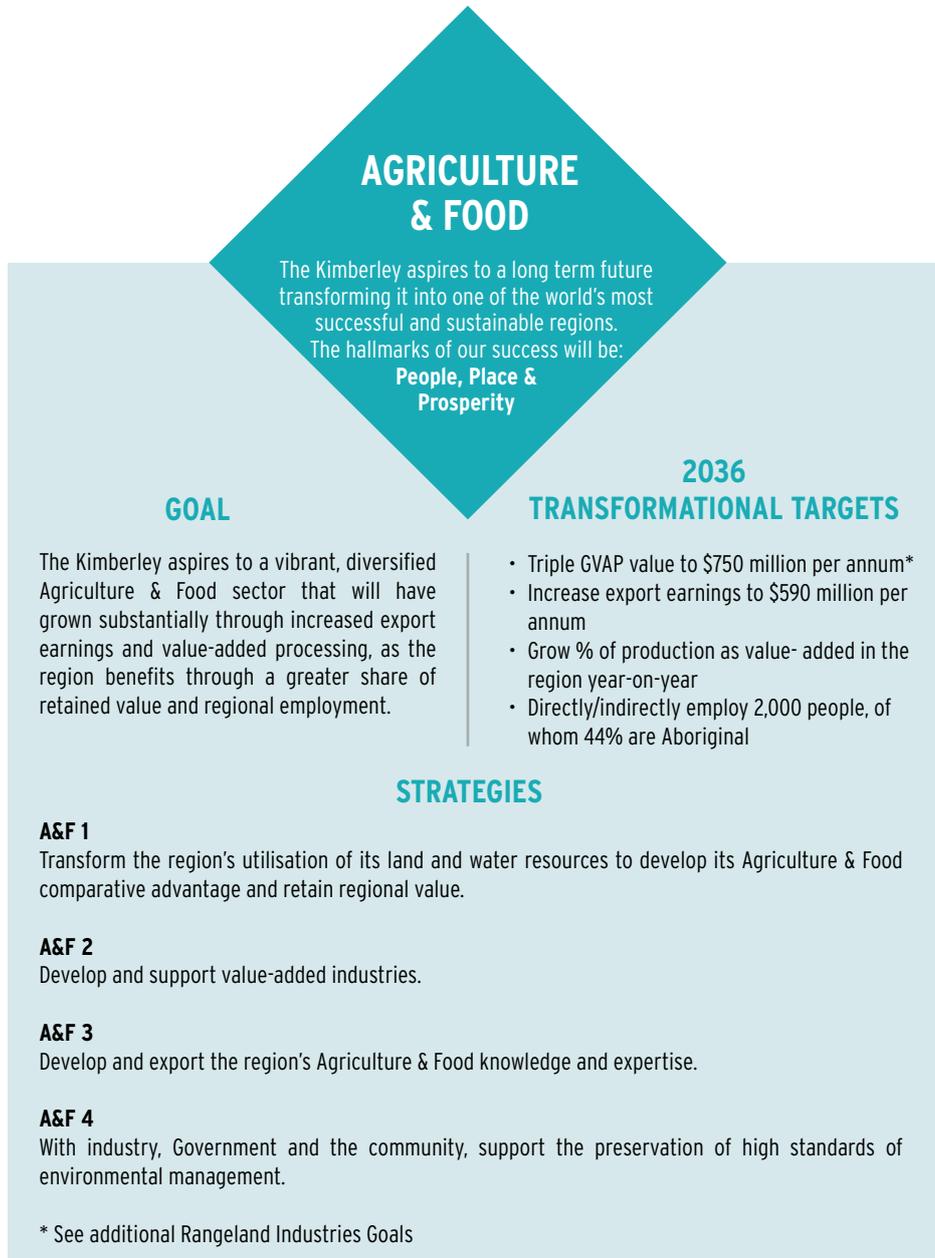
Minerals & Energy: Priorities

Strategies	Priority Actions		
	Infrastructure	Services	Governance
M&E 1 Drive up the regional value of mining and resource sector investment	<ul style="list-style-type: none"> With industry, establish public/private financing models for a Service base & maritime infrastructure in the West Kimberley Develop and promote Kimberley regional centres as dormitory and quality of life base for Live in Fly out worker 	<ul style="list-style-type: none"> Drive and leverage the Workforce Development Alliance process to ensure that vocational education targets industry needs Leadership development program that draws support from resource developers and community leaders 	<ul style="list-style-type: none"> Develop and drive local employment and local business procurement strategies, including Aboriginal employment Ensure regional employment performance targets are set and monitored Improve the information base available to regional communities and business to facilitate best practice decision making and retention of regional benefit
M&E 2 Improve the value proposition for mining and resources development in the region	<ul style="list-style-type: none"> Assess and advocate for public private investment in infrastructure that de-risks resource development capital risks. With Industry, establish public/private financing models Develop a value of mining and resources development project jointly with industry to demonstrate the benefits and drive key strategies across sectors 	<ul style="list-style-type: none"> Develop public private partnership investment models With industry and Government co-ordinate and streamline consultative processes with communities Leverage the Workforce Development Plan to develop a skilled regional workforce and retain regional employment benefits 	<ul style="list-style-type: none"> Facilitate best practice management of biodiversity, environment and culture Build critical mass with co-operative arrangements between resource developers and communities to ensure flow-on benefits e.g. ADM and CGL fuel arrangements Improve the levels of infrastructure planning and co-ordination available to support mining and resource projects Work across jurisdictions to maximise the value of co-ordinated policy and retention of regional benefits
M&E 3 Support the development of a regional onshore and offshore gas industry	<ul style="list-style-type: none"> Promote the establishment of regional processing facilities for natural gas to retain regional benefits of development Evaluate gas distribution networks that will improve the economics of regional gas production, particularly for small resource fields Support infrastructure to improve natural gas production and distribution economics 	<ul style="list-style-type: none"> Leverage the Workforce development Plan to develop a skilled regional workforce and retain regional employment benefits Work with Industry and community through necessary project preliminaries and information distribution processes 	<ul style="list-style-type: none"> Improve the co-ordination of approvals processes Facilitate the commercial evaluation of niche value-added options such as processing natural gas into fertilizers for regional use and export
M&E 4 Improve the value proposition for utilising renewable energy options in regional business and domestic situations in the region	<ul style="list-style-type: none"> With industry and community facilitate the development of commercially viable regional renewable energy pilot projects 	<ul style="list-style-type: none"> Plan to develop a skilled regional workforce and retain regional employment benefits in high value industries Establish Centre of Excellence capability in remote area development Facilitate financing arrangements for common user infrastructure to support clean energy transitional arrangements Facilitate environmental benefits identification Facilitate policy reform to drive energy transitions Distribution strategies for transition fuel that may open small area regional markets 	<ul style="list-style-type: none"> Establish a Regional Renewable Energy Development Fund Work with industry and community to develop financing models for renewable energy pilot projects
M&E 5 With industry, Government and the community, support the preservation of high standards of environmental management	<ul style="list-style-type: none"> Facilitate high environmental management outcomes in the provision of minerals and energy enabling common-user infrastructure 	<ul style="list-style-type: none"> Facilitate high environmental management outcomes in the provision of services that support and enable minerals and energy industries 	<ul style="list-style-type: none"> Advocate for best practice environmental management standards in regional decision-making processes

THE BLUEPRINT VISION & GOALS



Agriculture & Food: Goals, Measures & Strategies



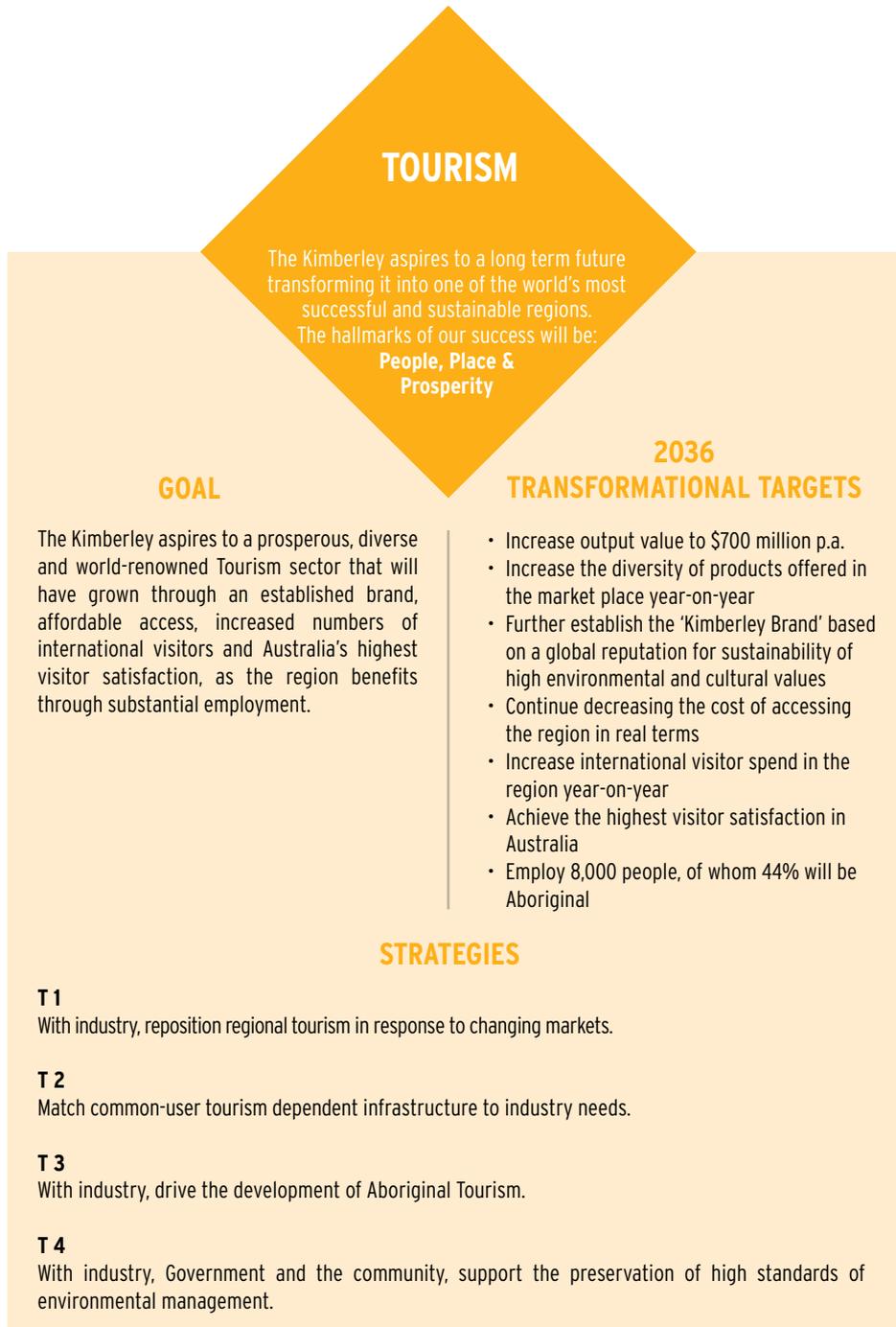
Agriculture & Food: Priorities

Strategies	Priority Actions		
	Infrastructure	Services	Governance
A&F 1 Transform the region's utilisation of its land and water resources to develop its Agriculture & Food Comparative Advantage, and retain regional value	<ul style="list-style-type: none"> Facilitate greater access to land Accelerate the expansion of irrigated land area Accelerate the expansion of regional aquaculture Facilitate development of agriculture and aquaculture precincts where land and water resources are available in commercial proximity Develop and upgrade common user infrastructure and financing packages to facilitate public and private investment partnerships. Mobilise capital investment in infrastructure development 	<ul style="list-style-type: none"> Leverage the Workforce Development Plan Develop the regional core agriculture and aquaculture skills base to supply labour Develop methodology and practical models for the engagement of Aboriginal people in the agriculture and aquaculture labour markets 	<ul style="list-style-type: none"> Develop investment methodology and target regional re-investment and inwards investment in Food Industry opportunities Drive and promote land tenure reform Drive and promote water reform legislation
A&F 2 Develop and support value-added industries	<ul style="list-style-type: none"> Facilitate the private development of regional processing capabilities and supply chains Develop and upgrade airports, ports and roads to facilitate export of value-added agricultural product to Asian markets Facilitate the private development of sugar production & processing infrastructure 	<ul style="list-style-type: none"> Develop the regional specialised and value-added food industry skills base 	<ul style="list-style-type: none"> Identify and promote value-adding to existing food products Support new market development initiatives with industry
A&F 3 Develop and export the region's Agriculture & Food knowledge and expertise	<ul style="list-style-type: none"> Develop a Tropical Agriculture Research Facility Campus in the East Kimberley Investigate a Tropical Agriculture Facility with the existing education and training provider and industry 	<ul style="list-style-type: none"> Connect Tropical Food industry research capability to the regions existing institutional capacity 	<ul style="list-style-type: none"> Develop models for supporting Northern Australia Tropical development capability particularly targeting a Northern area Integrated Development CRC to support and focus on food industry needs
A&F 4 With industry, Government and the community, support the preservation of high standards of environmental management	<ul style="list-style-type: none"> Facilitate high environmental management outcomes in the provision of agriculture and food enabling common user infrastructure 	<ul style="list-style-type: none"> Facilitate high environmental management outcomes in the provision of services that support and enable agriculture and food industries 	<ul style="list-style-type: none"> Advocate for best practice environmental management standards in regional decision making processes

THE BLUEPRINT VISION & GOALS



Tourism: Goals, Measures, & Strategies



Tourism: Priorities

Strategies	Priority actions		
	Infrastructure	Services	Governance
T 1 With industry, reposition regional tourism in response to changing market conditions	<ul style="list-style-type: none"> Develop business investment models to facilitate common user infrastructure investment, particularly in transport infrastructure Develop pathways to support international air links and improved domestic links 	<ul style="list-style-type: none"> Develop and expand new markets Develop and expand the tourism product offering to improve commercial resilience Develop business investment models (and commercial partnerships) to facilitate common user infrastructure investment, particularly in transport services (marine and aviation) Leverage the Workforce Development plan to provide skilled employees to meet labour market requirements of industry Build development services including data acquisition 	<ul style="list-style-type: none"> Initiate tourism research that is aimed at providing Industry with longitudinal performance data to inform investment decision-making Support the Broome and East Kimberley tourism industry leaders groups in the implementation of their respective tourism plans Mobilise new sources of capital and develop synergies between investors and regional tourism businesses and investment opportunities Promote key transformational elements of the Kimberley tourism future
T 2 Match tourism dependent infrastructure to industry needs	<ul style="list-style-type: none"> Develop investment strategies to facilitate inwards investment and industry re-investment in essential infrastructure. Advocate for communications network improvements in major centres and along connecting highways Develop key worker housing options to meet tourism industry development aspirations Build Broome Port tourism infrastructure upgrades into Broome growth planning Finalise business cases for major elements of additional Broome tourism infrastructure 	<ul style="list-style-type: none"> Match tourism land release with industry development needs 	<ul style="list-style-type: none"> Evaluate the benefit cost proposition for upgrading roads of strategic importance to tourism Advocate for the refinement of local town planning schemes to better establish amenity improvements that enhance tourism visitor experience As part of the process of pastoral lease reform and diversification, investigate opportunities for the development of tourism enterprises that integrate Aboriginal Cultural and environmental or 'eco' management driven tourism
T 3 With industry, drive the development of Aboriginal Tourism	<ul style="list-style-type: none"> Leverage public and private investment to develop Aboriginal tourism infrastructure such as 'on country' accommodation, art and culture centres and Aboriginal tourism corridors 	<ul style="list-style-type: none"> Further develop and diversify the market for Aboriginal tourism product. Develop and expand the regional Aboriginal tourism skills base Leverage the Workforce Development Plan to provide skilled employees to meet labour market requirements of industry 	<ul style="list-style-type: none"> Link Aboriginal operators into mainstream industry governance structures Broker commercial and governance links between Aboriginal traditional owners and native title holders and joint venture tourism capability partners
T 4 With industry, Government and the community, support the preservation of high standards of environmental management	<ul style="list-style-type: none"> Facilitate high environmental management outcomes in the provision of tourism common user infrastructure 	<ul style="list-style-type: none"> Facilitate high environmental management outcomes in the provision of services that support and enable tourism 	<ul style="list-style-type: none"> Advocate for best practice environmental management standards in regional decision-making processes

THE BLUEPRINT VISION & GOALS



Rangeland Industries: Goals, Measures, & Strategies

RANGELAND INDUSTRIES

The Kimberley aspires to a long term future transforming it into one of the world's most successful and sustainable regions. The hallmarks of our success will be:
People, Place & Prosperity

GOAL

The Kimberley aspires to an expanded Rangeland Industries sector that will have grown significantly through bringing all existing leases into productive use and increasing value-added processing, as the region benefits through a greater share of retained value and regional employment.

2036

TRANSFORMATIONAL TARGETS

- Double GVAP to \$250 million per annum
- Grow % of value-added production in the region year-on-year
- Directly/indirectly employ 4,000 people, of whom 44% will be Aboriginal

STRATEGIES

RI 1

With industry, increase the profitability and productivity of existing leases.

RI 2

Create a value-added industry for domestic and export markets based on three core operations: Processing, Intensive fattening and Breeder stock for export.

RI 3

With industry, increase the commercial resilience, value and sustainability of Rangeland businesses through diversification.

RI 4

With industry, Government and the community, support the preservation of high standards of environmental management.

Rangeland Industries: Priorities

Strategies	Priority Actions		
	Infrastructure	Services	Governance
RI 1 With industry, increase the profitability and productivity of existing leases	<ul style="list-style-type: none"> Develop methodology and partnerships with industry to prepare unproductive Rangelands for primary production Develop investment strategies to facilitate inwards investment and industry re-investment in essential infrastructure 	<ul style="list-style-type: none"> Develop a regional skills base to support the growth of primary production, emphasising Aboriginal participation and employment 	<ul style="list-style-type: none"> Facilitate engagement of key decision-makers in preparing cross-jurisdictional models for industry development Support public/private investment in early stage evaluation and feasibility projects Develop private sector investment strategies
RI 2 Create a value-added industry for domestic & export markets based on three core operations: processing, intensive fattening and breeder stock for export	<ul style="list-style-type: none"> Develop financing models with the private sector to support regional processing enterprises & facilities Provide common user transport/logistics infrastructure to support export Upgrade regional roads that support heavy transport access to and from Rangelands Industry districts Upgrade port and airport facilities to enhance live export and value-added production 	<ul style="list-style-type: none"> Leverage the Workforce Development Plan Develop a regional skills base to support the establishment and growth of a value-added regional industry, emphasising Aboriginal participation and employment 	<ul style="list-style-type: none"> Mobilise increasing domestic and FDI investment capital into the Rangelands Industries sector for infrastructure and business development With industry, drive new market development
RI 3 With industry, increase the commercial resilience, value and sustainability of Rangeland businesses through diversification	<ul style="list-style-type: none"> Develop methodologies and practical models to mobilise investment in new rangeland based infrastructure supporting diversified industry 	<ul style="list-style-type: none"> Increase access to industry development support services 	<ul style="list-style-type: none"> Facilitate land tenure reform to enable rangeland industries/enterprises to be supported/sustained by non-Rangeland industries established on leases (such as tourism) Integrate conservation and environmental considerations with development, regional bio-security and fire management to maintain biodiversity
RI 4 With industry, Government and the community, support the preservation of high standards of environmental management	<ul style="list-style-type: none"> Facilitate high environmental management outcomes in the provision of enabling common user infrastructure 	<ul style="list-style-type: none"> Facilitate high environmental management outcomes in the provision of services that support and enable rangelands industries 	<ul style="list-style-type: none"> Advocate for best practice environmental management standards in regional decision-making processes

THE BLUEPRINT VISION & GOALS



Housing: Goals, Measures, & Strategies



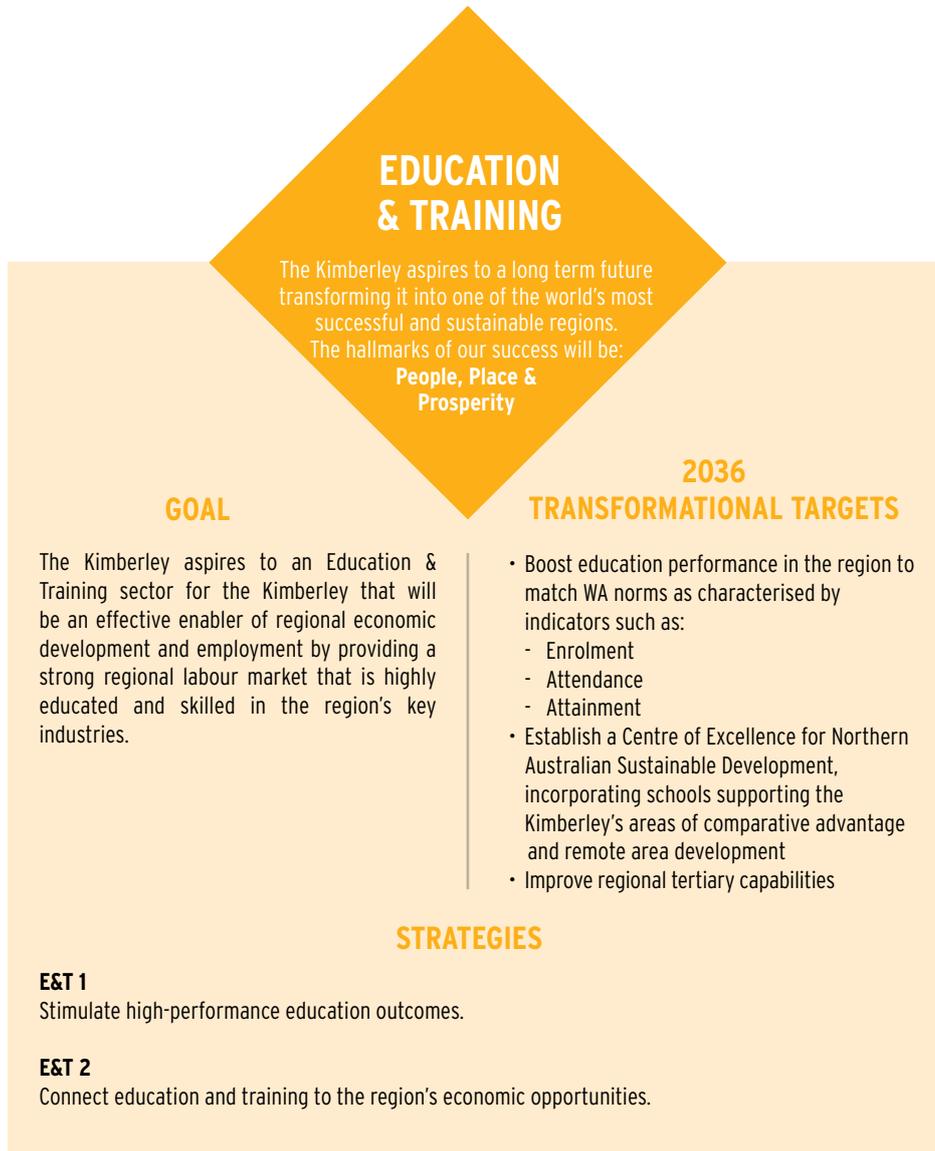
Housing: Industries: Priorities

Strategies	Priority Actions		
	Infrastructure	Services	Governance
H 1 Stimulate the expansion of a 'normalised' housing market	<ul style="list-style-type: none"> • Create innovative projects that leverage private sector investment in housing and land • Create urban renewal projects in regional centres of growth to rejuvenate and restructure urban environments • Develop housing construction initiatives that reduce construction costs 	<ul style="list-style-type: none"> • Regularise the supply of affordable building land in Kimberley towns • Leverage housing investment in the region particularly employment and job creation, regional business development and regional fabrication and construction 	<ul style="list-style-type: none"> • Develop and evaluate alternative financing models to stimulate long term injections of private capital into the housing market • Change policy arrangements to reduce Government workers dependence upon Public Housing and incentivise their move to the private market • Develop strategies to bridge impediments for residents to move into the private housing market • Assessment of land suitability including flood mitigation risk
H 2 Use housing as a tool for generating economic prosperity and driving social development	<ul style="list-style-type: none"> • Expand the proportion of transitional houses in the region to incentivise education and labour market participation • Facilitate the investment of new public housing funding streams into Kimberley towns • Drive the establishment of hostel style accommodation in major centres to reduce overcrowding and improve education and training performance 	<ul style="list-style-type: none"> • Establish and promote community-driven models of social change leveraged from the housing industry 	<ul style="list-style-type: none"> • Establish a Regional Housing Trust structure to manage a network of housing models and pilot projects that drive change • Advocate for housing and welfare policy setting change that removes disincentives to employment • Actively encourage and support private home ownership in the region as a tool to stimulate the inter-generational transfer of family wealth
H 3 Stimulate innovation in the provision of housing options	<ul style="list-style-type: none"> • Create and facilitate new financing models for housing investment • Maximise regional fabrication and supply options • Demonstrate high levels of regional retention of value through local construction and employment 	<ul style="list-style-type: none"> • Develop best practice housing management standards and services in the region • Leverage the Workforce development plan to maximise regional skills development and employment in housing developments 	<ul style="list-style-type: none"> • Embed regional supply and Aboriginal employment criteria into public and private housing construction procurement arrangements • Develop centre of excellence capability in northern development and leverage housing outcomes
H 4 Enable timely delivery of land and housing to the market	<ul style="list-style-type: none"> • De-risk and reduce constraints on future land supply in advance of demand • Develop innovative models for cost effective and timely house and land supply • Infrastructure supply planning to ensure adequate provision 	<ul style="list-style-type: none"> • Revitalise existing town centres • Integrate social infrastructure to new developments • Identify and support 'place making' initiatives 	<ul style="list-style-type: none"> • Eliminate duplication and streamline the land and housing development approvals process • Prepare a land demand and supply strategy

THE BLUEPRINT VISION & GOALS



Education & Training: Goals, Measures, & Strategies



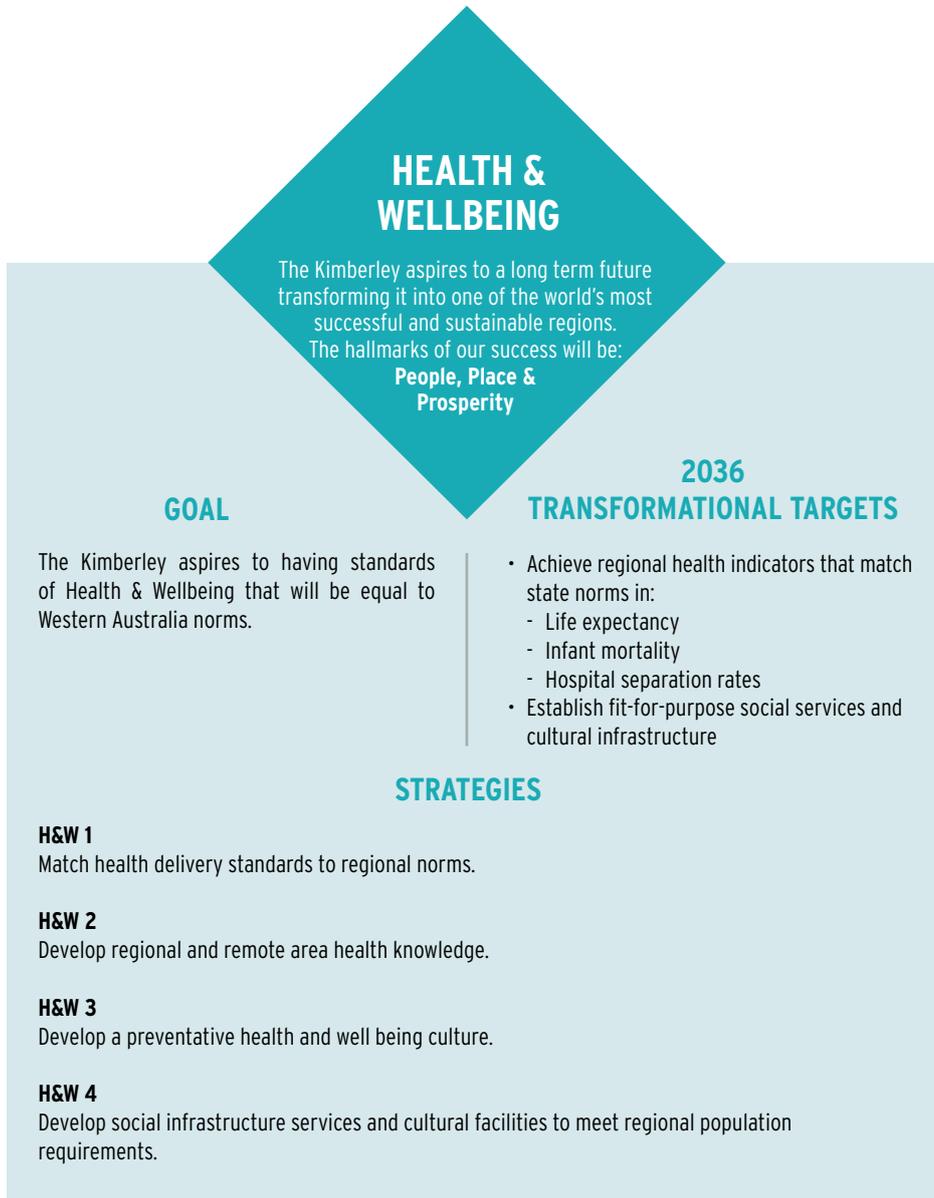
Education & Training: Priorities

Strategies	Priority Actions		
	Infrastructure	Services	Governance
E&T 1 Stimulate high performance education outcomes	<ul style="list-style-type: none"> • Improve the options for educational choice in the region • Match education infrastructure to regional need • Provide housing as an incentive and a foundation for education performance, such as education Support Hostels in each town • Support the provision of communications and technology to support e-Education delivery • Plan for infrastructure growth, modernisation and replacement 	<ul style="list-style-type: none"> • Leverage improved and best practice services from a lifetime learning culture including: innovation in delivery, connectivity and IT, policy involvement, community involvement • Support the development of regional teacher/leadership excellence • Drive high rates of participation/performance in Early Childhood Education • Improve the linkages of families to schools • Improve the transparency of education performance for regional families • Drive regional tertiary outcomes • Connect education and training to the needs of the Aboriginal community 	<ul style="list-style-type: none"> • Remove disincentives to participation in education/end 'deficit thinking' about what people can't do and focus on starting with what people can do • Create transitional models/pathways for re-engagement/alternatives/IPS models • Promote an understanding of the broader environment within which the Kimberley education system works and respond to expressed needs with wrap-around incentives and supports • Achieve recognition throughout the community of the value of education/family engagement in schools • Establish the mechanism to disseminate transparent education and training service performance information. Report on Indicators of progress
E&T 2 Connect education and training to the region's economic opportunities	<ul style="list-style-type: none"> • Establish a Centre of Excellence capability in the region to generate skills for the region's areas of comparative advantage 	<ul style="list-style-type: none"> • Make the region's population Asia-ready • Increase vocational education/education linkages to careers/employment • Enable pathways to higher education • Leverage digital platforms for learning and sharing knowledge • Leverage the Workforce Development Plan through improved links between education providers and industry 	<ul style="list-style-type: none"> • Establish a governance structure that links industry and community to providers in mutual obligation • Develop regional education and expertise for export

THE BLUEPRINT VISION & GOALS



Health & Wellbeing: Goals, Measures, & Strategies



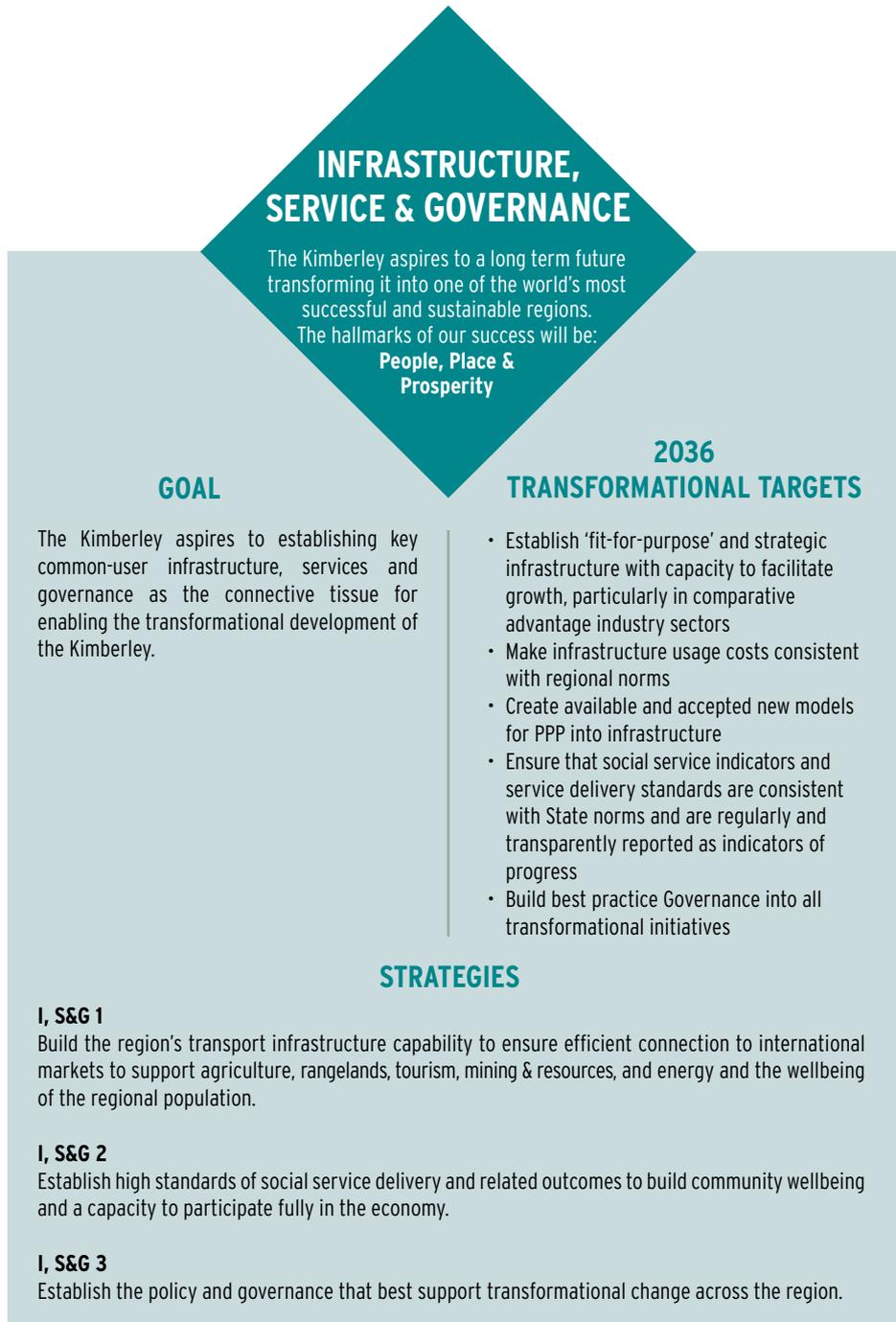
Health & Wellbeing: Priorities

Strategies	Priority Actions		
	Infrastructure	Services	Governance
H&W 1 Match health delivery standards to regional norms	<ul style="list-style-type: none"> With industry, establish public private partnerships to promote and facilitate investment of funds to support infrastructure consistent with State norms 	<ul style="list-style-type: none"> Promote and facilitate the investment of funds to support services consistent with State norms Leverage health outcomes from employment and housing development 	<ul style="list-style-type: none"> Promote service policy reform to support Whole of life health benefits Establish the mechanism to disseminate transparent health and service performance information. Report on Indicators of progress
H&W 2 Develop regional and remote area health knowledge	<ul style="list-style-type: none"> Incorporate remote area health and Centre of Excellence capability into a CRC Northern Australian Sustainable Development 	<ul style="list-style-type: none"> Drive leadership/excellence amongst remote area health specialists Improve participation in changing the performance of regional health 	<ul style="list-style-type: none"> Develop and refine cross-jurisdictional health delivery forums as key agents for transparent information exchange and performance reporting Support coordinated policy structures for prison diversion, inmate work readiness and addressing underlying causes of incarceration
H&W 3 Develop a preventative health and wellbeing culture	<ul style="list-style-type: none"> Recognise the role of adequate housing/accommodation for supporting good health and health care staff 	<ul style="list-style-type: none"> Promote preventative health care education across the community for health focused life skills Create and support pathways for re-engagement with preventative health care education Support transitioning along the 'whole of life' health continuum 	<ul style="list-style-type: none"> Understand the broader environment within which the Kimberley health system works & respond to expressed needs with wrap around incentives & supports Develop 'companion' mental health programmes with Aboriginal people that place cultural health alongside traditional health delivery models
H&W 4 Develop social infrastructure services and cultural facilities to meet regional requirements	<ul style="list-style-type: none"> Fit-for-purpose infrastructure 	<ul style="list-style-type: none"> Service standards at WA norms: <ul style="list-style-type: none"> Culture & arts Sport & recreation 	<ul style="list-style-type: none"> Develop governance process to engage regional communities with provision of services and service standards

THE BLUEPRINT VISION & GOALS



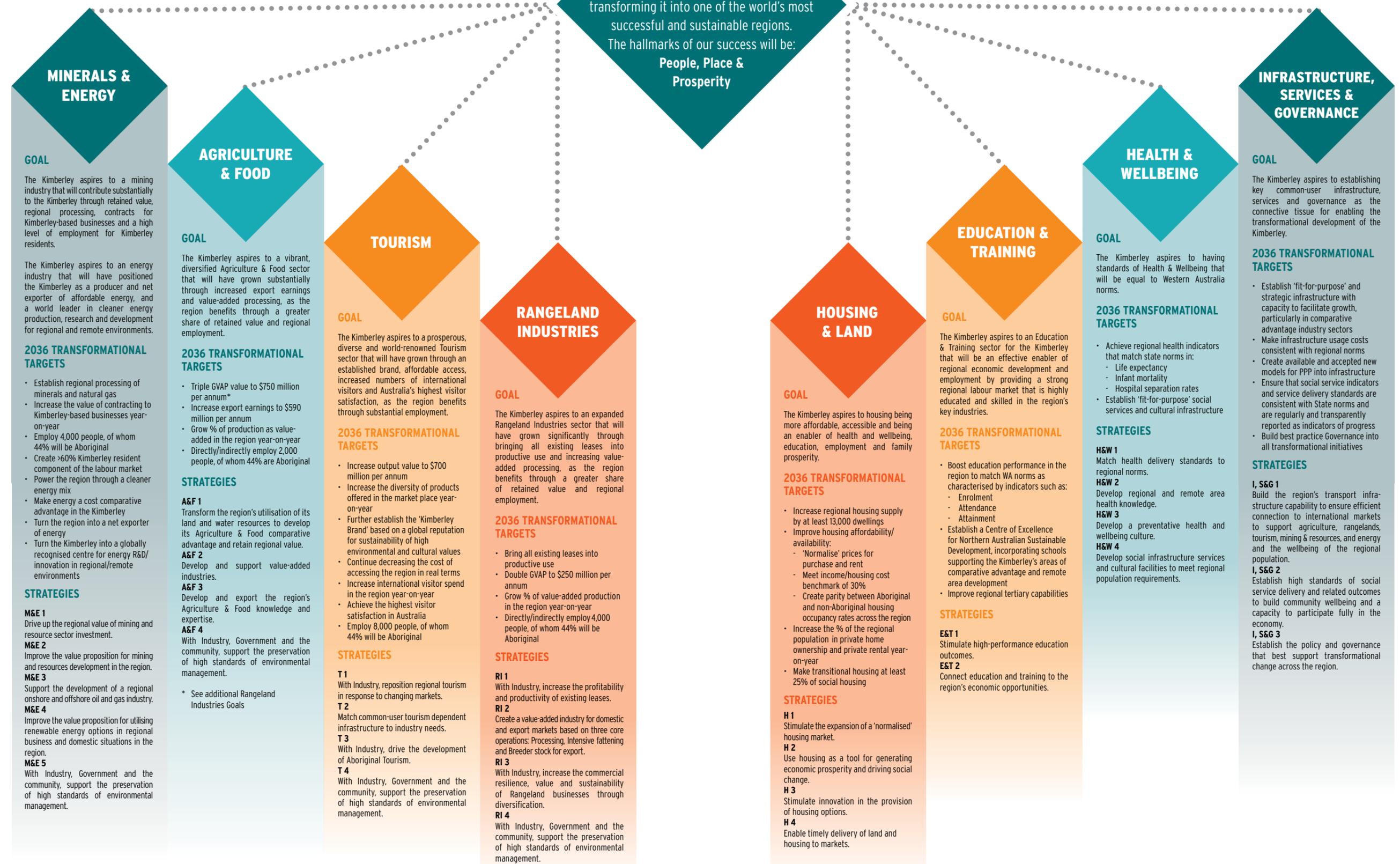
Infrastructure, Service & Governance: Goals, Measure & Strategies



Infrastructure, Service & Governance: Priorities

Strategies	Priority Actions		
	Infrastructure	Services	Governance
<p>I,S&G 1</p> <p>Build the region's transport infrastructure capability to ensure efficient connection to international markets to support export activity and regional population</p>	<ul style="list-style-type: none"> • With industry and Government develop a planning basis to prioritise essential common user infrastructure investments • Develop financing models to support leveraging public and private financing of infrastructure, including innovative PPPs • Build the regional transport network to support connectivity, growth & improve efficiencies • Ensure water and power providers are engaged early in development plans and land is released commensurate with the needs of regional industry and community • Develop and promote Growth Centre planning throughout the region, focusing on initiatives that sustain and leverage growth outcomes • Drive the establishment of key community infrastructure projects that have transformational benefits for communities 	<ul style="list-style-type: none"> • Ensure that service providers and infrastructure providers (public and private) are involved in integrated forward planning 	<ul style="list-style-type: none"> • Lead multi-stakeholder reference groups to drive investment, governance and regional decision-making • Promote policy reform • Ensure water and power providers are engaged early in development plans and land is released commensurate with the needs of regional industry and community • Use expertise provided by work such as Broome Futures to advance business cases for investment in transport infrastructure
<p>I,S&G 2</p> <p>High standards of social service delivery and related outcomes to build community well being and capacity to participate fully in the economy</p>	<ul style="list-style-type: none"> • With service providers and the community, ensure that service infrastructure is Fit-for-purpose and capable of growth to meet regional needs • Drive the inclusion of high standards of community amenity into all planning processes 	<ul style="list-style-type: none"> • With industry and Government develop a planning basis to prioritise essential service investments • Coordinate cross-jurisdictional investment in key services • Support the reform of service delivery for improved efficiencies and outcomes • Drive the establishment of key community projects that have transformational benefits for communities 	<ul style="list-style-type: none"> • With industry and community, establish governance structures that maximise regional decision making in the provision of infrastructure and services • Promote policy reform consistent with transformational objectives • Promote Native Title global agreements to inform public policy for determined Native Title groups
<p>I,S&G 3</p> <p>Establish the policy and governance that best support transformational change across the region</p>	<ul style="list-style-type: none"> • Match land availability to the development needs of industry and the community • Develop enhanced service models for remote area service delivery designed around cost, reliability and scale appropriate to their stand alone nature • Identify and promote the transformational benefits of key infrastructure • Capitalise on defence needs and opportunities to build local capacity and economic advantage • Ensure land availability supports rather than controls growth • Facilitate Kimberley Waste Management Project, water and electricity and supply planning 	<ul style="list-style-type: none"> • Implement and leverage the Regional Workforce Development Plan • Identify and promote the transformational benefits of key service delivery reforms • Expansion of supports for micro-business initiatives 	<ul style="list-style-type: none"> • Best practice regional governance to enable the following transformational initiatives: <ul style="list-style-type: none"> - Above-trend development of key Comparative Advantage sectors - Social and economic participation at or above national trends - Innovative and interconnected service delivery - Retaining the unique elements and values of the Kimberley environment, lifestyle and culture, and ensuring that development is enhanced by their preservation

Figure 20 The Blueprint Vision & Goals



Source: Kimberley Development Commission.

IMPLEMENTING THE BLUEPRINT



Image: courtesy Kimberley Training Institute

6.0

IMPLEMENTING THE BLUEPRINT

The Blueprint has a broader audience than the Commission. It is expected and hoped that with careful positioning, the Blueprint will provide the region with a tool that will be influential in all forums that are seeking to mould transformational change in the Kimberley.

IMPLEMENTING THE BLUEPRINT

Blueprint governance

The Blueprint has a broader audience than the Commission. It is expected and hoped that with careful positioning, the Blueprint will provide the region with a tool that will be influential in all forums that are seeking to mould transformational change in the Kimberley.

In positioning the Blueprint as the region's first-ever inter-connected evidence based aspirational plan, the Commission is striving to establish a regional network of decision-makers to champion and advocate the Blueprint vision, while retaining a connectedness to State and National level decision-making about regional development. Through this approach, the Blueprint is about growing regional capability to successfully direct and shape the development future of the Kimberley.

Values

In accepting this challenge the Commission is asking stakeholders to commit to a common set of values that drive how we will behave, operate and interact. These are:

- Strict focus on transformative change
- Evidence-based decision making
- Building leadership to drive change
- Innovation
- Consistency
- Collective and combined effort
 - Joined-up community processes
 - Joined-up development
 - Community empowerment
 - Inclusiveness
- Performance monitored against targets
- Regional accountability

These values require a commitment to a more structured and rigorous way of setting investment priorities for the region.

Who is responsible and how will it be led?

Responsibility to provide leadership in the regional implementation of the Blueprint will be with the Kimberley Development Commission and its strategic partners, including:

- State and Federal government
- Local Government
- Regional businesses
- Domestic and international investors
- Community organisations

Central to the methodology that will drive implementation of the Blueprint is the principle of empowered regional decision-making. Significant expertise, knowledge and commitment exist amongst regional stakeholders. Harnessing that capacity must involve the establishment of regional reference groups to drive key initiatives, particularly where effort across sectors and between interest groups is required. The Commission will take a lead role in establishing these reference groups at the regional level. On a local scale the Commission will work with its local community partners to help drive local engagement on issues that have a sub-regional focus.

Where the region faces particularly complex and challenging policy matters involving difficult trade-offs, the establishment of high level empowered taskforces that can range across the breadth of complex issues would be justified. This approach is supported by the Commission and would require it to take or partner in a leading role.

How the Blueprint will guide priority setting

The Blueprint will be used to guide the work of the Commission and its partners. The Blueprint's vision, goals and strategies provide a framework for how the Commission can take a leadership role to prioritise actions towards shaping, enabling, supporting or otherwise influencing current and future investments that target the transformational development of the region. Equally the Blueprint can be used by all in the region who look to changes that are consistent with its central vision and targets. The Commission will work with its many and varied stakeholders to build and refine both the indicators and targets and the related outcomes these will drive.

A broad definition of investment

The Blueprint adopts a broad definition of the term 'investment' to include:

- The funding or financing of a specific project for developing the region
- The development of a policy or program that encourages or supports regional development
- A decision by Local, Regional, State and National Governments that encourages or supports regional development

It is neither possible nor appropriate that any level of Government bear an unbalanced share of the financial investment burden. Moreover, private sector stakeholders have provided at least equal support for the policy and decision-making leadership roles to be played by Government as they have for advocating for financial investment by Government. By promoting this broad and balanced definition of investment, the Government is able to devote its resources and especially Royalties for Regions funds to those investments that will make the most difference and where other sources of financial capital are unavailable.

Further in the Kimberley, it is often the decision-making and policy work that is the first requirement to attract investment. Investment ready proposals are not common in a region with such low levels of existing infrastructure.



Image: courtesy Tourism Western Australia

Framework for implementing the Blueprint

The Commission expects the Blueprint to grow and develop and become more refined as more regional people engage with its future view. Importantly, the Commission expects that the Blueprint vision and goals will be progressively taken into other regional decision-making processes and their own strategies that will be impacting the Kimberley and its people.

The future Kimberley region will comprise initiatives and projects that span the collective effort of the region's people and those development proponents that are keen to invest in the region. As the Blueprint increasingly guides the shaping of future initiatives, resultant project proponents will be seeking alignment with the Blueprint. This will become progressively more important as the Blueprint is used as a tool and guide to prioritise investment expenditure.

Public, private and community sector proponents

The role that the Blueprint will have in guiding how public sector investment is prioritised will be influential. Likewise, how the Blueprint shapes and focuses investments of the private or community sector, particularly those that may be attempting to leverage both private and public sector investment, will also be important.

Similarly, the Blueprint will be a useful resource for those proponents who do not require leverage from other sectors. For those proponents the Blueprint 'paints the picture' of the region's priorities against which their investment can be measured.

Evaluating regional initiatives and opportunities for their transformational impacts

To support robust and strategic evidence-based decision-making, a multi-stage assessment is proposed utilising three levels of filters.

1. The first level filter is used to check the strategic alignment of an investment with the Blueprint by comparing it to the vision and goals and rating it according to its degree of consistency with the Blueprint.
2. The second level filter involves a benefit-cost assessment of well-aligned investments, using higher level information about them. The assessment is based upon an analysis that rates the relative benefits of an investment compared to its cost. The factors rated in this assessment include:
 - Which drivers and/or enablers does the investment target?
 - What is the expected impact and scale of the investment on the drivers/enablers?
 - To what extent does the investment lay the foundation for more development of transformational change (its flow on effect)?
 - What is the net investment cost and what leverage does it stimulate?
3. For projects that rate well against these factors, the third level filter is a more detailed due diligence assessment to confirm that the investment will deliver against expectations. It is envisaged that all transformational investments will require the support of a sound business case evaluation.⁴⁰

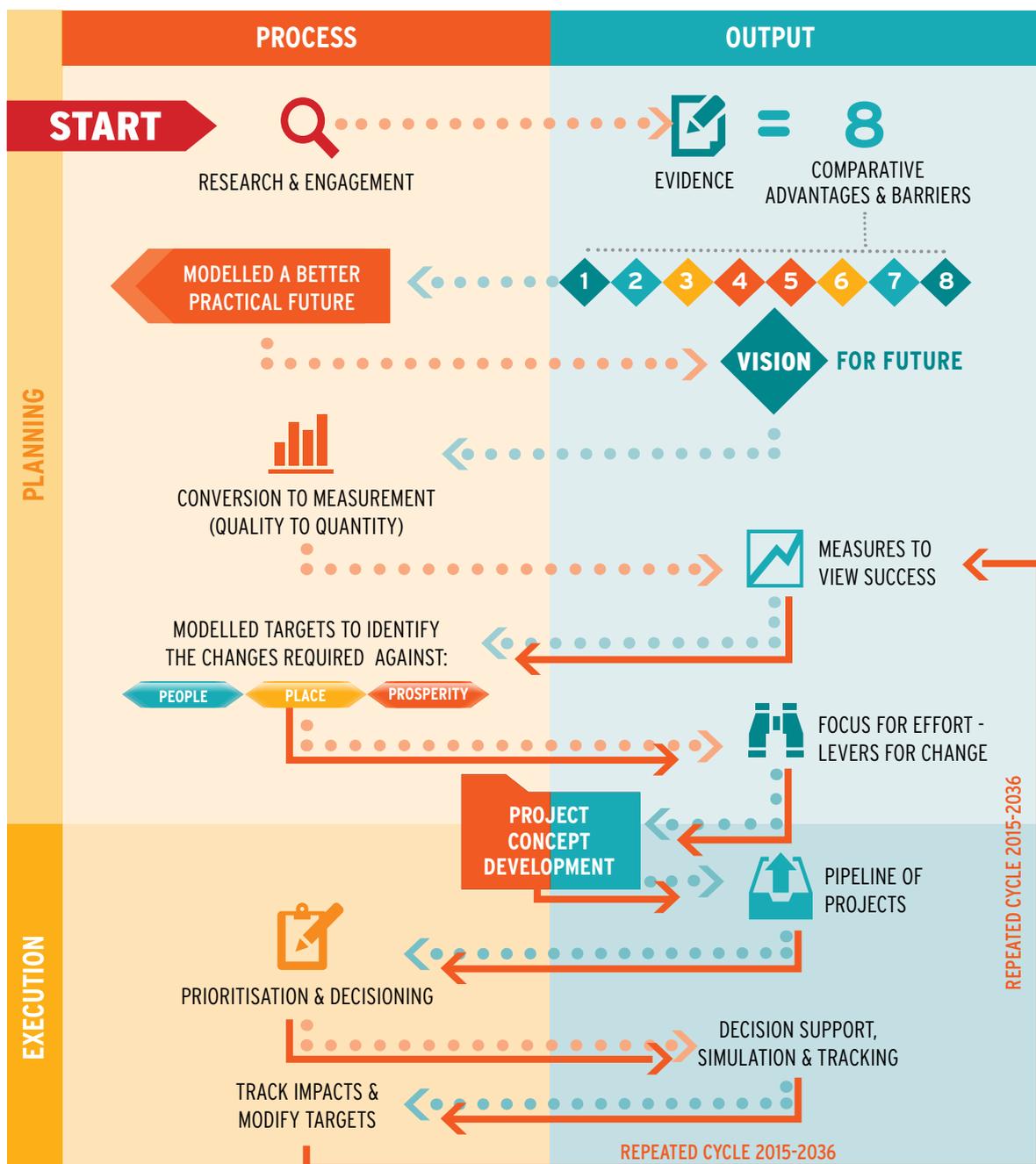
⁴⁰ Business cases, particularly for complex or extensive projects, would be objectively evaluated against robust economic modelling methodology that may include cost-benefit and discounted cash flow analysis.

The guiding question that will underpin all transformational investment proposals will be “How does the project contribute to the targets that the Blueprint sets for the future?”⁴¹

An important distinction that the Blueprint makes is that not all valuable projects or important initiatives are ‘transformational’. For those projects, the Blueprint may still be able to offer general support and guidance, particularly if the project complements or supports other more transformational initiatives.

In-built into this process will be a disciplined and structured decision-support process.

Figure 21 Implementation framework and how the Blueprint will guide the Commission’s activities



Source: Kimberley Development Commission.

⁴¹ Indicators of transformational change Table 15.

IMPLEMENTING THE BLUEPRINT

A structured decision-support process

The Blueprint does not propose to try and instigate a customised decision-support mechanism. Inevitably, stakeholders will have their own requirements, preferences and processes and a “blueprint” process would simply add a layer of largely duplicated work. But the Blueprint is supporting the development and use of tools that can provide high quality inputs to the pre-existing mandated processes and provide sound understanding and visibility of the consequences of any decision. Importantly, the Regional Modelling Tool can also help decision-makers to understand the likely upstream and downstream impacts of their decisions over time.

- Cutting edge thinking underpinned by the values of good governance
- A clear understanding of future impacts and implications
- The best available and updated data
- Capable of responding to changing circumstances
- Transparent, connected and accessible
- Influential beyond the region
- Capable of tracking measurable progress towards the strategic targets

First priorities for transformational effort

During the early implementation of the Blueprint, the evidence clearly points to the first six priorities for transformational effort. The Commission will lead these first priorities and support other stakeholders with existing or planned projects that make an impact against these indicators.

The six priority areas will position the region to begin to achieve across all eight goals of the Blueprint. The priority areas are:

- Leadership and development-readiness
- Aboriginal advancement
- Maximising the use of resources
- Policy change to drive development
- Kimberley Growth Centres
- Infrastructure for driving growth

Table 12 Kimberley Blueprint goals and targets

Priorities for first stage action	Ag & Food	RI	Tourism	M & E	Housing	E & T	H & W	I, S & G
Leadership & development readiness	✓	✓	✓	✓	✓	✓	✓	✓
Aboriginal advancement	✓	✓	✓	✓	✓	✓	✓	✓
Maximising the use of resources	✓	✓	✓	✓				
Policy change to drive development	✓				✓	✓	✓	✓
Kimberley Growth Centres			✓		✓			✓
Infrastructure for driving growth	✓	✓	✓	✓	✓	✓	✓	✓

Source: Kimberley Development Commission.

The Commission’s work will focus on leading regional effort across many of the priority areas, indicated as intersection points on the above matrix. The priority areas themselves are those areas of focus or endeavour with the widest, deepest and most immediate impact across the regional goals and targets.



Image: courtesy Kimberley Development Commission/KAI

Table 13 Agendas to transform the Kimberley

PRIORITY	REGIONAL LEADERSHIP & DEVELOPMENT-READINESS		ENHANCING THE CAPABILITY SERVICES SECTOR			ABORIGINAL ADVANCEMENT		INDUSTRY AND RESOURCES DEVELOPMENT				DEVELOPING OUR REGIONAL CENTRES	INFRASTRUCTURE FOR DRIVING GROWTH
	Harnessing regional leaders to influence governance in the region	Stimulating development readiness	Housing as a driver of social change and economic reform	Minimise market distortions	Remove policy distortion and drive policy change	Reforms (of Service Delivery and Welfare) to support engagement of the real economy	Clear and purposeful approach for remote communities	Facilitate agricultural land release across the region including acceleration of NT Ord component	Increase tourist/visitor accessibility and diversify product offering	Drive up the regional value of the mining and resource sector	Stimulate productive use of the rangelands	Growth plan – Broome & Kununurra, Infrastructure/ Amenities Planning for Kimberley Communities	Build the region's infrastructure Develop innovation in infrastructure financing and management models
Transformative Value – how will the project contribute to the Indicators of Change?	Build capability especially in younger cohorts Improves development prospects, pathways and policy Builds linkages across region	Establish basis for Asia trade relations Leverage foreign investment Mobilise capital Embrace sensible development	Unlocks human potential via employment, education and health benefits Basis to assist Aboriginal advantage via housing and welfare policy Improves innovation, quality and quantity in housing Leverage NPARIH Leverage private investment	Unlocks land development Unlocks private investment and capital Builds stock variety and quality	Unlocks regional capacity Stimulates innovation in service delivery e.g. education and training, housing and health	Incentivises Aboriginal workers to enter mainstream jobs Leverages: - JV investment - Resource sector workforce Sustains improvements in education, training, housing and health Engagement with C'wealth Govt	Improves long term certainty Allows appropriate investment Shares responsibility and minimises longer term risks Engages and leverages C'wealth Govt	Expands 20,000 ha 'irrigable' land to 60,000 ha in more locations Contributes 1000 + employees to BP target Regional GVAP doubles to \$500M p.a. Attracts foreign investment to land dev, ports and transport and processing Enhances equity with Aboriginal businesses Builds economies of scale and investment Attracts \$400 million in investment	Increases visitation Improves employment and contributes to the BP target especially Aboriginals Leverage Investment, better frequency of service, cost/km reduction Increase air access and improve value equation for air service providers	Facilitates mobilisation of capital More profitable investment drives regional employment Contributes employees to the BP targets Leverages regional small business growth Provides early stage regional processing Adds stability to regional economy Creates training and employment outcomes that contribute to BP targets	Facilitates mobilisation of capital drives higher regional employment Contributes to the BP targets Leverages small business growth Provides early regional processing potential Adds stability to the regional economy	Provides a clear set of investment priorities for: - Government - Private sector - Community Regional buy-in to development benefits Builds urban and infrastructure capacity to sustain 5% AAGR Leverages private sector investment Leverages industry growth in hinterland/catchments	Develop Common user and communications infrastructure New models of PPP infrastructure investment Social and service infrastructure at standards consistent with State norms Governance arrangements that facilitate high levels of regional involvement in decision-making
The value proposition for the region and State	Consistent with State's development agenda Increases in investor confidence Minimises investment risks Maximises benefit to community and SME's	Consistent with State's development agenda Minimises risks of investment resistance Maximises flow of foreign investment capital Leverages State investment e.g Ord	Over-reliance on social housing options drives low workforce participation Increases intergenerational wealth transfer Links education and housing progress Reduces unsustainable welfare burden Significant cost reduction for Govt in growing region	Market constrained by GROH/DoH Pathways to ownership not accessible Policy change in eligibility for Govt housing Retention of key public sector workers Significant cost reduction for Govt in growing region	Specific regional challenges met with appropriate policy responses Improved outcomes against key indicators More cost effective service delivery Opportunity to drive public sector innovation	Building policy incentives creates responsibility in health, education and housing Extreme levels of social disadvantage Large number of Aboriginal people can be re-engaged to education, workforce and mainstream economy	Policy clarity creates: - Increased responsibility and reduces gaps and sub-standard service delivery Poor or inefficient policy creates: - Unsustainable communities and limits capacity to attract commercial investment - Inbuilt service inefficiencies - High levels of downstream cost	Identifies resource development capability Investor engagement Defined role of governments to assist in de-risking Increases in area will trigger private investment Builds industry scale, diversity and resilience Creates and sustains employment in remote areas Increases efficiency of existing investment and infrastructure Brings Ord to globally viable scale	Reduces access cost by air and increases availability and frequency of services Draws in new sources of capital Brokering JVs with land owners Current State priority – growth strategy for Broome Builds on the Kimberley Science and Conservation Strategy Implement the Broome Tourism Strategy and East Kimberley Tourism Plan 2022	Reduces leakage from the regional economy e.g.: employment, regional procurement Small business and regional labour markets are stimulated by servicing mining development Captures benefit and development flow-ons at source Improves diversity in regional economies and labour markets	Develops water resource opportunities Improves Profitability from underperforming assets Improves re-investment levels Builds scale into supply chains Development driven by increasing market access Drive de-risking strategies including land tenure and water resource policy reform	Development strategy, agenda and continuity to be clarified Enhanced economic planning based on local economic drivers Regional capacity to drive and deliver based on capability partnership model with LandCorp Alignment with growth centres in State Planning Strategy Builds upon the State Growth Centre policy	Infrastructure efficiency and service capacity can be a catalyst for economic growth Operational investment in public infrastructure and services to improve critical efficiency Leveraging private sector involvement in the operation and provision of infrastructure and services New models for investment may require de-risking
Key partners and leverage sources	State and C'wealth Govt Aboriginal communities	State, local and C'wealth Govt Aboriginal communities Industry Leverages State investment e.g Ord	State Govt C'wealth Govt Aboriginal Partners Private sector investors	State Govt C'wealth Govt Aboriginal Partners Private sector investors	State, local and C'wealth Govt Aboriginal communities Industry	State, local and C'wealth Govt Aboriginal communities and leadership	State Govt Native Title holders/ claimants Private sector investors NT Govt/ C'wealth Govt MG Corp	Local, State and C'wealth Govt Industry Air service providers Aboriginal communities	Industry State, local and C'wealth Govt Aboriginal communities	Industry State, local and C'wealth Govt Aboriginal communities	Local, State and C'wealth Govt Communities Private sector investment community/ industry Public Private Partnerships to mobilise capital	Industry State, local and C'wealth Govt Community groups and NGOs	
Key first steps to drive growth	Establish Leaders' Forum structure and agenda around key development projects and themes Increase regional capacity to drive process from the region Leadership development	Build pro-active foreign investment strategy Leverage foreign investment relationships	Build on partnerships to fast-track housing reform and innovation West Kimberley Transitional Housing Project Pilot ownership/equity projects and models Advocate policy reforms to tackle disincentives/ incentives Establish innovative and connected models to attract private investment and policy changes driven by Taskforce approach to draw key participants together	Reference groups and Taskforce approach to driving policy reform Pilot projects methodology Cross sector engagement professional evaluation More sophisticated monitoring of impacts	Taskforce for local implementation / engagement Pilot project with C'wealth Govt and communities (East Kimberley, Living Change and current C'wealth initiatives) Cabinet Sub-Committee engagement in project roll-out	Service reforms to improve alignment and outcomes with economic success Fundamental reforms to passive welfare to create rational incentives for people to seek opportunity and build capacity Reduce long term fiscal social and community burdens of persistent policy failure	Advocate expansion to the C'wealth Support NT Govt development planning Facilitate Aboriginal engagement based on OFA Build relationships with primary investor Create development momentum around WA side	Coordinate industry growth priorities into sector plan - evaluate options Structure implementation and industry working groups to drive delivery Advocate policy changes to Government where necessary	Facilitate industry and regional business/ community dialogue Facilitate local procurement strategy Workforce alliance to drive and match local labour market and training needs with industry	Drive diversification strategies and policy changes that facilitate development of assets Facilitate industry and regional business dialogue Workforce alliance to deliver local labour market and training needs	Drive growth planning processes in the region With LandCorp, establish Growth Plan Priorities and delivery mechanisms Establish JV structures with regional stakeholders. Facilitate key infrastructure investments to sustain economic growth Build regional project support capability	Position new models for investment Engage regional reference groups and key stakeholders in: a) forward planning of future infrastructure b) service delivery and management arrangements Facilitate business case development of strategic investment priorities - See Appendix 3 Pipeline of Projects	

Source: Kimberley Development Commission.

IMPLEMENTING THE BLUEPRINT

Measuring progress

Benchmarking the Kimberley in Regional WA

The longer term, aggregated achievement of the goals will have regional impact. The success of the Blueprint will be measured against a high level set of regional impact indicators, which will benchmark key aspects of the Kimberley's economy, society, environment and culture against the rest of regional Western Australia.

Table 14 Macro indicators influencing Kimberley Development

Measure	State	Kimberley	Kimberley trend
Population	2,352,215	37,640	↑
Median age	36	30	↓
Aboriginality	4%	44%	↔
Population under 15, over 64	19%/12%	24%/4%	↓
Labour force	1,152,201	15,128	↑
Median weekly income	\$622	\$988/\$233 (Non-Aboriginal/Aboriginal)	↑ ↔
Unemployment rate	4.7%	5.4%	↔
Median monthly mortgage repayment	\$1,950	\$2,383	↓
Real Gross State Regional product	\$243 billion (2012-13)	\$3.1 billion	↑

Source: ABS, Census of Population and Housing 2011.

Tracking progress towards the Blueprint targets

Progress towards each of the goal-specific measures will be tracked through publicly available Blueprint progress updates, and individual investments will be periodically appraised for the contributions they are making towards achieving the Blueprint's goals. The initial indicator metrics that define the starting point from which to measure change into the future appear in Table 15.



Image: courtesy Tourism Western Australia

Tracking progress against more than 30 key indicators that are to be measured creates a powerful tool against which current project priorities can be assessed. Likewise, projecting future development options and their impacts and implications against these important indicators will present a powerful tool to support decisions. The Commission and its partners propose to add additional levels of data to progressively enhance the indicators and their combined analytical capacity. The Commission plans to be the custodian of this tool to refine it and to make it increasingly available to key decision-makers in the region.

Concluding comment

Building on these transformational priorities and, with its partners, progressing and enhancing the pipeline of projects, the Commission plans to lead and influence Blueprint implementation to:

- increase regional prosperity, attract investment and contribute to State wealth
- drive improvements in regional wellbeing
- focus commitment across all sectors to transform how the region participates in and benefits from a sustainable future



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Table 15 Indicators of transformational change

BLUEPRINT GOAL AREA	TRANSFORMATIONAL 2036 - BP TARGET	CURRENT (2011) MEASUREMENT	TARGET SOURCE/ CURRENT DATA POINT	TRANSFORMATIONAL MEASUREMENT	TREND
AGRICULTURE					
Gross value of Agricultural Product	\$750 million p.a	\$250 million p.a	Acknowledge EPP	ABS Censuses*	↑
Export earnings	\$590 million p.a	\$196 million p.a	Acknowledge EPP (based on current exports of \$125 + \$71 million)	Survey sourced Industry and agency sector data	↑
% of production value-added in region	Increasing year-on-year	In compilation	ABS 2011 Census & Kimberley and Pilbara Rd & E program; Phase 1 2010. MLA/DAFWA		↑
Employment	>2,000 people, 44% Aboriginal	697 (Aboriginal data in compilation)	Survey sourced Industry and agency sector data		↑ (no Aboriginal split available)
RANGELAND INDUSTRIES					
Gross value of Agricultural (sector) Product	\$250 million p.a	\$152 million p.a.	Acknowledge EPP	ABS Censuses*	↑
All leases in productive use	All leases	Approximately 60 of 93	Acknowledge EPP - Kimberley and Pilbara Rd & E program; Phase 1 2010. MLA/DAFWA	Survey sourced Industry and agency sector data	↔
Employment	>4,000, 44% Aboriginal	Max. 1,500 (Aboriginal data in compilation)	Kimberley and Pilbara Rd & E program; Phase 1 2010. MLA/DAFWA	Survey sourced Industry and agency sector data	↔
Value-adding component	Increasing year-on-year			Survey sourced Industry and agency sector data ABS Censuses*	↑
MINERALS & ENERGY					
Employment	>4,000, 44% Aboriginal	>860 (Aboriginal data in compilation)	ABS 2011 Census To be determined	ABS 2011 Census To be determined	↑
Residential component of workforce	>60%	Unknown - in compilation	Survey sourced Industry and agency sector data	Survey sourced Industry and agency sector data	↔
Regional contracting component					↑
TOURISM					
• Output	>\$700 million p.a	Circa \$350 million p.a	Tourism in the Kimberley - Expert Position Paper - Tourism Western Australia	ABS Censuses*	↑
• Employment	>8,000, 44% Aboriginal	1124 (Aboriginal data in compilation)	ABS 2011 Census	Survey sourced Industry and agency sector data	↑
• Visitor satisfaction rates	Highest in Australia	No current measure	Survey sourced Industry and agency sector data	Survey sourced Industry and agency sector data	↑↑↑
• Tourism visitor spend:					
- International	Year-on-year increase	\$83	Tourism WA fact sheet	Tourism WA data showing year-on-year increases	
- Domestic	Year-on-year increase	\$141 p.d.	Tourism WA fact sheet		
- Length of stay	Year-on-year increase	7.41 nights	Tourism WA fact sheet		
HOUSING					
New residences	13,000 new residences	ABS Census derived data	ABS 2011 Census	ABS Censuses*	↑
Rental/mortgage to income	<30%	>55%	ABS 2011 Census	ABS Censuses*	↓
Transitional housing	>25%	<5%	Kimberley Development Commission/Wunan Corp.	Survey sourced Industry and agency sector data ABS Censuses*	↑
Own or are purchasing own dwelling	69% of all households	32%	ABS 2011 Census	ABS Censuses*	↑
Average household size	2.6	3.3	ABS 2011 Census	ABS Censuses*	↔

* Augmented by annual survey and modelling (methodology in compilation).

Table 15 Indicators of transformational change continued

BLUEPRINT GOAL AREA	TRANSFORMATIONAL 2036 - BP TARGET	CURRENT (2011) MEASUREMENT	TARGET SOURCE/ CURRENT DATA POINT	TRANSFORMATIONAL MEASUREMENT	TREND
EDUCATION & TRAINING					
Normalised education:				Education & Training sector and agency survey data	↑
• Enrolment	+95% (15-18 year-old in employment, education or training)	Aboriginal data in compilation	ABS 2011 Census & NAPLAN & Education Sector data & derived ABS data		↑
• Attendance	>96%	Aboriginal data in compilation	ABS 2011 Census & NAPLAN		↑
• Attainment	60-80% complete Yr 12 or equivalent VET/tertiary qualification	<53%	ABS 2011 Census & NAPLAN		
• Socio-economic status of student body	Normalised distribution	95% in lowest quartile	KTI survey data	KTI survey data	↔
Training (as above plus):					
• Employer satisfaction with trainees	Year-on-year improvement	<42%	Education & Training sector & agency data	Education & Training	↑
• Student satisfaction	Year-on-year improvement	KTI survey	KTI survey data	KTI survey data	↑
HEALTH					
Life expectancy	Match national mean	11.5 < than national average male, 9.7 < than national average female	Department of Health - WACHS Planning - Kimberley Health Profile 2012	ABS Censuses* Survey sourced Industry and agency sector data	↔
Infant mortality	Match national mean	More than 6.4% of deaths occur in infants		ABS censuses*	↔
Hospital separation	Match national mean	>15 per 40 residents		ABS censuses*	↔
POPULATION					
Region	81,000	>34,800 (2011)	ABS 2011 Census ERP State Demographer analysis	ABS Censuses* State Demographer analysis	↑
Regional growth centres	Broome >43,000 Kununurra >15,000	>16,792, >7,971			↑
EMPLOYMENT & PERSONAL INCOME					
Participation (Aboriginal/non-Aboriginal)	Match State participation average (currently >73%)	>29% Aboriginal adult	ABS 2011 Census - Expert Position Paper Analysis prepared by Wunan - 2013	ABS Censuses*	↔
Parity in incomes between Aboriginal and non-Aboriginal and state averages	Both above State average	83% non-Aboriginal			↔
COMMUNITY					
Volunteerism	Blueprint goal will be to achieve a year-on-year improvement in each metric until state averages are matched or surpassed	In compilation	The Commission is currently working with industry, agency and academic specialist analysts to formulate repeatable, reliable and meaningful measures of positive community health and development	The Commission is currently working with industry, agency and academic specialist analysts to formulate repeatable, reliable and meaningful measures of positive community health and development	Trend not statistically established
Sport and recreation memberships					
Small business registrations					
Alcohol consumption					
FASD and substance abuse					
Welfare dependence					
Incarceration	Below State average	20.8 Ab. vs 1 non-Ab. per 100,00	ABS Census derived data	ABS Census derived data	
ENVIRONMENTAL VALUES					
Biodiverse region	Regional biodiversity remains at least equivalent to 2011 levels	Area of land and water within the conservation reserve system	Department of Parks and Wildlife - WA Biodiversity 2002	Department of Parks and Wildlife Annual Report	Reported annually against: - Area of land and water within the conservation reserve system - Rainforest patch extent and condition - Small-medium sized mammal diversity and abundance - Native vegetation diversity maintained
High conservation and management standards	(Based on an aggregate of measurements across the five bioregions that are wholly or partly within the Kimberley)	Small - medium sized mammal diversity and abundance maintained Native condition maintained vegetation	Department of Parks and Wildlife - Kimberley monitoring and evaluation program		

* Augmented by annual survey and modelling (methodology in compilation).

APPENDIX 1: BUILDING THE BLUEPRINT



Image: courtesy Tourism Western Australia

APPENDIX 1: BUILDING THE BLUEPRINT

The methodology for building the Kimberley Investment Blueprint was designed to ensure a sound foundation and evidence-base for future investment decisions.

APPENDIX 1: BUILDING THE BLUEPRINT

The methodology for building the Kimberley Investment Blueprint was designed to ensure a sound foundation and evidence-base for future investment decisions.

The Commission considers that a disciplined approach to evidence-based decision-making is crucial to creating the kind of credibility and understanding that will progressively allow the Blueprint to be embedded into the key decision making processes of the region.

Based on this premise, further iterations of the Blueprint are proposed as the region's future unfolds. As such, the Blueprint allows for a 'live' process of evolution as new evidence and perspectives of how the Kimberley is changing are added over time.

Stage 1: Understanding the region

The Blueprint building process involved developing a comprehensive and interconnected understanding of the region's development opportunities and challenges.

Stage 1.1: Context analysis

A comprehensive context analysis of the Kimberley region was completed during 2013. This involved reviewing 176 existing policies and plans that address most aspects of the region from the widest range of perspectives.

Key insights from this review were captured and analysed and a set of regional development themes were objectively drawn from that analysis. Themes that appeared most commonly and consistently across the suite of documents were:

- Industry and economic development (the driving role that base economic activity and growth has on the delivery of economic outcomes for the region's people)
- Human capacity (the attributes and needs of the region's people)
- Physical infrastructure (the capability of the region's inherent infrastructure and its capacity to drive/and catalyse economic benefit and prosperity)
- Social infrastructure (the capacity of the region's social facilities and networks to enhance and sustain communities and deliver enhanced quality of life)
- Environment and culture (the natural assets and their quality and diversity to enrich and sustain the population and the economy they support)
- Aboriginal development (the range of potentials and challenges faced by the large Aboriginal cohort of the population)
- Governance (the suite of decision-making processes that impact the regional population and their capacities and strategies to influence change and growth)
- The regional development themes provided some of the starting points for the Stakeholder Engagement component of the Blueprint development process

Stage 1.2: Strategic alignment check

The regional development themes were checked for strategic alignment against the more important and influential existing policies and plans for the Kimberley. These included:

- Draft State Planning Strategy
- Kimberley Planning and Infrastructure Framework (Draft)
- Kimberley Regional Development Australia Kimberley Strategic Priorities
- Royalties for Regions Program
- Kimberley Development Commission Strategic Plan
- Northern Australia Sustainable Futures Program
- Regional Australia Standing Council for Regional Economic Development
- Kimberley Workforce Development Plan
- Local Government Strategic plans
- Industry plans
- Government agency priorities & plans

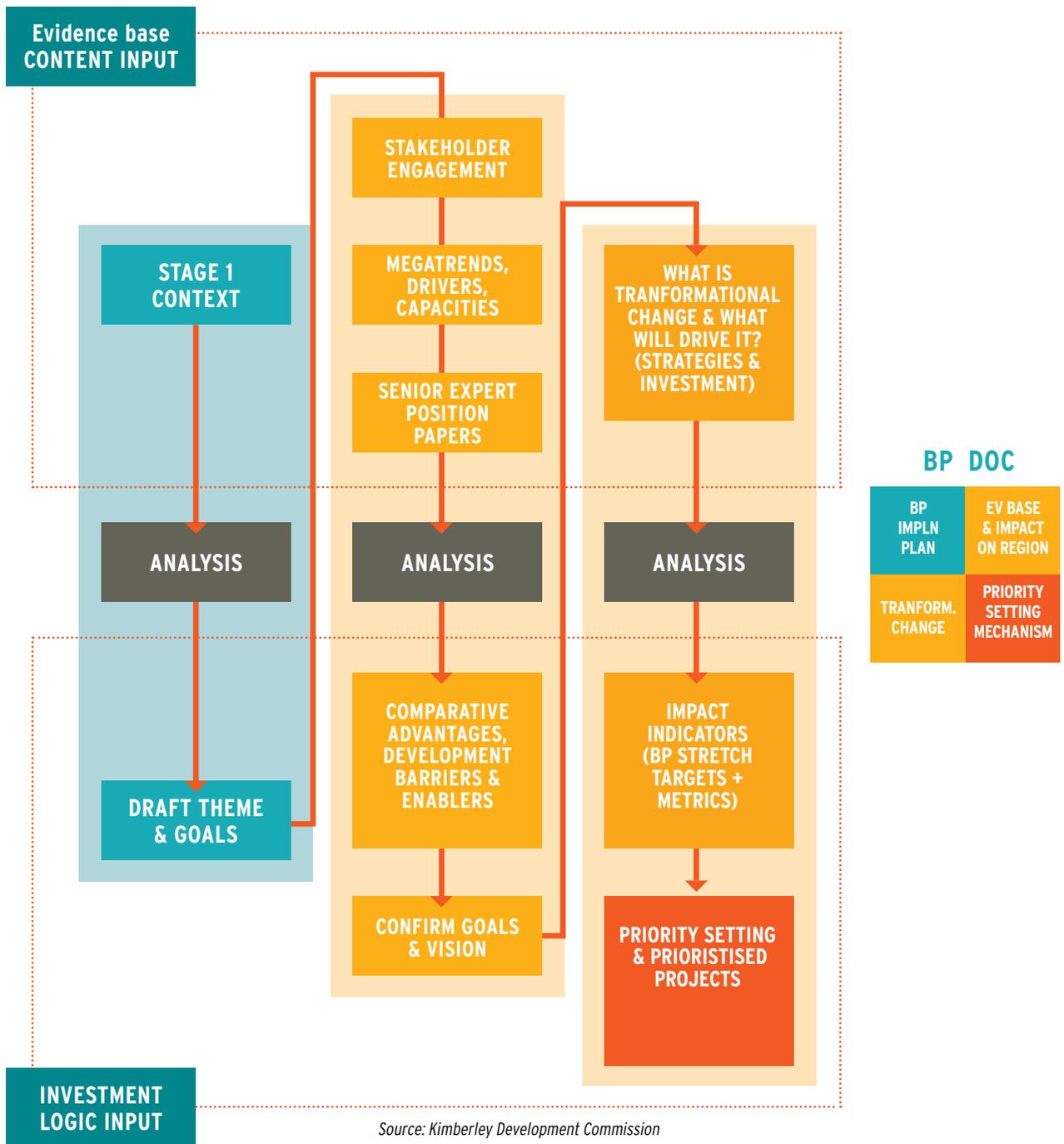
The strategic alignment check confirmed that the regional development themes are well-aligned with other significant strategies for the region. This alignment remains one of the enduring guiding influences for the Blueprint.



Image: courtesy Kimberley Development Commission

APPENDIX 1: BUILDING THE BLUEPRINT

Figure 22 The Blueprint Development Logic



Stage 2: Building an evidence base

A fully functioning Blueprint has its goals built upon a sound and comprehensive evidence base.

Stage 2.1: Engagement

A group of key regional decision-makers and agencies of influence has been identified and engaged to test and develop the regional development themes, a set of suggested imperatives within each theme and stakeholder ideas about and suggested investments for realising or impacting their aspirations. Face-to-face and strategic level stakeholder discussions were initiated with more than 60 agencies and people of influence at the regional and state level.

As well as testing the emerging regional development themes and their implications, in keeping with the strategic intent for the Kimberley Blueprint, an emphasis was placed on stimulating discussion about and identifying transformative ideas for future investment.

The stakeholder engagements provided an important input, and the regional development themes, imperatives, and ideas about investments have been further developed on the basis of this engagement. A round of high level, strategic discussions were also conducted around an advanced draft of the Blueprint to validate that the development of the Blueprint content was consistent with stakeholder insights. The Blueprint process allows for engagement to be ongoing and for new insights and understanding arising from this to be incorporated into the future.

Stage 2.2: Megatrends analysis

Positioning an emerging Blueprint in a global frame not only provides contextual relevance, but also demystifies for decision-makers the external forces that for many regional people remain as unseen influences on how effectively their aspirations can be achieved.

Accordingly, research has been commissioned to identify national and international megatrends and their likely effects on the Kimberley. The Megatrends Report highlighted drivers of change, and how these can affect the Kimberley. The analysis highlighted the Kimberley's Comparative Advantages in response to these drivers, and where the region's capacity to respond to the opportunities and threats arising from them needs to be harnessed and increased.

Stage 2.3: Expert Position Papers

In the Kimberley, decision-making and planning often face capacity constraints. The experts are not always the decision-makers but their insights are critical for sound decision-making and planning. Contributing expert knowledge is a crucial enabler of sound forward planning.

Accordingly, a range of Expert Position Papers (EPPs) has been commissioned for those themes of regional development that were emerging as highly significant to the region based on the complimentary evidence. The EPPs (currently 23 of them) are:

- Regional capacities and drivers - an analysis of the external megatrends and regional comparative advantages
- Agriculture & Rangeland Industries - a broad-scale insight into the breadth of opportunity available in primary food and fibre production industries, the specific development prospects and pressures and the key development determinants that can inform transformational goal setting.

APPENDIX 1: BUILDING THE BLUEPRINT

- Tourism - a long term view of the development prospects, determinants and targets to transform the tourism sector and build high levels of regional economic performance upon comparative advantage.
- Mining & Resources - an industry-wide assessment of mineral and resource prospects for development and the determinants and targets that will allow the region to develop beyond the existing trends and to its potential.
- Energy - an assessment of the energy and energy distribution infrastructure of the region to underpin high levels of economic development.
- Land supply - an assessment of land demand and supply issues relative to development objectives.
- Conservation & Environment - an overview of conservation and environmental priorities in the region.
- Renewable energy - an innovative view of the prospects for developing alternative energy solutions that will build on Comparative Advantage and position a future region for sustained economic growth.
- Housing - an assessment of the accommodation and housing trends and models of future needs to sustain a regional workforce and regional communities.
- Education & Training - three papers analysing the education and training sectors and the determinants to support a prospering regional economy.
- Culture & the Arts - an assessment from a cultural and arts perspectives of investment in the region.
- Health - the trends, prospects and future scenarios that will impact and drive a healthy community to achieve its full potential.
- Aboriginal health - two papers assessing unique determinants of healthy Aboriginal communities and prospects for the future.
- Population growth - a technical assessment of aspirational population projections.
- Census evaluation - an assessment, conducted by an Aboriginal group of economic and social implications for a future Kimberley that can be drawn from the available Census data.
- Small business - an assessment of the small business development status of the region.
- Energy & Distribution - planning for power generation and distribution.
- Broome Economic Development - Shire of Broome economic profile.
- Broome Tourism Growth Plan - a plan to develop a tourism industry in Broome.

The Expert Position Papers delivered critical strategic analysis and evidence of the current and the likely future state of these areas of focus. The Papers point to theme-specific strategies and actions that should be supported by investment, and to ways and means of measuring change and impact.

Stage 3: Developing the Blueprint

The Blueprint development process has involved synthesising the various streams of evidence and using the insights gained to inform the design of specific goals.

Stage 3.1: Synthesising the evidence

A wide range of evidence has been collected. Drawing that evidence into a strategic approach to economic and social development is a new and valuable parcel of work for the Kimberley.

The various sources of evidence have been reviewed and analysed to identify those determinants of regional development that should be prioritised for investment by the Blueprint. These constitute areas of Comparative Advantage for economic development, areas crucial to enhancing and developing the capacity of the region and the infrastructure, services and governance necessary to enable transformational change within these areas.

Stage 3.2: Designing the vision and goals

The Blueprint process involves designing goals around the drivers and enablers. Each goal is made up of the following elements:

- A clear goal statement
- Targets for measuring progress
- Strategies for achieving transformational impact
- Investment objectives to support strategies
- Projects that deliver the investment objectives



Image: courtesy Tourism Western Australia

APPENDIX 1: BUILDING THE BLUEPRINT

Stage 4: Preparing for implementation

Stage 4.1: Blueprint governance

Building a governance structure to support Blueprint implementation provides a level of strategic assurance and consistency not before seen in the region.

The quality of regional governance was a strong and consistent theme through most engagement elements during the development. There is broad recognition in the Kimberley that the Blueprint will, if well implemented, make a major contribution to how the region's development is led. The set of governance values of that will guide the implementation of the Blueprint:

- Strict focus on transformative change
- Evidence-based decision-making
- Building leadership to drive change
- Innovation
- Consistency
- Collective and combined effort
- Joined up community processes
- Joined up development
- Community empowerment
- Inclusiveness
- Performance monitored against targets
- Regional accountability

Stage 4.2: Developing an investment priority-setting process

The Kimberley Blueprint translates regional aspirations into an investment priority setting process. This underpins the governance of the Blueprint and will ensure that it is actively used to prioritise, guide and align the investment activities of the region.

The priority setting process focuses how the Commission and the region transparently consider and prioritise the broad range of investment proposals before it at any particular time.

The analytical tool⁴² to support the process will involve three levels of filtering. The process is described in detail in Section 6.0.

⁴² An analytical tool that can applied to help prioritise regional strategic decision-making is currently under development by the KDC in partnership with Curtin University, Department of Planning, the Regional Development Council, the Department of Regional Development and other regional development commissions.

Stage 4.3: Measuring progress

The Blueprint is a living document. As investments are made, these will impact upon and change the region. As the region changes, new information and evidence will inform progress towards the Blueprint's vision and goals, and identify other emerging issues in the region. Ensuring the Blueprint remains fresh, relevant and focused on the changing needs of the region requires a commitment to regular measurement of progress that will involve:

- Regular reporting on the overall progress towards the Blueprint's vision and goals, at a high level.
- Monitoring individual investments to understand their actual contribution to/impact on the Blueprint's goals, targets and their related indicators of progress.
- Regular rounds of engagement with regional stakeholders.
- Revision of the Blueprint to take account of progress and change.



Image: courtesy Kimberley Development Commission

APPENDIX 2: EVIDENCE AT A GLANCE



APPENDIX 2: EVIDENCE AT A GLANCE

Stage 1: Evidence base

Stage 2: Expert Position Papers

Stage 2: Additional evidence

Key stakeholders engaged, consulted and briefed

Peer reviews

APPENDIX 2: EVIDENCE AT A GLANCE

Table 16 Stage 1 - Review of strategic documents

	Title	Author
1	Australia in the Asian Century - White Paper	Australian Government
2	Australian Defence Force Posture Review	Australian Government
3	Investing in Australia's regions	Australian Government - 2011 - 2012 Budget
4	EPBC Act draft Referral Guidelines for the West Kimberley National Heritage Place	Australian Heritage Council
5	Kimberley Primary Health Care Sustainability Study 2008 - 2030	Boab Health
6	Strategic Plan 2011 - 2014	Boab Health Services
7	2011 - 2014 Strategic Plan	Broome Chamber of Commerce
8	Airport Master Plan	Broome International Airport Pty Ltd
10	Statement of Corporate Intent 2010 - 2011	Broome Port Authority
11	Aboriginal population profiles for development planning the Northern East Kimberley	Centre for Aboriginal Economic Policy Research
12	Indigenous labour supply constraints in the West Kimberley	Centre for Aboriginal Economic Policy Research
13	Ord Stage 2 and the socio-economic status of indiegnous people in the West Kimberley	Centre for Aboriginal Economic Policy Research
14	Indigenous temporary mobility's and service delivery in Regional Service Centres: A West Kimberley Case Study	Centre for Aboriginal Economic Policy Research
16	Population, people and place: The Fitzroy Valley Population Project	Centre for Aboriginal Economic Policy Research
17	Shaping growth in the Kimberley Region	Chamber of Minerals and Energy of WA
18	Position Paper - policies, planning and partnerships for responsible resources development in the Kimberley	Chamber of Minerals and Energy of WA
19	Kimberley Region Infrastructure Analysis	Chamber of Minerals and Energy of WA
20	Priority threat management to protect Kimberley wildlife	Commonwealth Scientific and Industrial research Organisation (CSIRO)
21	Aboriginal and Torres Strait Islander Education Action Plan 2010 - 2014	Department of Education, Employment and Workplace Relations (DEEWR)
22	Kimberley Regional Education, Skills and Jobs Plan 2012 - 2014	Department of Education, Employment and Workplace Relations (DEEWR)
23	Strategic Plan 2012 - 2014	Department for Child Protection
24	Strategic Plan 2011 - 2015	Department for Communities
25	Cockatoo Sands Soil Survey: assessment of potential irrigation areas	Department of Agriculture and Food WA
26	Kimberley and Pilbara Pastoral Industry Survey Report - Phase 1 2010	Department of Agriculture and Food WA
27	Kimberley Indigenous Management Support Service (Indigenous Pastoral Properties)	Department of Agriculture and Food WA
28	La Grange Water Resources Report	Department of Agriculture and Food WA
29	Rangelands Biosecurity Plan	Department of Agriculture and Food WA
30	Carbon Capture Final Report	Department of Agriculture and Food
31	DAFWA Strategic Plan 2011 - 2015	Department of Agriculture and Food
33	National Food Plan: green paper 2012	Department of Agriculture, Fisheries and Forestry
34	Cultural Infrastructure Directions 2012 - 2014	Department of Culture and Arts
35	Indigenous Arts and Culture Action Plan 2012 - 2014	Department of Culture and Arts
37	Excellence and Equity, Strategic Plan for WA Public Schools 2012 - 2015	Department of Education
38	Biodiversity Audit of Western Australia - Kimberley Sub-regions (especially Mitchell/Ibra Sub-Region component)	Department of Environment and Conservation
39	Kimberley Science and Conservation Strategy	Department of Environment and Conservation
40	Marine Park, National Park & Conservation Park Management Plans	Department of Environment and Conservation
41	Protecting the Kimberley - synthesis of scientific knowledge	Department of Environment and Conservation
42	Strategic Energy Initiative - Energy 2031	Department of Finance - Public Utilities Office

	Title	Author
43	Kimberley Aquaculture Development Strategy	Department of Fisheries
44	Kimberley Aquaculture Zone	Department of Fisheries
45	WACHS Kimberley Clinical Services Plan June 2009	Department of Health
46	WACHS Kimberley Regional Priorities 2012 - 2015	Department of Health
47	WACHS Renal Dialysis Plan 2010 to 2021	Department of Health
48	WACHS Strategic Directions - 2012 - 2015	Department of Health
49	WA Suicide Prevention Strategy 2009 - 2013	Department of Health
50	Housing 2010 - 2020: Opening Doors to Affordable Housing	Department of Housing
51	Review of the Kimberley Indigenous Pastoral Industry	Department of Industry and Resources (OAED)
52	Review of the Indigenous Justice Taskforce	Department of Justice
53	Developing the West Kimberley's resources	Department of Mines and Petroleum
54	East Kimberley Tanami - Regional Minerals Study	Department of Mines and Petroleum
55	Kimberley Offshore Oil and Gas Supply Base at Point Torment - Fatal Flaw Analysis	Department of Mines and Petroleum
56	Browse- Infrastructure Assessment Study	Department of Planning
57	Investigation into the capacity of the Port of Broome to support the Browse Basin Development	Department of Planning
58	Draft Dampier Peninsula Planning Strategy	Department of Planning
59	Strategic Plan 2009 - 2014	Department of Planning
60	North Kimberley Land Use and Infrastructure Investigations - Discussion Paper	Department of Planning
61	Dampier Peninsula Access Management Plan	Department of Planning
62	Options for bringing water to Perth from the Kimberley	Department of Premier and Cabinet
64	Gordon Inquiry	Department of Premier and Cabinet
65	Review into industry training for Aboriginal Pastoralists	Department of Regional Development and Lands
68	State Sporting Facilities Plan: Framework 2008 - 2015	Department of Sport and Recreation
69	Browse LNG Precinct Master Plan	Department of State Development
70	Strategic Assessment Report	Department of State Development
71	Infrastructure Priorities Status Report	Department of State Development
72	Social Impact Assessment	Department of State Development
73	National Waste Policy: Less Waste, More Resources	Department of the Environment, Water, Heritage and the Arts
74	Feasibility study for a Trade Training Centre - to support oil and gas industries in the West Kimberley	Department of Training and Workforce Development
75	Halls Creek Water Reserve Drinking Water Source Protection Review	Department of Water
76	Lake Argyle sedimentation - 2006 survey	Department of Water
77	North Kimberley subregion overview and future directions	Department of Water
78	Ord River Water Management Plan	Department of Water
79	Ord Surface Water Allocation Plan	Department of Water
80	Broome Water Reserve - Drinking Water Source Protection Plan - Broome Town Water Supply	Department of Water
81	Halls Creek Water Reserve Drinking Water Source Protection Review	Department of Water
82	Water source protection plans for Wyndham, Kununurra, Camballin, Fitzroy Crossing and Derby	Department of Water
83	Kimberley Regional Water Plan 2010 - 2030	Department of Water
85	Fixing the hole in Australia's heartland	Desert Knowledge
86	Fitzroy Valley Alcohol Restriction Report	Drug and Alcohol Office
88	Fire Management in the Kimberley and other Rangeland Regions of WA	Environmental Protection Authority

APPENDIX 2: EVIDENCE AT A GLANCE

Table 16 Stage 1 - Review of strategic documents continued

	Title	Author
89	Freight and logistics services in the East Kimberley Region	Freight and Logistics Council of Western Australia
90	Management Plans (website)	Gelganyem
91	Ord Valley Airborne Electromagnetic Interpretative Project	Geoscience Australia
92	National Land Freight Strategy update	Infrastructure Australia
93	Getting the fundamentals right for Australia's Infrastructure Priorities	Infrastructure Australia
94	Meeting the 2050 Freight Challenge	Infrastructure Partnerships Australia
95	ANZ INSIGHT Greener Pastures: The Global Soft Commodity Opportunity for Australia and New Zealand - October 2012	Jackson Partners Commissioned by ANZ Bank
96	Kimberley Regional Aboriginal Health Plan	Kimberley Aboriginal Medical Services Council (KAMSC)
97	The Kimberley Regional Aboriginal Mental Health Plan	Kimberley Aboriginal Medical Services Council (KAMSC)
98	Kimberley Aboriginal Health Planning Forum - Directions 2012 - 2015	Kimberley Aboriginal Medical Service
99	Economic Development Strategy 1997 - 2010	Kimberley Development Commission
100	Kimberley: A region in profile	Kimberley Development Commission
104	Kimberley Appropriate Economies Roundtable Forum Proceedings	Kimberley Land Council
105	Kimberley Regional Business Plan - Phase 1 Report	Kimberley Regional Collaborative Group
107	Strategic Plan 2012 - 2015	Kimberley Training Institute
108	Strategic Planning	Kimberley Zone of Local Governments
109	Strategic Plan	Kununurra Chamber of Commerce
110	Kimberley Projects	Main Roads WA
111	Kimberley Regional Profile	Main Roads WA
112	Kimberley Aboriginal Pastoralists Property Economic Analysis and Benchmarking	Meat and Livestock Australia
113	MG Cultural Planning Framework	MG Corp. CSIRO, DEC
114	Minerals Industry: Indigenous Economic Development Strategy	Minerals Council of Australia
115	Sustainable Fire Management for the Kimberley Region of WA	National Heritage Trust
116	Kimberley National Landscape Experience Development Strategy	National Landscapes Program
117	Sustainable development of Northern Australia	Northern Australia Land and Water Taskforce
118	Strategic directions for the northern Australian beef industry	Northern Australia Ministerial Forum
119	Indigenous Futures and Sustainable Development in northern Australia	Northern Australian Indigenous Land and Sea Management Alliance
120	Indigenous interests in Tropical Rivers: Research and Management Issues	Northern Australian Indigenous Land and Sea Management Alliance
121	Knowledge Series - Towards resilient communities through reliable prosperity	Northern Australian Indigenous Land and Sea Management Alliance
122	Kimberley Aboriginal Caring for Country Plan	NRM Rangelands
123	Regional Operations Centre - closing the gap action plans	Office of the Coordinator General for Remote Indigenous Communities
124	Weed Management Plan	Ord Land and Water
125	Strategic Plan 2012 - 2015	Rangelands NRM
126	The Kimberley Project Group 2009 - 2011	Rangelands NRM
127	Fitzroy River Catchment Management Plan	Rangelands NRM
128	Regional Plan Kimberley 2011	RDA-Kimberley
129	Kimberley Regional Business Plan	Regional Collaborative Group
130	Extractive Industry and Sustainable Regional Development	Regional Development Council
131	Regional Development Policy Framework: an action agenda for regional development	Regional Development Council
132	Underpinning Regional Development with Infrastructure	Regional Development Council
133	Fly-in Fly-out and regional impact assessments	Regional Development Council

	Title	Author
134	Housing in WA	Shelter WA
135	Broome Regional Resource Recovery Park	Shire of Broome
136	Broome Capacity Audit Evaluation	Shire of Broome
137	Draft Chinatown Redevelopment Strategy	Shire of Broome
138	Strategic Plan 2011 - 2016	Shire of Broome
139	Point Torment: A New Port - Economic Impact Assessment	Shire of Derby-West Kimberley
140	West Kimberley Marine and Industrial Support Facility - Pre-feasibility	Shire of Derby-West Kimberley
141	Feasibility study for delivery of remote area municipal services	Shire of Derby-West Kimberley
142	Plan for the future of the district 2011/12 - 2020/21	Shire of Derby-West Kimberley
143	Strategic Community Plan 2012 - 2021	Shire of Derby-West Kimberley
144	Tourism Plan 2011 - 2015	Shire of Halls Creek
145	Economic Impact Study - upgrading the Tanami Road	Shire of Halls Creek
146	Forward Capital Works Plan 2010 - 2015	Shire of Halls Creek
147	Halls Creek Community Strategy 2008 - 2018	Shire of Halls Creek
148	Shire of Halls Creek Community Strategy	Shire of Halls Creek
149	Strategic Community Plan 2012 - 2022	Shire of Wyndham East Kimberley
150	Plan for the future 2008 - 2010 (extended to 2013)	Shire of Wyndham East Kimberley
151	Strategic Plan 2008 - 2013	Shire of Wyndham East Kimberley
152	National long term tourism strategy (Tourism 2020)	Tourism Australia
153	Australia's North West Tourism Development Priorities	Tourism WA
154	China Industry Toolkit (Tourism WA Website)	Tourism WA
156	Tourism Impact Assessment - Kimberley LNG Project	Tourism WA
157	Aboriginal Tourism Strategy for WA, 2011 - 2015	Tourism WA
158	Connecting Australia's North West Globally via Singapore	Tourism WA
159	Strategic Plans	Various Aboriginal Medical Services
160	Broome Community Forum Report - July 2010	WA Aboriginal Education and Training Council
161	Western Australian Waste Strategy	Waste Authority
162	Water Forever - 10 Year Plan for WA	Water Corporation
164	Water Forever: whatever the weather - a 10 year plan for WA	Water Corporation
165	Kimberley Planning and Infrastructure Framework - Draft	Western Australian Planning Commission
166	Pilbara Planning and Infrastructure Framework	Western Australian Planning Commission
167	State Planning Strategy 2012 - Draft	Western Australian Planning Commission
168	Fitzroy Futures Town Plan	Western Australian Planning Commission
169	Kununurra Wyndham Area Development Strategy	Western Australian Planning Commission
170	Kununurra-Wyndham Area Development Strategy 2007	Western Australian Planning Commission
171	Local Planning Scheme - Shire of Halls Creek	Western Australian Planning Commission
172	Local Planning Schemes - Shire of Derby-West Kimberley	Western Australian Planning Commission
173	Local Planning Schemes - Shire of Wyndham East Kimberley	Western Australian Planning Commission
174	Local Planning Schemes - Shire of Broome	Western Australian Planning Commission
175	Strategic Priority Areas (website)	Wunan
176	Yawuru Cultural Management Plan	Yawuru Registered Native Title Body Corporate

APPENDIX 2: EVIDENCE AT A GLANCE

Table 17 Stage 2 - Expert Position Papers

	Topic	Title	Author
1	Agriculture & Rangelands	An overview of agriculture in the Kimberley to 2025	AgKnowledge
2	Tourism	Tourism in the Kimberley 2030	Tourism WA
3	Minerals & Energy	Kimberley Region Infrastructure Analysis Position paper - Policies, planning and partnerships for responsible resources development in the Kimberley	WA Chamber of Minerals and Energy
4	Renewable Energy	Renewable energy in the Kimberley, WA	Duda & Wills, Prof Ray Wills
5	Health	A Kimberley Health Profile	WA Country Health Service
6	Health	Health an Aboriginal Perspective	Kimberley Aboriginal Health Planning Forum
7	Health	Foetal Alcohol Spectrum Disorder	Dr James Fitzpatrick
8	Education & Training	An external perspective	Kimberley Development Commission
9	Education & Training	An analysis by the Department of Education	WA Department of Education
10	Education and Training	Vocational Education and Training	Kimberley Training Institute
11	Housing	Housing in the Kimberley	Kimberley Development Commission
12	Population	Aspirational Population Growth Analysis	Department of Planning/WA Planning Commission
13	Aboriginal Wellbeing	An analysis of the census in relation to Aboriginal Wellbeing	Wunan
14	Conservation and Environment	Kimberley Science and Conservation Strategy	WA Department of Environment and Conservation
15	Small Business	An analysis of the Regional Characteristics of the small business sector in the Kimberley	Small Business Development Corporation
16	Energy & Distribution	Planning for power generation and distribution	Horizon Power
17	Culture and the Arts	WA Culture and the Arts Strategic Plan	WA Department of Culture and the Arts
18	Capacity and Drivers	An analysis of the megatrends	Pracsys Consulting
19	Land	An analysis of town land supply and development	LandCorp
20	Broome Economic Development	Shire of Broome Economic Profile - Draft	LandCorp/Shire of Broome/ Kimberley Development Commission
21	Broome Tourism Growth Plan	A plan for the development of the tourism industry in Broome - Draft	Tourism WA
22	Marine Science	Towards a West Australian Marine Science Blueprint 2050	West Australian Marine Science Institute
23	Regional Development	Developing Northern Australia - Green Paper	Australian Government

Table 18 Stage 2 - Additional evidence

	Title	Author
1	Pathways to Settlement: population mobility in regional Western Australia from 2001 to 2011	Regional Australia Institute
2	2013 Defence White paper	Commonwealth Government
3	A study of the needs and trends for age related services in regional WA	Regional Development Commission- Verso Consulting
4	WA Housing Affordability - the real costs of housing in WA	Bankwest and Curtin University, Economics centre, Focus on Western Australia series, No. 2 - April 2014.
5	Green Paper on developing Northern Australia	Commonwealth Government
6	Native Title Agreements Rubibi and Mirriuwung Gajerrong	http://www.dpc.wa.gov.au/iantu/Agreements
7	Kimberley Regional Investment Blueprint - presentation to the combined Royalties for Regions Director Generals Steering Ctee - 15 April 2014	Kimberley Development Commission
8	Greener pastures: the global soft commodity opportunity for Australia and New Zealand	Port Jackson Partners and ANZ - October 2012
9	Kimberley Regional Investment Blueprint - Draft - presentation to the Kimberley Local Government Regional Collaborative Group and WALGA Kimberley Zone - March 2014, June 2014	Kimberley Development Commission
10	Northern Australia Development - White paper - Kimberley, Pilbara, Gascoyne and Mid-West Development Commissions - common issues forum - May 2014	Kimberley Development Commission
11	Argyle Diamond Mine - planning for legacy benefits - June 2014	Rio Tinto
12	Kimberley Regional Investment Blueprint - Draft - presentation to the Kimberley Regional Planning Committee and Chair WA Planning Commission - 27 March 2014	Kimberley Development Commission
13	Western Australia - China Investment - Agribusiness Co-operative - Perth WA April 2014	WA Department of Agriculture and Food
14	Northern Australia Development - White paper - WA Government Submission - 19 May 2014	WA Government
15	Kimberley Workforce Development Alliance - briefing - April 2014	Department of Workforce Development and Training
16	Northern Australia Development - Green Paper - Government of Australia - June 2014	Australian Government
17	Native Title Claims, Determinations and Indigenous Land Use agreements - National Native Title Tribunal - www.nntt.gov.au/maps - June 2014	National Native Title Tribunal
18	LandCorp - Senior officers briefing - May 2014	LandCorp - Kimberley Development Commission
19	Resources for Future Food Planning and Diversification for Western Australia - Forum A Landscape Cumulative Effects Simulator evaluation - International Institute of Agri-food Security - Curtin University - 6 June 2014	International Institute of Agri-food Security
20	East Kimberley @25K - A growth pathway for the Shire of Wyndham East Kimberley to reach 25,000 - November 2013	Macro Demasi
21	2013 market Demand and energy forecast 2013 - 2033 - Horizon Energy April 2013	Horizon Energy
22	Shire of Derby West Kimberley, Local Planning Strategy April 2013	Shire of Derby/West Kimberley
23	SD5 Strategic Directions for Western Australian Sport and Recreation Industry 2011 - 2015, 2011	Department of Sport and Recreation
24	Dampier Peninsula Planning Strategy - Draft - WAPC, May 2014	Western Australia Planning Commission
25	Kimberley Training Institute - briefing for Managing Director December 2013 & May 2014	Kimberley Training Institute
26	Western Australian Government - adapting to our changing climate, October 2012	Department of Environment and Conservation
27	Gross value of Agricultural produce in the Kimberley - Information Paper - 2012/13	Department of Agriculture and Food
28	Student Outcomes - Australian Vocational Education & Training statistics - Kimberley TAFE - 2013	Department of Industry, NCVET
29	Continental drift as the nation coasts to a new lifestyle	Bernard Salt - The Australian 17 Oct 2013
30	A new Deal for Indigenous Australians	Institute of Public Affairs Review - Alan Tudge MP
31	2013 State Growth Outlook	Chamber of Minerals and Energy
32	Ideas and imperatives for the Future of Regional Australia	Regional Australia Institute
33	Creating Parity	The Forrest Review
34	2014 Overcoming Aboriginal Disadvantage report	Productivity Commission
35	Aboriginal and Torres Strait Islander Health Survey 2012 - 13	Australian Bureau of Statistics
36	Our North, Our Future: White Paper on Developing Northern Australia	Commonwealth Government
37	Agricultural Competitiveness White paper	Commonwealth Government
38	Unlocking the Door: a study into the feasibility of Broome as the Commercial and logistics hub for the Kimberley Region	Broome Future Limited
39	Alcohol, hurting people and harming communities and inquiry into the harmful use of alcohol in Aboriginal and Torres Strait Islander Communities	Standing Committee on Indigenous Affairs, Parliament of the Commonwealth of Australia

APPENDIX 2: EVIDENCE AT A GLANCE

Table 19 Key stakeholders engaged, consulted and briefed

1	Association of Mining and Exploration Companies	43	Kimberley Agricultural Investments Ltd
2	Australia's North West Tourism	44	Kimberley Cattleman's Association
3	Argyle Diamond Mine - Rio Tinto	45	Kimberley Land Council
4	Broome Chamber of Commerce	46	Kimberley Training Institute
5	Broome Circle	47	Kununurra Chamber of Commerce
6	Broome International Airport	48	LandCorp
7	Broome Port Authority (now Kimberley Port Authority)	49	Main Roads Western Australia
8	Bunuba Inc.	50	Marinwarntikura Womens Centre
9	Cambridge Gulf Ltd	51	Mid West Development Commission
10	Central Kimberley Chamber of Commerce	52	Miriuwung Gajerrong (MG) Corporation
11	Chamber of Minerals and Energy	53	National Trust of Australia (WA)
12	Curtin University of Technology	54	Northern Minerals Ltd
13	Department for Child Protection and Family Support	55	Nyamba Buru Yawuru Ltd
14	Department of Aboriginal Affairs	56	Pastoralists and Graziers Association
15	Department of Agriculture and Food	57	Peel Development Commission
16	Department of Culture and the Arts	58	Pilbara Development Commission
17	Department of Education	59	Regional Development Australia
18	Department of Environment Regulation	60	Regional Development Council
19	Department of Fisheries	61	Save the Children
20	Department of Health	62	Shire of Broome
21	Department of Housing	63	Shire of Derby-West Kimberley
22	Department of Lands	64	Shire of Halls Creek
23	Department of Mines and Petroleum	65	Shire of Wyndham/East Kimberley
24	Department of Parks and Wildlife	66	Small Business Development Corporation
25	Department of Planning	67	South West Development Commission
26	Department of Premier and Cabinet	68	Tourism WA
27	Department of Regional Development	69	WaterCorp
28	Department of Sport and Recreation	70	Western Australian Local Government Association - Kimberley Zone
29	Department of State Development	71	Western Australian Planning Commission
30	Department of Training and Workforce Development	72	Western Australian Police Service
31	Department of Transport	73	Wheatbelt Development Commission
32	Department of Water	74	Wunan
33	Derby Chamber of Commerce	75	Yawoorroong Miriuwung Gajerrong Yirrgab Noong Dawang Aboriginal Corporation
34	Gascoyne Development Commission	76	Yeeda Pastoral Co.
35	Geografia		
36	Goldfields Esperance Development Commission		
37	Great Southern Development Commission		
38	Haeberlin Consulting		
39	Horizon Power		
40	Kimberley Aboriginal Health Planning Forum		
41	Kimberley Aboriginal Law and Culture Centre		
42	Kimberley Aboriginal Medical Services Council		

Table 20 Peer reviews

Peer reviews of the Kimberley Blueprint were kindly undertaken by:

- 1 Department of Regional Development
- 2 Regional Development Council Secretariat
- 3 Peter Cooke - AgKnowledge
- 4 Mr Charlie Thorne - Curtin University - Department of Research and Development



Image: courtesy Tourism Western Australia

APPENDIX 3: PRELIMINARY PIPELINE OF INFRASTRUCTURE & SERVICE PROJECTS



Image: courtesy LandCorp

APPENDIX 3: PRELIMINARY PIPELINE OF INFRASTRUCTURE & SERVICE PROJECTS

The transformational objectives of the Blueprint demand that a pipeline of developing projects is monitored and continues to be primed as projects gain momentum and are implemented, and new or changing sources of investment capital present.

APPENDIX 3: PRELIMINARY PIPELINE OF INFRASTRUCTURE & SERVICE PROJECTS

The Blueprint identifies an early suite of 6 Transformational Priority Themes⁴³ that are central to guiding the immediate actions that will commence and to some extent 'kick start' the transformational development agenda in the region. The immediate priority of the Blueprint is to develop and promote projects that bring stakeholders together and harness collective action around those themes.

As part of the strategic consultative and engagement process with regional stakeholders, the Kimberley Development Commission has also identified a broader suite of project initiatives that will form part of an early stage assessment against the implementation processes outlined in Section 6 of the Blueprint.

The transformational objectives of the Blueprint demand that a pipeline of developing projects is generated and continues to be 'primed' as projects gain momentum and are implemented, and as new or changing sources of investment capital present themselves.

It is recognised that there is a wide range of current Kimberley project initiatives already at varying stages of development that, on initial consideration, show capacity to contribute to the transformational goals of the Blueprint. Some are already budgeted and require strategic implementation. Others need further detailed work and evaluation by both the Commission, regional stakeholders and leaders and the private and community sectors to take them to fully developed, investment ready stage.

During that development, new projects will enter the "development pipeline" and priorities external to the region, for a wide range of reasons, including changing national or state policy parameters, may mean that others are added.

Enablers of development to help build a continuing pipeline of projects

Focusing on the 'enablers of development' as its next priority, an indicative listing of the key projects in the current "pipeline" appears in Table 21.

The Kimberley Planning and Infrastructure Framework (KPIF) has produced a range of early stage priority project initiatives. It is noted that whilst the methodology to prioritise infrastructure and related projects within the KPIF is still under development, its initial priorities align well with and support the above Blueprint development enabling projects.

⁴³ Table 13 Kimberley Transformational Priorities - Section 6



APPENDIX 3: PRELIMINARY PIPELINE OF INFRASTRUCTURE & SERVICE PROJECTS

Table 21 Sampling of infrastructure, services, policy and governance projects

This table is broadly representative of the scale and life cycle stage of projects within the region. It is neither complete nor exhaustive. Projects (including those not included on this list) will in due course be assessed on the strength of their respective business cases and for their contribution to Blueprint goals, targets, strategies and transformative value (see also Table 19 The Blueprint Vision & Goals and Table 13 - Agendas to transform the Kimberley

PROJECT	DESCRIPTION	ESTIMATED PROJECT COST	DELIVERY	ACTIONS		LONG TERM OUTCOMES 2036 AND BEYOND
				Short term 1-5 Years	Long term 6-20 Years	
Budgeted						
Broome Port Upgrades	Broome Wharf Extension of Life repairs and maintenance	\$24m	State Govt	Undertake essential upgrades to enable a 10 year extension of life for Broome Wharf	Examine longer term options to ensure capacity to meet future demand	Key economic infrastructure to service and attract a range of industries
Broome Road Industrial	400 hectare general industrial and transport development at a site approximately 10 km from Broome	\$14.9m	State Govt	Work to attract funding for project implementation	Ensure that supply of industrial land meets demand	Availability of industrial land to meet the needs and attract a range of industries
Regional Mobile Communications Project	Extends mobile coverage along the Great Northern Highway, project underway	\$40m state-wide	State Govt	Installation of mobile phone infrastructure	Continue to monitor communications needs across the region	Regional communication is an enabler of regional development
Aboriginal Tourism Development Program	Integrated program to develop Aboriginal Tourism	\$4.6m	State Govt	Increased Aboriginal Tourism product and visitors	Upgraded Aboriginal Tourism sector with significant local employment	Globally recognised Aboriginal product
In development						
West Kimberley freight Logistics hub-Resource development Infrastructure	Diverse West Kimberley economy justifies longer term consideration of a freight logistics hub and intermodal connections in and around Broome particularly	\$500,000	State Govt/ Commercial	Private/public funding model being considered. Undertake conceptual planning work and Business Case	Ensure that Broome wharf increases its role as a key regional enabler by meeting demand and attracting regional investment	Establish Broome as a key maritime hub
Broome Boating Facility	Specific requirements for major investment in recreational boating infrastructure in Broome required	\$50m+	State Govt	Planning and design work well advanced. Budget remains unfunded	Develop a Broome Boating facility that meets the needs of stakeholders and budgetary considerations	Recreational infrastructure provides enhanced community outcomes. Commercial support opportunities
Kununurra Heavy Vehicle Route	Stage One comprises 10 km of new road alignment and a 480m bridge over the Ord River. Stage Two comprises a new 18 km road which will ultimately link with Stage One	\$125m	Local, State and Commonwealth Govt	Preliminary design work, Aboriginal heritage assessments, public and EPA referral consultation have been finalised	Implementation to improve transportation efficiencies in and round the Ord to maximise economic outcomes	Transport efficiencies building economic development capacity
Broome Airport Relocation	Relocation of the Broome Airport out of Town Centre	Concept	State Govt	Undertake long term planning with the Broome International Airport to consider a range of competing needs	Improve the capacity for air transport in the West Kimberley	Enhance Broome townsite land availability to meet projected growth
Increase capacity of Lake Argyle	Increase capacity of Lake Argyle to enable increased irrigated agriculture	Concept	State Govt	Undertake concept planning	Review long term water requirements for an expanded irrigated agricultural sector	Harness regional resources to attract investment in agriculture expansion into NT
Broome Resource Recovery Park	Current facility inadequate for needs. A new site is required as a matter of urgency	\$19.5m (\$4.5m for closure and \$15m for new site)	Local and State Govt	Complete Business Case to complement funding requirements	Implement a new site location to meet Broome's growing needs	Essential services infrastructure supports a growing community
Chinatown & waterfront Redevelopment	Strategic enhancement of the Chinatown precinct in Broome including a range of companion projects such as Dampier Creek to Dampier Terrace waterfront	Concept	Local, State Govt and private sector	Develop Business Cases for project expenditure and component funding	Rejuvenate Chinatown to enhance visitor and resident amenity and attract public private investment	Town enhancements provides broad community and economic benefits and stimulates investment
Aquaculture Zone	Attract and establish economically and environmentally sustainable industries in aquaculture zones	Concept	Mixed Govt and private sector	Design and structure investment-ready options in existing and new aquaculture zones	Expand aquaculture zones and link to supporting export and service infrastructure	Establish significant and sustainable regional industry and employment

APPENDIX 3: PRELIMINARY PIPELINE OF INFRASTRUCTURE & SERVICE PROJECTS

Table 21 Sampling of infrastructure, services, policy and governance projects continued

This table is broadly representative of the scale and life cycle stage of projects within the region. It is neither complete nor exhaustive. Projects (including those not included on this list) will in due course be assessed on the strength of their respective business cases and for their contribution to Blueprint goals, targets, strategies and transformative value (see also Table 19 The Blueprint Vision & Goals and Table 13 - Agendas to transform the Kimberley

PROJECT	DESCRIPTION	ESTIMATED PROJECT COST	DELIVERY	ACTIONS		LONG TERM OUTCOMES 2036 AND BEYOND
				Short term 1-5 Years	Long term 6-20 Years	
In development						
Cape Leveque Road	Sealing the lower portion of the Cape Leveque Road	\$30m	State Govt	Require support for Peninsula development	Funding pending	Greater development of tourism and agriculture industries
Flood Mitigation	Great Northern Highway flood mitigation works	\$116m	State Govt	Undertake works to reduce logistics interruptions along Great Northern Highway	Upgrade Great Northern Highway to provide all weather, all year logistic continuity	Increased competitiveness and decreased logistics costs driving economic activity and regional employment
Derby Logistics Hub	Interconnected logistics facilities (air, road, sea) at Derby	+\$14m	LGA + Private	Common-user infrastructure around Derby Airport, Port and Great Northern Highway	Expansion of Port and Airport capability	Increased export activity and service capability for local industry
Aboriginal Work Readiness	Align education, VET and training programs with industry requirements	Individually funded programs	State and Commonwealth Govt	Undertake concept planning with stakeholders, industry alliances and KWDP participants	Engage effective work readiness programs that enable workforce participation	Create an environment that embraces workforce diversity and skills development and attracts investment
Town Beach Revetment	Construct a sea wall to mitigate erosion	\$4.5m	Local Govt	Develop a Business Case for construction of a sea wall	Maintain initiatives that mitigate erosion at Town Beach	Increased amenity provides social and economic benefits
Jetty to Jetty Project	Aims to link Chinatown to Town Beach via a coastal walkway	\$25m	Local Govt	Develop a Business Case for funding consideration	Construction of a multi-use boardwalk to enhance amenity	Increased amenity provides social and economic benefits
Visitors Hostel, Broome	Construction of a new hostel subject to site location	\$12m	Local and State Govt	Progress site evaluations and Business Case for funding consideration	Establish a purpose built Hostel in Broome	Appropriate accommodation for itinerants enhances health and social outcomes
Kununurra Town Centre Redevelopment	Redevelopment of central Reserve where former Shire offices and Leisure Centre exist as Town Centre	TBD	Local Govt	Undertake relevant planning processes	Undertake projects to enhance Kununurra town centre	Improved amenity creates an environment conducive to residents and visitors
Welfare reform tied to education and health outcomes	Variations and expansions of income control type measures	Concept	State and Commonwealth Govt	Undertake concept planning	Work with stakeholders to develop appropriate policy development	Welfare continues to provide a safety net but does not act as a disincentive to engage in the mainstream economy
East Kimberley Welfare pilot project linking education innovation, employment and housing	Pilot project aims to build capacity in the Kununurra community by increasing participation in the mainstream economy. This new and innovative ground up approach may require changes to Govt policy and flexibility in service delivery	\$10m	State Govt, Non-Govt Organisation	Develop a Business Case for project support	Establish the project within the Kununurra community and consider options for implementation in other areas	Improved rate of mainstream employment provides social and economic benefits
Tanami Road Upgrade	Upgrade Halls Creek to Alice Springs Road to all weather status	+\$500m	Mixed Govt and private sector	Develop a Business Case	Establish priority with State and Commonwealth infrastructure programs	Enhanced transport logistics, trade and economic opportunity for the region
Service base for Oil and Gas Industry	Establish service, supply and processing capacity for the regional Oil and Gas Industry	TBD	Local and State Govt/Commercial	Develop Business Cases focusing on project-ready sites	Align State Govt approvals and investment process to attract and activate private investment	Establish substantial value-adding export industry in the region

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