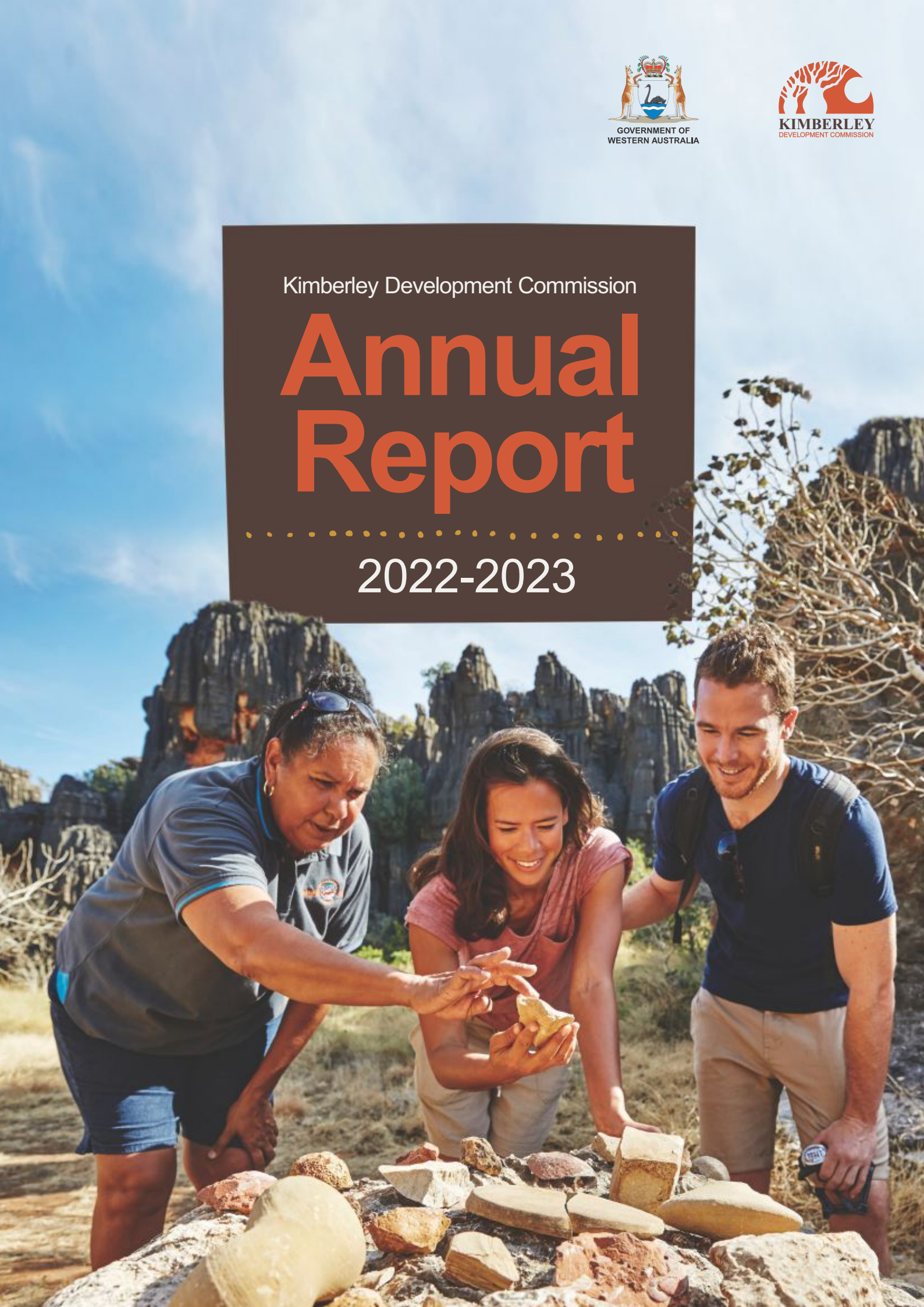


Kimberley Development Commission

# Annual Report

2022-2023





Cover: Girloorloo Tours - Mimbi Caves, Fitzroy Crossing



## Acknowledgement of Country

The Kimberley Development Commission acknowledges the traditional custodians throughout the Kimberley region and recognise their connection to land, waters and community. We pay our respects to the region's Traditional Owners, their elders past present and emerging.

Mangkaja Arts, Fitzroy Crossing

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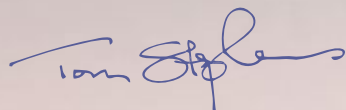
## Statement of Compliance

For the year ended 30 June 2023

**HON Don Punch MLC**  
**MINISTER FOR REGIONAL DEVELOPMENT**

In accordance with section 63 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the Annual Report of the Kimberley Development Commission for the reporting period ended 30 June 2023.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



Hon Tom Stephens OAM  
Chairperson

Date  
9 August 2023



Mr Charles Berger  
Chief Executive Officer

Date  
9 August 2023



Lake Argyle, Kununurra





## Welcome to our 2022-2023 Annual Report

This report is an important tool used to ensure transparency and accountability of the Kimberley Development Commission to Parliament, our stakeholders and the community we serve. It is an account of our achievements during the reporting period and a look at the emerging challenges and opportunities that lie ahead for the Kimberley, and for the Commission.

The report is developed in line with the Public Sector Commission's annual reporting framework for the 2022-23 financial year and a financial statement is included.

### Online report

To reduce printing costs and environmental impact, this report has been published in an electronic form. It is available to download in PDF format from our website.

### Accessibility

This report is available in different formats on request. If you would like a printed copy of the report or need it in another accessible format, please contact our head office on telephone 08 9194 3000 or send us an email [info@kdc.wa.gov.au](mailto:info@kdc.wa.gov.au)

### Feedback

Making our annual report transparent, accurate and relevant is important to us, so we'd like to know what you think. To share your feedback on this report please contact us on telephone 08 9194 3000 or send us an email [info@kdc.wa.gov.au](mailto:info@kdc.wa.gov.au)



## Message from our Chair

**“In a year marked by a flood of astonishing magnitude, I can only begin this report by acknowledging and thanking the emergency services workers and volunteers, the Australian Defence Force personnel, and the members of our community from all walks of life who pulled together in a time of crisis.”**

**Who can forget the pictures of locals setting out in tinnies to rescue terrified wallabies stranded by the rising waters? Or Fitzroy children looking on in excitement and wonder as ADF helicopters brought in critical supplies?**

These and so many other examples of compassion and quiet genuine heroism will mark this year more than anything else that we record.

Equally significant have been the sustained efforts by so many organisations and agencies in delivering an effective response and recovery effort. Included amongst the many were the Aboriginal medical services and community organisations who looked after evacuees, Fitzroy Aboriginal leadership and the Shire of Derby West-Kimberley who engaged tirelessly in cleanup and recovery planning work, and Main Roads response with construction of a vital low-level crossing in record time.

The Commission was a part of this coordinated response from the beginning. Most notably, we were able to help marshal the information and support needed to establish important recovery policies, including the freight assistance package that enabled Kimberley businesses to stay in business despite a spike in logistics costs and bottlenecks.

Another major milestone for the Commission this year was the release of an in-depth study of the Kimberley childcare sector. Childcare services fulfil many functions: an ingredient in the development of young minds and bodies, an employment pathway for local workers, a critical service for parents wanting to return to the workplace. KDC's study was based on interviews with every provider in our region, and provided an invaluable snapshot of the causes and solutions to the current serious shortfall in childcare places.

The report showcases the Commission at its best: able to gather original data needed by our community, apply sound analysis, and communicate the results broadly with our own community and with State and Commonwealth governments. We will be doing much more of this type of work in years to come.

Efforts to improve the lives of young people across the region have been another feature of the Commission's work this year. The Commission has worked closely with Aboriginal leadership to advance “Marlamamu”, an Aboriginal-led proposal to establish an on-country residential centre for young people at risk. The proposal would be groundbreaking for our region, and potentially transformative for the lives of young people who otherwise may wind up incarcerated. The Kimberley Community Action Fund, administered by the Commission, saw a total of \$910,000 in funding made available to 12 community projects to improve youth wellbeing and community safety, ranging from evening sports programs to on-country cultural trips to building security upgrades.

The Board of the KDC welcomed two new members this year – Ms Niniella Mills and Mr Ben Burton. I would like to thank them and the continuing Board members for dedicated service to the Kimberley in their KDC role, and the many other hats that each of them wears. I would especially like to acknowledge our new Minister for Regional Development, Hon. Don Punch MLA, and to sincerely thank him for the very significant attention that he pays to the Kimberley, which has included a number of very productive visits during his very busy first months in the role.

The Commission is remarkably well equipped with its dedicated CEO, Chuck Berger, who brings great focus and determination in identifying the challenges and opportunities of the Kimberley, and skilfully leads and supports a small but elite team of practitioners, mustering very productive energy that continues to deliver important goals for the people of the Kimberley.

Hon Tom Stephens OAM  
Chair



## Foreword by the CEO

**“In this year which put our region to the test, one image stands out for me in stark relief. It is not the picture, so widely distributed, of the Fitzroy River Bridge, buckled and twisted beyond repair by this year's unprecedented flooding.”**

Instead, it's an image from a visit to Fitzroy Crossing some weeks later, for I must thank Mr Patrick Green for being generous enough to facilitate. The image is of a team of young Fitzroy men, shin-deep in mud and debris, working with basic tools and much ingenuity to clean up the Fitzroy Crossing Inn, which had been inundated by the flood.

These young men were putting in 10- to 12-hour days of hard slog, but it was clear they relished the task. Their enthusiasm and teamwork were on full display. Their work was purposive, important, and forward-looking. I much prefer that active and spirited picture of resilience, over the striking but ultimately static pictures of a damaged bridge.

Finding better ways of drawing on that energy and intelligence of all our people is critical to our region's future. We adapt, we work hard, we figure out a way through together.

I am proud of the diverse and effective range of work the Commission has taken on in the past year. This report chronicles our work in some detail, but three examples illustrate the breadth of work we do.

In response to the flooding, it became quickly clear that infrastructure disruptions would cause a dramatic increase in the cost of shipping goods in and out of the region. The KDC played a pivotal role in assembling data, consulting affected industries, and supporting the implementation of a financial assistance package designed to sustain logistics to the region through the crisis. The quick and collaborative response to this urgent need shows the work of the Commission at its best.

Our in-depth research report into the availability of childcare in our region shows a different facet of the Commission's capability. Building on interviews with every provider in the region, the Commission was able to quantify, on a town-by-town basis, the extent of childcare shortages and their economic impact, as well as to highlight solutions.

Another example: with funding assistance from the Commission through our REDs program, Marine Biomedical is on the cusp of opening a clean manufacturing facility in Broome for PearlBone, a revolutionary injectable bone substitute manufactured from pearl shell. Not only will this create a whole new industry based on a waste stream from the pearl industry, it has already catalysed the region's first-ever international biomedical conference, held in Broome in July 2023.

**These examples show the Commission responsive in a crisis, proactive in unlocking economic opportunity, and able to leverage funding and relationships to help make good ideas a reality.**

I would like to commend the dedication of our team, and in particular to thank those who have moved on from the KDC this year – Ms Laura Anderson, Mr Daniel Conte, Ms Charlotte Reynolds and Mr Dwes Wiggan. And I would like to single out Mr Tim Bray in particular, who has served in a senior capacity at the Commission for many years, whose professionalism and accomplishments have been recognised through his appointment as the CEO of the Gascoyne Development Commission. Good luck Tim, and we're glad you're staying in regional development work!

Charles Berger  
CEO



## 2022-23 Snapshot

### The Kimberley

**4** Local  
Government  
Authorities

Gross Regional Product  
**\$4.2 billion**  
(Dec 2022 - 23)



  
Total Population  
**39,717**

 **+50%**  
Aboriginal/Torres  
Straight Islander

**423,517km<sup>2</sup>**  
A land mass 3x  
larger than the  
United Kingdom 

**30**   
different Aboriginal  
language groups

 **50,000**  
years of continuous  
Aboriginal occupation

**24**   
Art Centres  
and art galleries

Dark skies, Kimberley



## Highlights 2022-23



**\$4.5 million**

Freight financial assistance  
following the Fitzroy floods



**5**

agreements with  
filmmakers &  
Screenwest

**\$1,338,419**  
**grants awarded**



to local businesses and organisations  
administered by the KDC



**450**  
Aboriginal  
enterprises and  
businesses



24 May 2023, Historic  
**Purnululu and  
Gajangana Jaru**  
Native Title Determination



## About Us

### Who we are

The Kimberley Development Commission is a statutory authority of the Western Australian Government and is one of nine Commissions serving the regions of Western Australia. The Commission was established under the *Regional Development Commissions Act 1993* (as amended) and is subject to the provisions of the *Public Sector Management Act 1994*.

### What we do

Our purpose is to coordinate and promote economic development to maximise prosperity and wellbeing for the region, and for Western Australia. We work to coordinate and facilitate beneficial outcomes for business and community groups and most importantly for the people living and working in the Kimberley.

### How we work

The Commission works to make the Kimberley an even better place to live, work, invest and visit by developing and supporting initiatives that align with our Strategic Plan available on the Commission's website.

We work in collaboration with businesses, agencies, local government authorities and the community to achieve outcomes under these priority areas.



## Enabling legislation

The Commission was established under the *Regional Development Commissions Act 1993* (RDC Act). The objectives of the Commission under the RDC Act are:

- Maximising job creation and improving career opportunities in the region;
- Developing and broadening the economic base of the region;
- Identifying infrastructure services to promote economic and social development within the region;
- Providing information and advice to promote business development within the region;
- Seeking to ensure that the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area; and
- Taking steps to encourage, promote, facilitate and monitor the economic development in the region.

## Our Vision

The Kimberley aspires to a future as one of the world's most successful and sustainable regions. The hallmarks of that success will be:

### People:

A culturally vibrant well-educated, and healthy people enjoying an exceptional lifestyle in thriving and sustainable communities.

### Place:

A place where Country is looked after, and people find connection and meaning.

**Prosperity:** Share prosperity arising from the success of modern and diversified industries, including resources and energy; tourism; creative industries; agriculture, aquaculture, and pastoral industries; and the services sector.

## Our Purpose

Our purpose is to foster shared prosperity for all Kimberley people and to ensure WA Government decisions affecting our region are well-informed and effective.

## Our Values

### Trust

We do what we say we will do, and operate with absolute honesty.

### Excellence

We work diligently and skilfully for the people we serve.

### Communication

We seek opportunities within the Commission and externally to share useful information, analysis, perspectives, and stories.

### Empowerment

We seek opportunities to support Kimberley communities, businesses and organisations to achieve their goals, as they understand and define them.

### Accountability

We assess the results of our work and seek evidence of our impact.

# Our People

Organisational  
chart as of  
30 August 2023







### Our Minister

The Commission is responsible to the Minister for Regional Development, the **Hon. Don Punch MLA**. The Minister has the power to direct the Commission, either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*.

### Our Board

The Board is the governing body of the KDC and meets regularly to set major policy directions including budgets, major expenditure approvals and advice to the minister on regional matters.

Consistent with the Regional Development Commissions Act 1993 and the Regional Development Commissions Amendment Regulations 2017, the Kimberley Development Commission board is appointed by the Minister and comprises: two members representing the regional community, two members representing Local Government, two members appointed at the Minister's discretion and the Kimberley Development Commission's Chief Executive Officer.

Echidna Chasm - Purnululu National Park, East Kimberley



## Our Board Members



**Charles Berger**  
Chief Executive Officer

### Ex officio

Chuck Berger was appointed CEO of the Kimberley Development Commission in December 2021.

With a diverse background in the private and not-for-profit sectors, Chuck brings to the KDC a strong interest and experience in new industry development, integrated human service delivery, and strengthening the capacity and resilience of Aboriginal communities.

Raised in Kansas (USA), he studied law at Yale Law School and practised corporate law in New York and Brussels, before migrating to Australia in 2003.

Since then, he has served as Director of Strategic Ideas at the Australian Conservation Foundation, CEO of Outdoors Victoria, and Manager of Kimberley Community Legal Services. Chuck has also held appointments including Chair of Community Legal WA (2018-2021), Board member and later Co-Chair of East Kimberley College (2018-21), Board member of the Australian Consumers Association (2009-2012), and Board member of Community Legal Centres Australia (2020-21).



**Cr David Menzel**

### Local government appointment

Cr Menzel moved to the Kimberley from western Victoria in 1992 with his family. He is the current President, Shire of Wyndham East Kimberley and an established Grower in the Ord River Irrigation Area.

With a background in farming in Victoria (mixed farming and wool) and the Kimberley (irrigated agriculture) and pastoral industry in the Pilbara, Cr Menzel has both farming and leadership qualifications and considerable leadership experience gained through a range of appointments. These include Managing Director, Barradale Farm since 1996; Board Member, Ord River District Co-operative since 2014; Board Member, Cambridge Gulf Limited since 2010; Chairman Ord River Irrigation Co-operative since 2010; and Councillor and President, Shire of Wyndham East Kimberley since 2017. Former appointments held include member of the Prime Minister's Northern Australia Advisory Board (2014) and member the Ord East Kimberley Expansion Project (2008-2013) Community Reference Group.

As a progressive thinker Cr Menzel is especially interested in using his experience to assist with the socioeconomic development of the region.



**Tom Stephens**

(OAM JP BA GAICD)

### Chairperson

### Ministerial appointment

Previously a regional member of the State Parliament (1982-2013), Tom Stephens served as Minister for Regional Development (2001- 2003) and has continued to maintain an active involvement across regional Western Australia.

Currently serving on a number of boards and committees in both the not-for-profit and government sector, in roles which include the WA Regional Development Trust; Chair of the WA Geographic Names Committee; Trustee with MercyCare WA; Board Member of DSF SPELD; and as an Independent Director with MG and Jamukurnu Yapalikurnu (JYAC).





## Kira Fong (OAM)

### Ministerial representative

Ms Fong is the Chief Operations Officer at Goolarri Media Enterprises, Broome. With an overarching interest in leadership and advancing young people, Ms Fong has served as Secretary, Country Arts WA (2011-2014), Chairperson Cable Beach Primary School (2015-2019), Chairperson Broome Cluster of Independent Public Schools (2018- 2019) and has a history of achievements in promoting Aboriginal wellbeing.

Ms Fong has a background in events management and leadership development with qualifications in management and accredited training. She owned and operated Niche Events between 1997 and 2003.

Building on her early experience Ms Fong founded the high-profile Kimberley Girl program in 2004 designed to build confidence and capacity in young Aboriginal women. As the program has expanded beyond the Kimberley as the Young Indigenous Women's Pathways Project, Ms Fong continues to maintain a strong involvement through her current position with Goolarri Media.



## Cr Desiree Male

### Deputy Chairperson

#### Local government appointment

Cr Male and her family are long term residents of Broome where she is the Director and Proprietor of three separate businesses. Further to serving as a Councillor, Shire of Broome since 2009, Desiree was appointed to the position of Deputy President in 2018 and is currently the serving President, Shire of Broome. With qualifications including a Bachelor of Business (Accounting & Information Systems) and Diploma of Financial Services (RG 146),

Desiree has completed CPA and CFP programs, holds an Australian Taxation License and has substantial experience in both the public practice and commercial environments. She has a diverse range of skills from taxation specialisation to staff and client management and her business focus is on providing better advice for clients on tax, superannuation and insurance. In her various roles, Cr Male hopes to assist Kimberley businesses reach their full potential and is committed to working with the Kimberley Community to shape the future of the region.



## Ben Burton

### Community appointment

Mr Ben Burton has dedicated his professional life to furthering Aboriginal employment across a wide

range of government, business and community roles. His diverse career has included running employment services programs, advising a major mining company on Aboriginal recruitment and employment strategies, and leading Aboriginal community organisations.

Since 2010 he has been based in Derby, where he currently is the Operations Services Manager for Emama Nguda Aboriginal Corporation. In that role, he is responsible for a broad portfolio of enterprise development, housing and community services spanning seven major Aboriginal community groups in the Derby / Gibb River Road areas.



## Nini Mills

### Community appointment

Nini Mills is a Yawuru/Bunuba woman from Broome who is strongly connected to her country and community. She is a proud Aboriginal woman, mother, leader, author, public speaker, life coach and mentor.

Nini's professional career has focused on advocating for and supporting the rights and interests of Indigenous people. She has over 10 years' experience in senior management and leadership roles within government agencies and community organisations that are focused on leading strategic direction, policy reform, program design and service delivery within the Indigenous Affairs sector. She is the CEO of Nyamba Buru Yawuru.





## Performance Management Framework

The Commission's Performance Management Framework comprises its Statutory Objectives described in the *Regional Development Commissions Act 1993* and the Government of Western Australia's Priorities.

## Outcomes based management

Since 1 July 2017 the Commission has received funding via DPIRD eliminating the requirement for a dedicated Resource Agreement. The Commission receives support for financial and human resource services from DPIRD. The Commission in partnership with other Regional Development Commissions has worked intensively with DPIRD to develop a Service Level Agreement (SLA) for the delivery of these services. The Minister for Regional Development signed the agreed Service Level Agreement on 12 August 2020. A simplified outcomes framework was adopted for 2022-23.

## Services

The desired outcome of the KDC's activities is the development and promotion of the Kimberley region. We achieve this outcome by coordinating and facilitating beneficial outcomes for business and community groups and most importantly for the people living and working in the Kimberley.

Under our outcomes framework, the Commission provides a single service to our community being "to promote economic development and community growth".

The **key effectiveness indicator** for this service is "the percentage of clients satisfied with the provision of an environment conducive to the balance economic and social development of the Kimberley Region".

The **key efficiency indicator** for this service is average cost per hour to deliver regional economic and community growth.

## Government Goals:

### Stronger focus on the regions

- Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.

### Desired Outcome

- An environment conducive to the balanced economic and social development of the Kimberley Region.

### Services

1. The Commission will provide effective regional development policies and strategies together with accurate and accessible information on the region to facilitate and support the economic and social development of the region.
2. The Commission will identify, co-ordinate and promote through its major strategies the establishment, improvement and diversification of the region's infrastructure, industries and enterprises.



Willie Creek Pearls



# Agency performance

## Performance against strategic goals

### Goal 1 | Industry Diversification

The Kimberley is fortunate to have a diverse economic base compared to many other regions, with key industries including mining, agriculture, pastoralism, tourism, arts & creative industries, and the caring and conservation sectors. Substantial diversity exists within each of these dynamic sectors, as well as synergies among them.

It is particularly welcome to see industries such as the caring sector being recognised as economic drivers and major employers in their own right, not merely peripheral to other industries. A strong focus on these sectors will create jobs and economic activity directly, as well as fostering greater productivity across the rest of the region's economy.

Another positive development in recent years has been the rise of increasingly sophisticated value chains across the region. For instance, cotton production in the East Kimberley will generate both fibre and seed, which is an important local feed supplement for the pastoral industry. Pastoral stations, in turn, are diversifying their own operations to branch into tourism, carbon abatement and caring for country activities to improve and supplement beef production.

Another example is in Broome, where Marine Biomedical is utilising pearl shell as an input to the production of injectable bone implants, a world-class innovation occurring in our own backyard.

We seek to achieve greater industry diversification by:

- Funding promising new enterprises through the RED grants scheme;
- Publishing sector reports which investigate in depth opportunities in significant sectors;
- Encouraging public and private investment into enabling physical and community infrastructure, from roads and ports to human services and housing; and
- Facilitating important projects throughout the region.

## Project in Focus: Childcare Report



One Tree Community Services, Childcare Kununurra

### The Kimberley region is experiencing an acute crisis in the availability of Early Childhood Education and Care (ECEC) and Outside School Hours Care (OSHC).

In 2021, a combination of factors including rapidly rising housing costs and COVID-related workforce shortages created a “perfect storm” for the childcare sector, especially in remote and regional areas like the Kimberley.

In response to widespread concern across our communities about the lack of childcare, KDC undertook a detailed study of the issue, including one-on-one interviews with nearly every professional and home day care provider in the region. The study provided our community and policy makers with a granular town-by-town data set about the crisis, its impacts on our regional economy and possible solutions. Crucially, it helped demonstrate that workforce sustainability – rather than the physical capacity of centres or the cost of childcare – was the crux of the issue in our region.

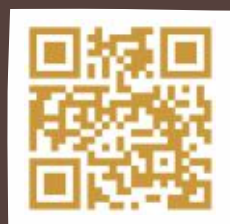
Through this work, the Commission is seeking to raise the profile of the caring industries generally as vital enablers of economic activity. Without childcare, workers can find it challenging or impossible to take on the amount of work they desire, exacerbating labour shortages in all other areas of the regional economy. By the same token, childcare is a gateway for employment opportunities, and a source of investment in the region by the Commonwealth. Put simply, the

more childcare places we can offer in the region, the greater the funding into the region through the Child Care Subsidy.

Our work also identified that centres with a higher proportional of local Aboriginal staff tended to be more resilient in the face of workforce pressures like higher housing costs.

This report is available to help our collective understanding of the issue, support grant and funding applications and to empower constructive discussion to solve the crisis.

**To read our report, scan the QR code or click to download!**

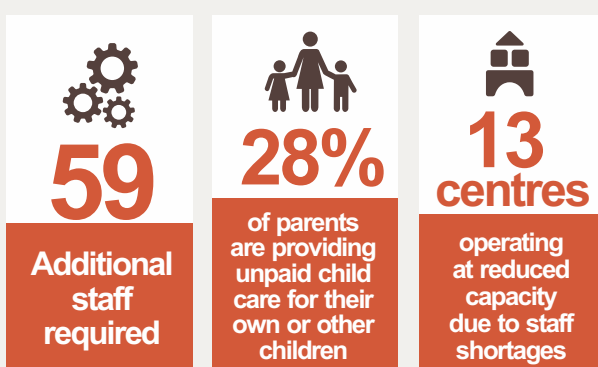




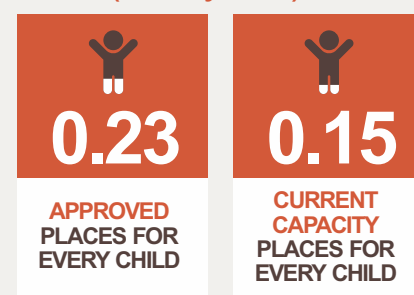
# Childcare in the Kimberley

snapshot

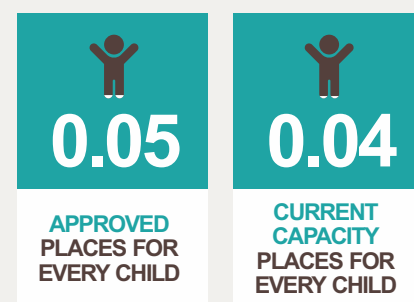
 **24** Early childhood and education care centres in the Kimberley (childcare and OSHC\*)



## Childcare (0 - 4 years)



## OSHC (5 - 12 years)



Students enrolled in Early Childhood Education studies

 **74 students** in Certificate III

 **11 students** in Diploma

## The challenges

Regulation

Housing

Social Issues

Training

Wages & Incentives

## Project in Focus: Kimberley RED Grants

**The Regional Economic Development Grants (RED Grants) program is a State Government initiative that invests in local projects to stimulate economic growth and development in regional Western Australia. Delivered locally by the State's nine regional development commissions, funding is available for projects that promote local sustainable jobs, partnerships, productivity, skills and capability, as well as stimulate new investment and industry diversification.**

The Regional Economic Development (RED) Grants program invests in local projects to stimulate economic growth and development in regional Western Australia. Delivered locally by the State's nine regional development commissions, funding is available for projects that promote local sustainable jobs, partnerships, productivity, skills and capability.

Since November 2018, the Kimberley Development Commission has supported 28 projects through RED Grants across areas as diverse as renewable energy, waste management, manufacturing, technical innovation, publishing, childcare and tourism.

This year, the Commission received 28 applications, making it an extremely competitive grant round. Five grants with a combined funding value of \$673,473 were approved, as detailed in the table below.

The Minister for Regional Development announced the five successful recipients at the manufacturing premises of Lakeside Minerals Livestock Pty Ltd, a previous RED grant recipient. It was wonderful to see Lakeside's stock feed supplement business up and running in Broome – a concrete demonstration of the value of these grants.

**The 2022 RED Grants round offered funding up to \$250,000 for successful applications.**



RED Grants announcement 2023



## Kimberley RED Grants: Round 5 recipients

### Generators & Off-Grid Energy Pty Ltd

**Establishment of a Renewable Energy Capability in the East Kimberley** to provide alternative energy solutions for residents and businesses

**\$176,000**



### Mamabulanjin Aboriginal Corporation

**Increasing Productivity and Diversification of Australian Native Fruit Farm.** Expanding technical capability to research and develop a tissue culture factory and diversification of production to include native teas.

**\$82,473**

### Walaja Raw Bush Honey

**Walaja Bush Honey Purpose Built Facility and Employee support.**

Construction of a purpose-built facility to expand commercial production and contribute to further employment and training of Aboriginal beekeepers.

**\$90,000**



### Hoochery Distillery

**Carbonating the Kimberley.**

Creation of a beverage manufacturing facility in the Kimberley with a focus on Mid and Zero strength alcohol products

**\$200,000**

### Kimberley Arts Network

**KAN Shed Refurbishment**

A fit-for-purpose community art space that is secure and can be utilised year round.

**\$75,000**



A sixth round of RED Grants opened on 5 May 2023 and closed for applications on 30 June 2023. 41 Applications have been received for assessment.





Patrick Moase CEO Marine Biomedical and Hon Alannah McTiernan MLC



## Project in Focus: Marine Biomedical



**Marine Biomedical Pty Ltd is a newly established biomedical company headquartered in Broome, and focused on the development of PearlBone, a unique and innovative biomedical product with global market potential.**

Co-founded by University of Western Australia Professor Minghao Zheng and Marine Biologist Patrick Moase, through a commercial collaboration with the University of Western Australia and Willie Creek Pearls, Marine Biomedical will use patented technology to transform pearl shell from a waste product of the pearling industry to a high-tech injectable bone implant for use in surgical, dental and other biomedical applications.

Marine Biomedical Pty Ltd was a successful applicant in the 2021 RED Grants (Round 4), receiving \$200,000 towards the purchase, installation and fit-out of a high-tech clean manufacturing facility in Broome, built to exacting standards. The decision to locate in Broome is a vote of confidence in the Kimberley, and a marvellous demonstration of the viability of regional WA for high-tech businesses.

In addition to the RED Grant, the Commission assisted Marine Biomedical with introductions to other potential supporters, facilitation of visits by Ministers and other significant visitors, and briefing across government on the importance of the development.

This year, Marine Biomedical co-hosted the Musculoskeletal Conference 2023 in Broome, the first-ever international biomedical conference held in the Kimberley. This event attracted leading orthopaedic scientists from around the globe. The Commission was

pleased to sponsor this milestone event, as part of our ongoing support for this transformative project.



**Watch me! Scan the  
QR code or click to watch**





Cattle mustering, Kimberley



## Goal 2 | Resources and Energy

The 21st century is a time of tectonic shifts in our minerals and energy needs, and the Kimberley is ready to play its part. New clean industries are giving rise to rapidly increasing demand for rare earths, mineral sands, lithium, platinum group metals and other commodities. And our energy systems are transforming rapidly away from centralising and carbon-intensive production, and towards distribution and low- or zero-emission systems.

The Kimberley is experiencing a boom in interest both in the resources needed to sustain the new clean economy, and the forms of clean energy that are our future. In the East Kimberley, a string of commodities projects at various stages of exploration and development stretch from Kununurra all the way through the Shire of Halls Creek to the Eastern Pilbara.

Unlocking the opportunity provided by these enterprises will require the Kimberley to rapidly improve our local skilled workforce, worker housing developments, infrastructure and towns with a full range of amenities and services.

On the energy front, remoteness has always made distributed energy solutions attractive, and increasingly our towns, remote communities and pastoral stations are being powered by solar and other clean technologies. Interest in large-scale renewable energy and clean hydrogen production is strong, and offers the potential for transformative projects for traditional owners and entrepreneurs alike.

We seek to achieve sustainable minerals and energy developments by:

- Facilitating projects like the Northern Native Seeds Initiative that seek to leverage local sustainable benefits from minerals and energy developments;
- Contributing to initiatives to provide workforce, housing and other enabling factors for these industries;
- Supporting projects to connect with potential funders and other sources of support.

## Project in Focus: Northern Native Seed Industry Development Initiative (NNSIDI)



**The Northern Native Seed Industry Development Initiative (NNSIDI) is a collaboration among three Regional Development Commissions, traditional owners and industry customers to establish a vibrant and sustainable native seed supply capacity at scale.**

Native seeds are an essential need for a range of industries, including the resources sector for rehabilitation work, infrastructure and construction sectors, and others. There is a substantial market opportunity to increase the capacity of the native seed industry to supply seeds with reliability and volume needed to service this demand.

The Kimberley Development Commission is working to establish pilot sites in the region to test and demonstrate the viability of industry development models.

These pilot sites will bring together producers and bulk consumers – such as mining companies – to refine sustainable production models.

At each Seed Production Area (SPA), producers will be working to heal country, while generating a sustainable long-term income working in partnership with the resources sector as a major purchaser.

Having established the overall project framework and initiated conversations with prospective partners, the Commission will be working in the year to come to formalise these partnerships and get the first SPAs up and running.







Tree nursery, Kununurra



## Project in Focus: Gen Off Grid



Gen Off Grid

**In 2022 KDC provided \$150,000 in Regional Economic Development grant funding to Gen Off Grid to establish a renewable energy capability service based in Kununurra to benefit the East Kimberley region by providing economic and robust solar and battery storage systems.**

Gen Off Grid established themselves in northern WA in 2017 and are on a mission to replace diesel generated power supply with sustainable, clean, solar/lithium energy solutions.

**Such solutions for the Kimberley both improve environmental outcomes and reduce the cost of electricity associated with the purchase and transportation of hundreds of thousands of litres of diesel each year.**

Gen off grid also work on town-based projects that alleviate the ever-increasing cost of reliance on mains power. With an existing base in Broome, established Kimberley projects include pastoral stations, remote tourism sites, commercial businesses, and remote Aboriginal communities.

The new facility in Kununurra officially opened in May 2023 and will provide a base from which to service East Kimberley contracts. With a fit for purpose facility in place, Gen Off Grid have hired a manager and are now focussed on developing a workforce of local people through the provision of specialised training.

Gen Off Grid are also committed to the development of a Kimberley Aboriginal workforce, operating a joint venture with Kimberley based Aboriginal construction group H&M Tracey. The partnership enables training and employment pathway for local Aboriginal youth. In doing so Gen Off Grid contribute not only to the economic prosperity of the region but to reducing the disparity between opportunities and life outcomes between Aboriginal and non-Aboriginal people in the Kimberley.





Gen Off Grid team

## Project in Focus: Dampier Peninsula activation



Meeting with stakeholder Beagle Bay community

**The sealing of the Dampier Peninsula Road was completed in November 2020, and has catalysed a range of opportunities, as well as challenges, for Peninsula communities and residents.**

The Commission is working closely with the Department of Premier and Cabinet (DPC) to ensure the sealing of road flows through to greater economic opportunities, and that the impacts of greater visitor numbers on the environment and areas of cultural significance are carefully managed.

Work across government has seen the completion of a range of projects, including:

- a new campground at Djarindjin community and another under construction at Lombadina (Tourism WA);
- the construction and sealing of the road from Ardyaloon to the aquaculture hatchery – a key visitor location and source of jobs and income for the community (Main Roads WA);
- Waste management strategy for the Dampier Peninsula (Shire of Broome); and
- guidance for the preparation of Bushfire Management Plans on the Dampier Peninsula (DPLH).

The Commission has also directly funded and overseen the completion of supportive works including:

- construction and upgrading of day-use facilities, for example ablutions and shade, at key community locations;
- installation of telecommunication upgrades, greatly improving mobile reception at Djarindjin and Lombadina Communities;

- facilitating business enterprise support for new and emerging Aboriginal business ventures on the Peninsula; and
- installation of signage and fencing to protect areas of cultural significance and private property at risk from increased visitation.

Focus has now shifted to engagement with the four Prescribed Bodies Corporate (PBCs) based on the Peninsula regarding the divestment of Aboriginal Lands Trust Estate and other significant land tenure matters. After considerable interruption of some aspects of this work due to the COVID pandemic, the major components of the Dampier Peninsula Project are expected to be completed by June 2024, and a transition to a more 'business as usual' approach for the Peninsula.

**Watch me! Scan the QR code or click to watch**







Dampier Peninsula





Kimberley school project



## Project in Focus: Kimberley Schools Project

Kimberley school project



**The Kimberley Schools Project (KSP) is one of the Commission's flagship projects, involving a fundamental deepening of evidence-based teaching, early years learning and care, and community engagement across most of the region's public, Catholic and independent schools. Building on success in the initial phase from 2018-22, the program received funding support to continue through 2026.**

Low literary and numeracy particularly among Aboriginal children was identified by the Commission as a barrier to economic prosperity for the region, and to personal and family thriving for those children. Accordingly KSP is heavily focused on improving outcomes for Aboriginal students in particular, including by getting the best out of Aboriginal & Islander Education Officers and Aboriginal Teaching Assistants. Explicit or direct instruction methods are embedded throughout participating schools, with emphasis on teacher mentoring and careful evaluation to ensure success.

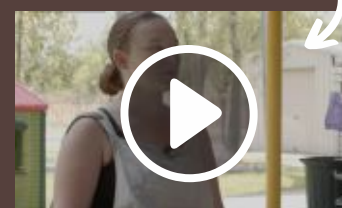
An independent evaluation found overwhelming support among participants and communities for the KSP, and the data is starting to tell a compelling story of steady progress.

Among pre-primary children in remote schools in 2023, KSP methodologies are leading to a reduction of two-third in the number of students assessed as "at risk" on some standard measures of literacy. Both literacy and numeracy improvements are marked and consistent among students with regular attendance, and at schools with stable and quality leadership.

**And with 318 children enrolled in the Kindilink program – 72% of them Aboriginal – far more kids are getting the early attention and engagement in school they need for future success.**

The Commission would like to acknowledge and thank the educators, parents, students and school and community leaders who are helping turn educational excellence in the Kimberley into reality.

**Watch me! Scan the QR code or click to watch**



## Goal 3 | Lift and Normalise Aboriginal Economic Development

One of the most important barriers to prosperity for all Kimberley people is legacy of economic exclusion of Aboriginal peoples. Greater economic opportunity for full economic participation is not only a matter of wellbeing and prosperity for Aboriginal people – it is the key to normalising the Kimberley economy, reducing our dependence on transient workers, improving town and community amenity, and unlocking the full potential of projects in our region.

Until the Kimberley can draw on the full talents and ambitions of all our people, chronic workforce shortages and extractive models of economic activity will continue to hinder our region's prosperity.

There are considerable grounds for optimism on this front. Our Aboriginal organisations are operating with increasing commercial sophistication and entrepreneurial energy. Leading employers like Main Roads and Kimberley Mineral Sands are setting and achieving ambitious targets for Aboriginal employment and procurement participation. And structures for regional governance and collaboration are increasingly in place, creating a strong foundation for partnerships under the National Agreement on Closing the Gap, for instance.

We seek to support Aboriginal Economic Development by:

- Delivering support through the Local Content Adviser network, which aims to maximise participation in government and private procurement activities for local and Aboriginal enterprises;
- Directly funding Aboriginal-led enterprises and projects through the RED and KCAF grant programs and sponsorships;
- Catalysing efforts to improve Aboriginal workforce readiness and participation, such as through the Kimberley Schools Project and the East Kimberley Employment Roundtable; and
- Facilitating projects and approaches that have strong Aboriginal economic pathways and outcomes, such as development of “CCC” industries (caring, creative and conservation) and Aboriginal tourism enterprises.

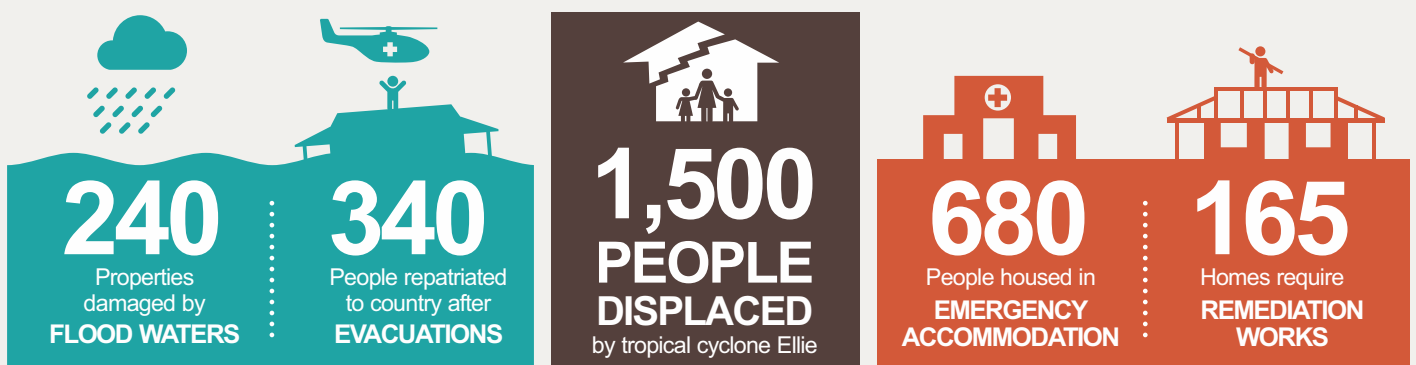




# Fitzroy River Flood 2023

Once in 100 year event

Due to unprecedented rainfall caused by Ex-Topical Cyclone Ellie over 2nd and 3rd January 2023, the Fitzroy River flooded the central Kimberley town of Fitzroy Crossing, resulting in major evacuations of the town and nearby communities. The record river height caused widespread infrastructure damage and destruction, including the loss of the Fitzroy River Bridge, cutting the only arterial highway connecting the Kimberley to the rest of Australia.



**\$45-\$55 million**  
loss to tourism in  
**2023 season**

**80% businesses**  
impacted by increased  
freight costs

**\$4.5 million**  
Freight Financial Assistance



## Fitzroy Flood Recovery



Fitzroy Crossing

**In early January 2023, the Kimberley was struck by an unprecedented flood triggered by rainfall from Tropical Cyclone Ellie. Large areas of the Fitzroy Valley were inundated, dozens of homes destroyed or damaged, and hundreds of people evacuated. The vital bridge at Fitzroy Crossing was damaged beyond repair, leading to months of uncertainty and disruption. The Kimberley became the site of the world's longest detour, as the only sealed road connection from East to West of our region was severed.**

In response to the crisis, the Commission supported our community and the recovery effort led by the State Recovery Coordinator in several important ways. The Commission co-convened an economic recovery working group to assess and respond to the broader economic effects of the flood.

One immediate challenge was the disruption to freight networks. Working with colleagues across industry, local government and Aboriginal organisations, we gathered data on the effects of the freight disruption, and helped craft a financial assistance package to support businesses whose freight costs had doubled or tripled overnight. This package has provided more than \$4 million this year alone in assistance, and is expected to be crucial during the upcoming wet season, when temporary crossings over the Fitzroy River will again be inundated.

As the wet season came to a close, and tourism and agricultural activity picked up, the Commission assisted

in spotting economic bottlenecks and helping resolve them quickly, on everything from challenges re-opening damaged campsites, to assessing stock feed requirements on remote pastoral stations.

The Commission has also been working closely with colleague agencies, the Bridge Alliance and other groups to ensure that the substantial investment in rebuilding infrastructure and housing in Fitzroy Crossing will lead to a durable increase in Aboriginal economic activity.

Finally, the Commission has carefully monitored the economic health of the region, providing government with nearly real-time data on crucial indicators like accommodation bookings, visitor expenditure and employment levels. As recovery efforts continue, we are confident that the Fitzroy Valley communities will come back more resilient and more economically healthy than ever before.

## Project in Focus: Walaja Bush Honey



**Dianne and David Appleby at Roebuck Plains on Yawuru country are running Walaja Raw Bush Honey as a family business. “Walaja” is the Yawuru word for “honey”, underscoring the continuity between their modern enterprise and a deep history of food productivity on country.**

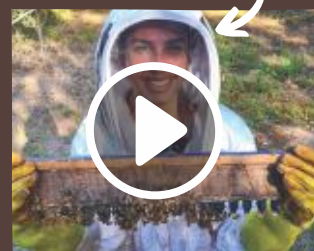
**"The RED Grant was a blessing. The Kimberley Development Commission put us on the map and gave us the opportunity to be seen." David Appleby**

In 2022, KDC awarded a \$90,000 RED Grant to Walaja to assist in upscaling their production. Just one year later, we were delighted to learn that Walaja has secured a further \$300,000 grant from the Coles Group to develop a new, medicinal grade, premium Melaleuca honey to bring to market.

As Walaja goes from strength to strength, they are not only crafting a great product with high-end appeal, they are demonstrating for others what Aboriginal economic empowerment can look like on the ground.

Earlier this year, KDC had the chance to spend an afternoon with Walaja Raw Bush Honey, walk among the trees and taste the golden nectar. A video produced during that afternoon's visit can be viewed in this report by scanning the QR code or by clicking on the link and is assisting Walaja with further promotion of their business.

**Watch me! Scan the QR code or click to watch**







Walaja Raw Bush Honey







## Goal 4 | Normalise Regional Living Standards

Living standards encompass many tangible and intangible aspects of the life of a community – from the availability and quality of human services, to the depth of cultural activity in a place, to the lived values of a community such as generosity and mutual care.

The Commission's focus is on ensuring as far as possible that the standard of government services in our region is comparable to that in the metropolitan area, and on supporting community efforts to establish a safe, vibrant and fulfilling fabric of community life.

At the present moment, all Kimberley communities are under stress from housing shortages, feelings of insecurity in the face of crime, and a historical and economic context that leaves too many of our young people feeling like they don't have a bright future.

In the past year, efforts to improve youth wellbeing and community cohesion have been prominent in the Commission's activities. We have worked closely with KRED Enterprises to design Marlamanu, a pilot on-country residential centre for at-risk youth. The Commission has also funded a range of initiatives to support on-country trips, after-school programs and other youth-oriented activities through the Kimberley Community Action Fund.

The housing crisis in the Kimberley requires a wide range of sustained responses. This year we have worked with local government to advance proposals for key worker accommodation in Broome and Kununurra. We are also in the final stages of preparing a detailed snapshot of housing in our region on a town-by-town basis.

We seek to improve living standards across the region by:

- Working in partnership with leaders in our community to deliver projects like Marlamanu and the Kimberley Schools Project that can transform the lives of our young people for the better;
- Publishing reports that bring together data, analysis and recommendations for our community and within Government on critical wellbeing and liveability issues, such as availability of childcare and housing; and
- Supporting proponents of significant housing projects and other vital services to obtain funding and other support needed to make those a reality.

Image courtesy Kimberley Development Commission



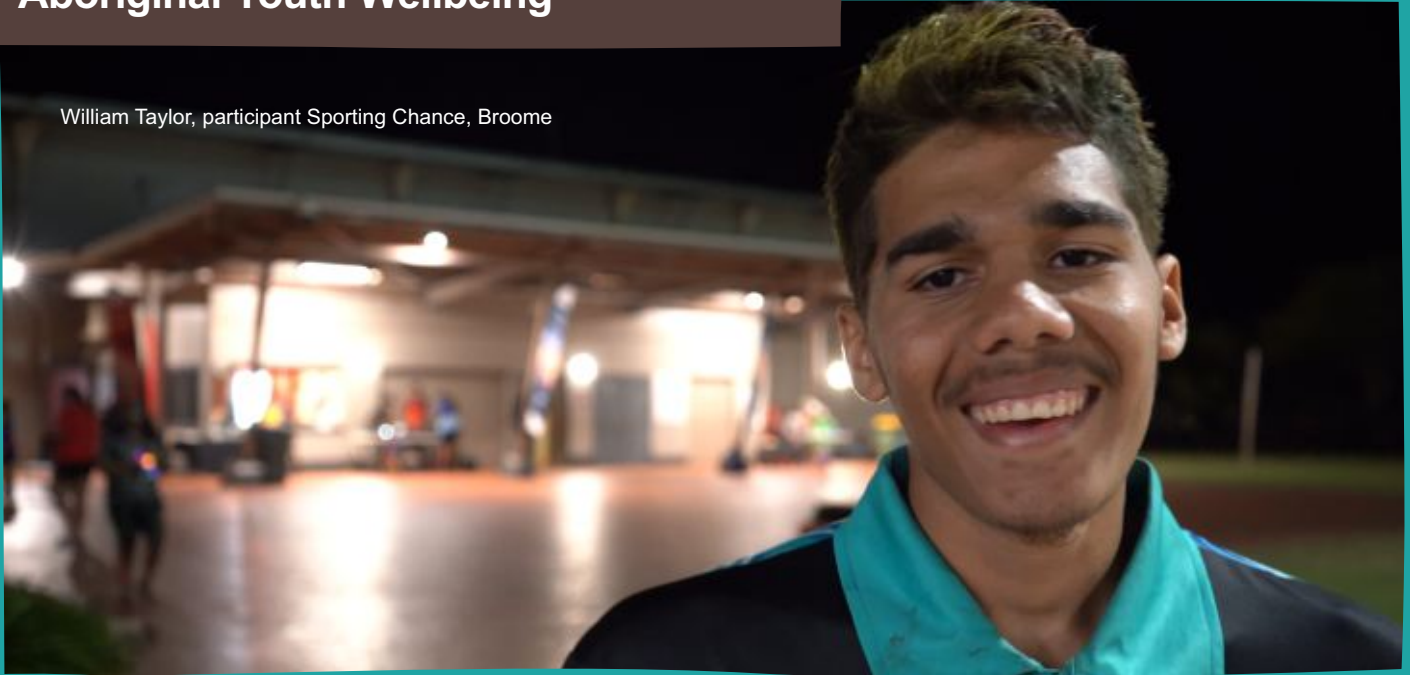


Wunan Foundation



## Aboriginal Youth Wellbeing

William Taylor, participant Sporting Chance, Broome



**Young Kimberley Aboriginal people today are experiencing the cumulative effects of a sustained, ongoing failure by our community, including all tiers of government, to establish conditions in which they might thrive.**

This manifests itself most visibly in escalating crime rates, but the causes and consequences run far deeper. It would be wrong to speak of a “juvenile justice” or “crime” crisis, as these are symptoms of a more fundamental erosion of social norms, failure to deliver on economic opportunity, and dissolution of purpose among too many Kimberley people.

None of this is intractable. The long-term solutions to improving youth wellbeing – and reducing crime – are known. They involve a sustained re-think of how policy and investment priorities are developed in a majority-

Aboriginal region such as the Kimberley, and the real empowerment of Aboriginal communities.

In May 2022, the WA Government announced a \$40.4 million package of investments. The Commission has a lead role on three of those investments: (a) a \$15m on-country facility called “Marlamanu” intended as an alternative to youth incarceration; (b) a \$11.7m 3-year extension of the Kimberley Schools Project; and (c) a \$2 million Community Action Fund to provide small- to medium-sized grants for safety and youth engagement activities.

### Marlamanu

Marlamanu on-country program is an alternative program intended to divert young offenders from incarceration and a cycle of further offending.

The launch of the Government's Aboriginal Youth and Community Justice Response package saw the Commission assigned significant responsibilities, including working with KRED Enterprises on the design process for the “Marlamanu” on-country program.

Marlamanu is an alternative program intended to divert young offenders from incarceration and a cycle of further offending. Based at Mt Anderson Station, it is designed to engage participants in a substantial residential program of station work, education, clinical assistance, reflection and engagement with elders and other community leaders.

## Kimberley Community Action Fund Grants

**The KCAF initiative provides small grants for local solutions to improve community safety and security in the Kimberley region.**

The Kimberley Community Action Fund (KCAF) is a \$2 million State Government initiative to provide small grants for local solutions to improve community safety and security in the Kimberley Region of Western Australia. The implementation of the program recognises the high level of community concern at the escalating crime rates in the region and supports a whole-of-community approach to reducing and mitigating criminal activity and damage.

The inaugural round of the KCAF was run in June 2022. The State Government invested \$1 million for this Round of the program and applicants were able to apply for up to \$100,000 for individual projects.

KCAF applications evidenced a demonstrated need and potential impact of the proposed project that would provide community safety initiatives that were locally driven, could be delivered quickly and had demonstrated community support in the Kimberley. 12 projects were supported to the total value of \$809,656. These projects included frontline support workers and youth-at-risk of offending working with livestock through intensive workshops; mentoring, sport and recreational activities; and a number of security system upgrades across schools, youth centres and town centres.

Round two of the KCAF Grants is now open. This program will also provide \$1 million in grant funding and applicants are able to apply for up to \$100,000 for individual projects.

### Round One recipients

#### Shire of Broome

A Sporting Chance  
\$86,034

#### Djarindjin Aboriginal Corporation

Development of Family Empowerment Program  
\$78,000

#### Nyamba Buru Yawuru Ltd

Mayingan Manja (plenty food) for Elders  
\$100,000

#### Wunan Foundation Inc

Swimming the River on Horseback  
\$100,000

#### Shire of Wyndham East Kimberley

Kununurra Disruptive and Protective Hardcover Installations  
\$49,500

#### Shire of Wyndham East Kimberley

Wyndham Oval Changerooms  
\$100,000

#### Shire of Wyndham East Kimberley

Kununurra CCTV Upgrades  
\$26,530

#### Broome Lotteries House Inc

Centre Security Project  
\$31,454

#### Purnululu Aboriginal Corporation

School Security and Community Safety  
\$11,333

#### Fair Game Australia Ltd

Fit and Healthy in the Kimberley with Fair Game  
\$82,095

#### Kimberley Aboriginal Law and Culture Centre

Yiriman Project: reorienting diversion through culture  
\$100,000

#### Morrgul Pty Ltd.

Hoops After Dark  
\$44,710



## Kimberley Community Action Fund Grants Recipient Summary



Watch me!  
Scan the QR code  
or click to watch



### Shire of Broome: Sporting Chance

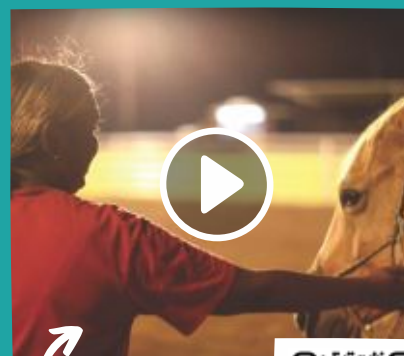
Sporting Chance is a youth diversionary program being delivered at the Broome Recreation and Aquatic Centre. It addresses the issue of weekend nighttime youth offending by offering a safe environment for young people to engage in popular sports whilst diverting them from offending and at-risk behaviours.

While aiming to divert young people away from criminal activities, it also trains them to take on casual staff roles within the program and provide young people with professional development workshops in employment, education & training and mental health. Local and State sporting identities are holding skills clinics and police participation will enable the building of positive relationships with participants.

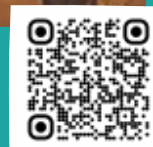
### Wunan: Swimming the River on Horseback

Swimming the River on Horseback aimed to reduce crime by building the capacity of agencies in Kununurra to work effectively with youth-at-risk of offending. The focus was on fostering trusting relationships between frontline support workers and youth-at-risk of offending. The innovative approach connected the skills required to work livestock with those required with youth at-risk of offending.

Frontline staff and youth worked together with a herd of weaners at the rodeo grounds in late 2022. Key components include an intensive workshop, trust building, coaching, family and community engagement, and building support structures around each participating young person at-risk to sustain positive change.



Watch me!  
Scan the QR code  
or click to watch



### Fair Game: Dodgeball

This project addresses the region's critical need for positive engagement activities to provide a diversion for at-risk local youth at times when other services aren't available. It aims to support the development of disengaged and marginalised children and youth through mentoring, sport and recreational activities in a safe environment.

The project has encompassed afterschool programs in Broome and Kununurra and continuation of Fair Game's proven model of week-long outreach trips to remote communities during the school holidays. Feedback from the WA Police reports success in reducing involvement in criminal behaviour for program participants.

## Youth Facility Planning

**The launch of the Government's Aboriginal Youth and Community Justice Response package saw the Commission assigned significant responsibilities, including leading an 'Expression-of-Interest' process to develop Aboriginal lead proposals and business cases for further residential facilities for youth at-risk in the Kimberley.**

This process resulted in Emama Nguda Aboriginal Corporation and MG Corporation being funded to develop business cases for residential facilities for youth at-risk in Derby and Kununurra, respectively.

Funds made available through this program were one-off and provided an opportunity for successful proponents to receive support to progress Aboriginal led proposals to further develop solutions in this important area.

### Warmun Facility



Photo: Madeleine Purdie, Minister Don Punch, Patrick Mung Mung, Josie Drill, Eileen Bray, Chuck Berger, Sonia Bray

The pensioner units in the remote Aboriginal community of Warmun were destroyed in the 2011 flood. The Department of Commerce built a new aged care facility. Unfortunately, the facility was built with no viable operational plan or funding, and since completion in February 2015 its use has been limited to ad-hoc respite care and storage. In the eight years since completion, the facility has deteriorated further.

In 2020, the WA Government committed \$500,000 to assist in remediation, administered through the Commission. That funding has been held pending clarity on the future of the facility. Over the past 12 months, the Kimberley Development Commission has been working

collaboratively with Warmun Council Incorporated to progress thinking around the Garrenbawoorroom-booroo Daam aged care facility. This has involved understanding the challenges involved in operating the facility and identifying possible alternative uses.

The Commission has supported Warmun Council Incorporated to engage The Fulcrum Agency (Fulcrum) to work with the Warmun Community in relation to community engagement and project visioning for the existing facility. Fulcrum are doing some wonderful work with the community around exploring options for sustainably operating the facility.



## Shire of Halls Creek Town Centre Redevelopment \$3.9m



**The Shire of Halls Creek has received \$3.5m in support from the State Government to undertake key components of the Shire's Masterplan. The Commission is providing project management support to the Shire and Main Roads WA to complete the project which will see improvements to parklands, footpaths, shade and recreation areas, installation of signage utilising local language, and a range of social and infrastructure improvements.**

Local content opportunities, including significant Aboriginal employment and contracting of Aboriginal businesses, are being prioritised. The project is an important precursor to additional work that will capitalize on the economic development opportunities expected to arise from the sealing of the Tanami Road over the next 5-10 years.

Three Requests for Tenders have been issued by the Shire, being:

1. Supply and Installation of town centre infrastructure, such as shade structures, seating, planter boxes, bin surrounds and drinking fountains;
2. Concrete pathway constructions; and
3. Streetscape greening.

Due to the significant flooding caused by Cyclone Ellie in January, together with the recent rains in June, the realignment of the Great Northern Highway component of the Masterplan is yet to be scheduled. Delays in installation of embayed parking, upgraded parking areas and short-term caravan and truck parking associated with the realignment are expected.



Artwork has been commenced on entrance statements to Halls Creek, public buildings and walls around the town.

The Shire is also working collaboratively with Department of Local Government, Sport and Cultural Industries and Common Ground to construct a temporary pindan BMX pump track to gauge community support for a permanent track. This project compliments the works being undertaken with the Town Centre Masterplan.







## Goal 5 | Organisational excellence

The Commission succeeds by supporting others in our region – businesses, local governments, Aboriginal organisations and many others – to achieve their own goals. We recognise that we can only do this if we have the trusted relationships, expertise and systems to operate effectively on our community's behalf.

We have been working hard this year to cement those key relationships and improve our systems for communication, workflow management, and accountability.

Our operating environment is rapidly changing, and compliance is becoming more complex in areas including cyber-security, privacy and responsible information use, and recordkeeping. The Commission is constantly seeking to keep ahead of the curve on compliance issues, while taking full advantage of the efficiencies and opportunities provided by new technologies.

Critical areas of operational focus for the Commission at present include: Collaboration across the Regional Development portfolio on shared issues such as housing, childcare and Aboriginal economic development;

- Fostering professional development opportunities and teamwork among our staff and Board;
- Ongoing development and rollout of our communication strategy, including building social media avenues, deepening content on our website, and utilising our new CRM to its fullest;
- Completing the renovation and refit of our Kununurra office; and
- Modernising and sharpening our policies and procedures, with an emphasis on those areas intersecting with rapidly changing technologies: cyber-security, recordkeeping, privacy, and financial management.

## Project in Focus: Communications Strategy

The Commission is delighted to welcome Emma Bonaz as our first communications adviser this year, and even more delighted that she is leading a root-and-branch overhaul of our communications systems and approaches.

Some of this work is behind the scenes, like the establishment of a modern CRM (Constituent Relationship Management system), which has successfully been delivered this year. Our CRM allows the Commission to track all of our contacts in a single database, and crucially allows us to manage mass email communications like newsletters and surveys efficiently.

Other aspects of our new communications strategy include the Commission's new presence on facebook and LinkedIn (better late than never!), a revamped website with far more detailed information about projects in our region, and a series of videos profiling the work of enterprises across the Kimberley that the Commission has been able to support.

In the year ahead, look for us to build on this strong foundation with increased video and interactive content, more data and information available on our website, and a stronger Commission presence at events across the region.

## Project in Focus: WA State Budget events



David Menzel, Hon Sue Ellery MLC, Chuck Berger , Divina D'Anna MLA

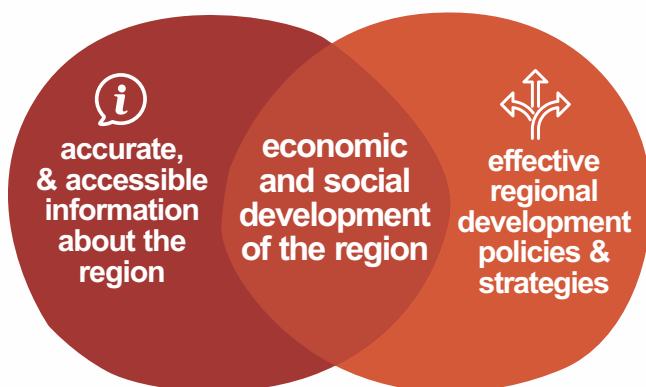
The Kimberley Development Commission hosted two state budget events featuring Hon. Sue Ellery MLC, Minister for Finance; Commerce; and Women's Interests. Minister Ellery managed to present to audiences in Broome and Kununurra on the same day, with over 100 local leaders in attendance at the events. Participants came from a broad section of the

community including business and industry leaders, community service providers, business owners and the general public. Events such as these are vital opportunities for senior decision-makers in Perth to hear directly from people in our region. The Commission intends to create more opportunities like this in the year to come.



The Commission delivers two major services to its customers:

**Service 1:** The Commission will provide effective regional development policies and strategies together with accurate and accessible information on the region to facilitate and support the economic and social development of the region.



**“Their knowledge base is incredibly valuable for stakeholders outside the region and their collaboration.”**

stakeholder feedback from  
client satisfaction survey

**Service 2:** The Commission will identify, co-ordinate and promote through its major strategies the establishment, improvement and diversification of the region's infrastructure, industries and enterprises. Target 90% Client satisfaction Key Effectiveness Indicators The Commission measures its effectiveness indicators through an annual client perceptions survey, conducted by an independent market research company which asks stakeholders to rate the agency's effectiveness and the quality of the service delivered.

	KPI Score 2023	KPI Score 2022	KPI Score 2021	% point difference 2023 vs.2022	Significant difference 2023 vs.2022	KPI Score 2019
KDC is effective and makes a positive contribution to the economic and social development in the Kimberley ( <b>Effectiveness Indicator 1</b> ).	86%	89%	92%	↓ 3	No	94%

**“The KDC has been a proactive and positive contributor to the State's Regional Development objectives and agenda. Their contributions are always well considered, informed and unique to the Kimberley region.”**

stakeholder feedback from  
client satisfaction survey



## Financial Statements

for the period ended 30 June 2023

### Disclosures and legal compliance

#### Certification of Financial Statements

For the reporting period ended 30 June 2023

The accompanying financial statements of the Kimberley Development Commission have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Carolyn Gibbon  
Chief Finance Officer  
9 August 2023



Charles Berger  
Chief Executive Officer  
9 August 2023



Thomas Stephens  
Chairman of the Board  
9 August 2023



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## Statement of Comprehensive Income

For the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	2.1(a)	313	241
Supplies and services	2.3	2,678	2,071
Depreciation and amortisation expense	4.1, 4.2	5	13
Grants and subsidies	2.2	23	103
Other expenses	2.3	9	27
<b>Total cost of services</b>		<b>3,028</b>	<b>2,455</b>
<b>Income</b>			
Other income	3.2	192	181
<b>Total income</b>		<b>192</b>	<b>181</b>
<b>NET COST OF SERVICES</b>		<b>2,836</b>	<b>2,274</b>
<b>Income from State Government</b>			
Income from other public sector entities	3.1	521	418
Resources received	3.1	2,501	1,907
<b>Total income from State Government</b>		<b>3,022</b>	<b>2,325</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>186</b>	<b>51</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>186</b>	<b>51</b>

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



## Statement of Financial Position

As at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6.2	933	705
Restricted cash and cash equivalents	6.2	515	467
Receivables	5.1	-	2
<b>Total Current Assets</b>		<b>1,448</b>	<b>1,174</b>
<b>Non-Current Assets</b>			
Restricted cash and cash equivalents	6.2	3	3
Amounts receivable for services	5.2	39	39
Property, plant and equipment	4.1	-	2
Right-of-use assets	4.2	-	10
<b>Total Non-Current Assets</b>		<b>42</b>	<b>54</b>
<b>TOTAL ASSETS</b>		<b>1,490</b>	<b>1,228</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.3	118	42
Lease liabilities	6.1	-	7
Employee related provisions	2.1(b)	10	8
<b>Total Current Liabilities</b>		<b>128</b>	<b>57</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	6.1	-	2
Employee related provisions	2.1(b)	9	2
<b>Total Non-Current Liabilities</b>		<b>9</b>	<b>4</b>
<b>TOTAL LIABILITIES</b>		<b>137</b>	<b>61</b>
<b>NET ASSETS</b>		<b>1,353</b>	<b>1,167</b>
<b>EQUITY</b>			
Contributed equity	8.9	145	145
Accumulated surplus/(deficit)		1,208	1,022
<b>TOTAL EQUITY</b>		<b>1,353</b>	<b>1,167</b>

The Statement of Financial Position should be read in conjunction with the accompanying notes.

## Statement of Changes in Equity

For the year ended 30 June 2023

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2021</b>		145	971	1,116
Surplus/(deficit)			51	51
Other comprehensive income	8.9			-
Total comprehensive income for the period		-	51	51
Transactions with owners in their capacity as owners:				
Capital appropriations	8.9			-
Total		-	-	-
<b>Balance at 30 June 2022</b>	8.9	145	1,022	1,167
<b>Balance at 1 July 2022</b>		145	1,022	1,167
Surplus/(deficit)		-	186	186
Other comprehensive income	8.9	-	-	-
Total comprehensive income for the period		-	186	186
Transactions with owners in their capacity as owners:				
Capital appropriations	8.9	-	-	-
Total		-	-	-
<b>Balance at 30 June 2023</b>	8.9	145	1,208	1,353

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.



## Statement of Cash Flows

For the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Funds from other public sector entities		521	418
<b>Net cash provided by State Government</b>		<u>521</u>	<u>418</u>
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(336)	(444)
Supplies and services		(89)	(167)
Grants and subsidies		(23)	(103)
GST payments on purchases		(13)	(17)
Other payments		15	(27)
<b>Receipts</b>			
GST receipts on sales		-	17
GST receipts from taxation authority		11	20
Other receipts		192	181
<b>Net cash used in operating activities</b>		<u>(243)</u>	<u>(540)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		(2)	(6)
<b>Net cash used in financing activities</b>		<u>(2)</u>	<u>(6)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		276	(128)
<b>Cash and cash equivalents at the beginning of the period</b>		1,175	1,303
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.2	<u>1,451</u>	<u>1,175</u>

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

## Notes to the financial statements

### 1. Basis of Preparation

The Kimberley Development Commission (Commission) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Commission is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the '**Overview**' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 11 August 2023.

#### Statement of compliance

These general purpose financial statements have been prepared in accordance with:

- 1 The *Financial Management Act 2006* (FMA)
- 2 The Treasurer's Instructions (TIs)
- 3 Australian Accounting Standards (AASs) – Simplified Disclosures
- 4 Where appropriate, those **AAS** paragraphs applicable for not-for-profit entities have been applied.

The FMA and the TIs take precedence over AASs. Several AAS are modified by the Instructions to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

#### Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$'000).

#### Accounting of Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- (a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

#### Contributed Equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by *TI 955 Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

#### Comparative information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations; and
- Right-of-Use Asset reconciliations.



## Notes to the financial statements

### Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

## 2. Use of Our Funding

### Expenses incurred in the delivery of services

This section provides additional information about how the Commission's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Commission in achieving its objectives and the relevant notes are:

	Notes
Employee benefits expenses	2.1(a)
Employee benefits provisions	2.1(b)
Grants and subsidies	2.2
Other expenditure	2.3

### 2.1. (a) Employee benefits expenses

	2023 \$'000	2022 \$'000
Employee benefits	282	214
Superannuation - defined contribution plans	31	27
<b>Total employee benefits expenses</b>	<b>313</b>	<b>241</b>
Add: AASB 16 Non-monetary benefits	3	7
<b>Net employee benefits</b>	<b>316</b>	<b>248</b>

**Employee Benefits:** include wages and salaries, accrued and paid leave entitlements and paid sick leave.

**Superannuation:** The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds.

**AASB 16 Non-monetary benefits:** non-monetary employee benefits, that are employee benefits expenses, predominantly relate to the provision of Vehicle and Housing benefits are measured at the cost incurred by the Commission.

### 2.1. (b) Employee related provisions

	2023 \$'000	2022 \$'000
<u>Employee benefits provisions</u>		
Annual leave	9	8
<u>Other provisions</u>		
Employment on-costs	1	-
<b>Total current employee related provisions</b>	<b>10</b>	<b>8</b>
 <b>Non-Current</b>		
<u>Employee benefits provisions</u>		
Long service leave	8	2
<u>Other provisions</u>		
Employment on-costs	1	-
<b>Total non-current employee related provisions</b>	<b>9</b>	<b>2</b>
<b>Total employee related provisions</b>	<b>19</b>	<b>10</b>

## Notes to the financial statements

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

**Annual leave liabilities:** Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

**Long service leave liabilities:** Unconditional long service leave provisions are classified as current liabilities as the Commission does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Commission has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Commission does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

**Employment on-costs:** The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'other expenses, Note 2.3 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Commission's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2023 \$'000	2022 \$'000
<b>Employment on cost provision</b>		
Carrying amount at start of period	-	3
Additional/(reversals of) provisions recognised	2	(3)
<b>Carrying amount at end of period</b>	<u>2</u>	<u>-</u>

### Key sources of estimation uncertainty- long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Commission's long service leave provision. These include:

- expected future salary rates
- discount rates
- employee retention rates; and
- expected future payments

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

## 2.2. Grants and Subsidies

	2023 \$'000	2022 \$'000
<b>Recurrent</b>		
Non Public organisations	<u>23</u>	<u>103</u>



## Notes to the financial statements

Transactions in which the Commission provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant expenses'. Grants can either be operating or capital in nature.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the reporting period in which they are paid or payable. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, and transfer payments made to public sector agencies, local government, non-government schools, and community groups.

### 2.3. Other expenditure

	2023 \$'000	2022 \$'000
<b>Supplies and services</b>		
Board fees	57	52
Communications	2	1
Consultants and contractors	37	13
Consumables	14	9
Travel	60	79
Other	7	10
Resources provided free of charge by DPIRD <sup>(a)</sup>	2,501	1,907
<b>Total supplies and services expense</b>	<b>2,678</b>	<b>2,071</b>
<b>Other expenses</b>		
Building and infrastructure maintenance	2	3
Internal audit fees	-	12
Other expenses	7	12
<b>Total other expenses</b>	<b>9</b>	<b>27</b>
<b>Total other expenditure</b>	<b>2,687</b>	<b>2,098</b>

(a) Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfilment of its statutory functions and obligations under the Kimberley Development Commission Act 1993. See note 3.1 Income from State Government.

**Supplies and services expenses** are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

**Other operating expenses** generally represent the day-to-day running costs incurred in normal operations.

### 3. Our Funding Sources

#### How we obtain our funding

This section provides additional information about how the Commission obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Commission and the relevant notes are:

	Notes
Income from State Government	3.1
Other income	3.2

## Notes to the financial statements

### 3.1. Income from State Government

	2023 \$'000	2022 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	521	418
<b>Total grants and subsidies</b>	<u>521</u>	<u>418</u>
Resources received from other public sector entities during the period:		
- Services received free of charge <sup>(a)</sup>	2,501	1,907
<b>Total resources received</b>	<u>2,501</u>	<u>1,907</u>
<b>Total income from State Government</b>	<u>3,022</u>	<u>2,325</u>

(a) Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfilment of its statutory functions and obligations under the Kimberley Development Commission Act 1993. See note 2.3 Other expenditure.

**Income from other public sector agencies** is recognised as income when the Commission has satisfied its performance obligations under the funding agreement. If there are no performance obligations, income will be recognised when the Commission receives the funds.

**Resources received from other public sector entities** are recognised as income (and assets or expenses) equivalent to the fair value of the assets, or the fair value of those services that can be reliably determined and which would have been purchased if not donated.

### 3.2. Other income

	2023 \$'000	2022 \$'000
Other sundry income	144	15
	<u>144</u>	<u>15</u>
Return of unspent grant monies	48	166
	<u>48</u>	<u>166</u>
<b>Total other income</b>	<u>192</u>	<u>181</u>



## Notes to the financial statements

### 4. Key Assets

#### Assets the Commission utilises for economic benefit or service potential

This section includes information regarding the key assets the Commission utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes
Infrastructure, property, plant and equipment	4.1
Right-of-use assets	4.2

#### 4.1. Property, plant and equipment

Year ended 30 June 2023	Buildings \$'000	Furniture and fixtures \$'000	Office equipment \$'000	Computer Hardware \$'000	Total \$'000
<b>1 July 2022</b>					
Gross carrying amount	130	79	6	81	296
Accumulated depreciation	(130)	(77)	(6)	(81)	(294)
Carrying amount at start of period	-	2	-	-	2
Depreciation	-	(2)	-	-	(2)
<b>Carrying amount at 30 June 2023</b>	-	-	-	-	-
Gross carrying amount	130	85	-	81	296
Accumulated depreciation	(130)	(85)	-	(81)	(296)

#### Initial recognition

Items of property, plant and equipment, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

#### Subsequent measurement

Property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

##### 4.1.1. Depreciation and impairment

	2023 \$'000	2022 \$'000
<b>Depreciation</b>		
Furniture and fixtures	2	7

As at 30 June 2023, there were no indications of impairment to property, plant and equipment or infrastructure. All surplus assets at 30 June 2023 have either been classified as assets held for sale or have been written-off.

## Notes to the financial statements

### 4.1.1 Depreciation and impairment (continued)

#### Finite useful lives

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale, land and investment properties.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	Useful life: years
Furniture and fittings	3 to 10 years
Office Equipment and computer hardware	5 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

#### Impairment

Non-financial assets, including items of property, plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss. Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Commission is a not-for-profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

### 4.2. Right-of-use assets

	2023 \$'000	2022 \$'000
Vehicles	-	10

There were no additions to right-of-use assets during the 2023 financial year (2022: \$10,000).

#### Initial recognition

Right-of-use assets are measured at cost including the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs, including dismantling and removing the underlying asset.

The Commission has elected not to recognise right-of-use assets and lease liabilities for short-term lease (with a lease of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.



## Notes to the financial statements

### 4.2 Right-of-use assets (continued)

#### Subsequent Measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at the cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

#### Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the Commission at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested of impairment when an indication of impairment is identified. The policy in connection with testing for impairment of outlined in note 4.1.1.

The following amounts relating to leases have been recognised in the statement of comprehensive income:

	2023 \$'000	2022 \$'000
Vehicles	3	6

The total cash outflow for leases in 2023 was \$3,000 (2022: \$6,000).

*The Commission's leasing activities and how these are accounted for:*

The Commission has leases for vehicles, which it recognises as right-of-use assets and associated lease liabilities in the Statement of Financial Position. The corresponding leases liabilities in relation to these right-of-use assets have been disclosed in note 6.1.

### 5. Other Assets and Liabilities

This section sets out those assets and liabilities that arose from the Commission's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

#### 5.1. Receivables

	2023 \$'000	2022 \$'000
GST receivable	-	2

#### 5.2. Amounts receivable for services (Holding Account)

	2023 \$'000	2022 \$'000
Balance at end of period	39	39

**Amounts receivable for services** represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

## Notes to the financial statements

### 5.3. Payables

	2023 \$'000	2022 \$'000
Trade payables	48	9
Other payables	54	33
Accrued expenses	2	-
GST Payable	14	-
<b>Total current payables</b>	<b>118</b>	<b>42</b>

**Payables** are recognised at the amounts payable when the Commission becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days.

### 6. Financing

This section sets out the material balances and disclosures associated with the financing and cash flows of the Commission.

	Note
Lease liabilities	6.1
Cash and cash equivalents	6.2
Capital commitments	6.3

#### 6.1. Lease Liabilities

	2023 \$'000	2022 \$'000
Current	-	7
Non-current	-	2
	<b>-</b>	<b>9</b>

#### Initial measurement

The Commission measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Commission as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Commission exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by the Commission if the lease is reasonably certain to be extended (or not terminated).

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales, are recognised by the Commission in profit or loss in the period in which the condition that triggers those payments occurs.

This section should be read in conjunction with note 4.3 Right-of-use assets.



## Notes to the financial statements

### Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

### 6.2. Cash and Cash Equivalents

	2023 \$'000	2022 \$'000
Non-restricted cash and cash equivalents	933	705
<i>Non-Royalties for Regions fund restricted cash</i>		
Community Resource Centre Wyndham	75	75
Kimberley Regional Development Scheme	22	22
Kimberley Capabilities Register	7	7
Warnum Re-Establishment Taskforce	170	170
	274	274
<i>Royalties for Regions Fund Projects Restricted cash</i>		
Regional Grant Scheme	136	136
Community Chest Grants Scheme	32	32
Local Projects Local Jobs	57	9
Warnum Governance	16	16
	241	193
Total restricted cash and cash equivalents	515	467
<b>Non-current restricted cash and cash equivalents</b>		
Accrued salaries suspense account <sup>(a)</sup>	3	3
Total cash and cash equivalents	1,451	1,175

(a) Funds held in the suspense account for the purpose of meeting the 27th pay in a reporting period that occurs every 11th year. This account is classified as non-current for 10 out of 11 years. Since the machinery of government changes in 2018, the accrued salaries suspense account is included in the balance sheet of the Department of Primary Industries and Regional Development.

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

### 6.3. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2022: none).

## Notes to the financial statements

### 8. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and contingent liabilities	7.2

#### 8.1. Financial Instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2023 \$'000	2022 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	1,451	1,175
Financial assets at amortised cost <sup>(a)</sup>	39	39
<b>Total financial assets</b>	<b>1,490</b>	<b>1,214</b>
<u>Financial liabilities</u>		
Financial liabilities at amortised cost <sup>(b)</sup>	104	51
<b>Total financial liabilities</b>	<b>104</b>	<b>51</b>

(a) The amount of financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(b) The amount of financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable).

#### 8.2. Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

There were no contingent assets or liabilities which would affect the Commission at the end of June 2023 (2022: none).

### 9. Other Disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Note
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
Equity	8.9
Supplementary financial information	8.10
Explanatory statement	8.11

#### 9.1. Events occurring after the end of the reporting period

There were no events occurring after the reporting period date that impact on the financial statements.

#### 9.2. Initial application Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2023:

- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*



## Notes to the financial statements

- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2022-3 *Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*

The Commission considers the above standards do not have a material impact on the financial statements.

### 9.3. Key management personnel

The Commission has determined key management personnel to include the members of the accountable authority, senior officers of the Commission and the Minister that the Commission assists. The Commission does not incur expenditures to compensate Ministers and those disclosures may be found in the *Annual Report on State Finances*.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for members of the accountable authority and senior officers of the Commission for the reporting period are presented within the following bands:

Compensation band (\$)	2023	2022
<b>Compensation of members of the accountable authority</b>		
50,001 - 60,000	1	-
10,001 - 20,000	-	-
0 - 10,000	4	6
<b>Compensation of senior officers (\$)</b>		
200,001 - 250,000	1	1
150,001 - 200,000	3	1
100,001 - 150,000	-	1
	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	709	455
Post-employment benefits	75	45
Other long-term benefits	66	48
<b>Total compensation for members of the accountable authority and senior officers</b>	<b>850</b>	<b>548</b>

Total compensation includes the superannuation expense incurred by the Commission in respect of senior officers.

### 9.4. Related party transactions

The Commission is a wholly owned and controlled entity of the State of Western Australia.

Related parties of the Commission include:

- all cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other agencies and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures, of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

### Material transactions with other related entities

Outside of normal citizen type transactions with the Commission there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

### 9.5. Related bodies

The Commission had no related bodies during the reporting period.

## Notes to the financial statements

### 9.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

### 9.7. Special purpose accounts

The Commission had no special purpose accounts during the reporting period.

### 9.8. Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2023 \$'000	2022 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	-	-

The Auditor General has dispensed with the audit for the years ended 30 June 2023 and 30 June 2022 under section 14 of the *Auditor General Act 2006*.

### 9.9. Equity

	2023 \$'000	2022 \$'000
<b><u>Contributed equity</u></b>		
Balance at start and end of year	145	145

### 9.10. Supplementary financial information

#### (a) Write-offs

There were no write-offs during the financial year.

#### (b) Losses through theft, defaults and other causes

There were no losses of public money and public and other property during the financial year.

#### (c) Gift of public property

There was no gifts of public property during the financial year.

### 9.11. Explanatory statement

The Commission is exempt from TI 945 Explanatory Statement as their Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.



## Key Performance Indicators

For the year ended 30 June 2023

### Certification of Key Performance Indicators

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Kimberley Development Commission's performance, and fairly represent the performance of the Kimberley Development Commission for the financial year ended 30 June 2023.



Thomas Stephens  
Chairman of the Board  
9 August 2023



Charles Berger  
Chief Executive Officer  
9 August 2023

## Key Performance Indicators

Performance management enhances the transparency and accountability of the Commission and enables its service delivery to be readily assessed as it works to achieve desired outcomes that are consistent with its statutory responsibilities and high level Government Priorities (described in Section 1).

The desired outcome from the Commission's activities is:

*“Development and promotion  
of the Kimberley Region”*

.....



## Key Performance Indicators of Effectiveness

The Commission measures its effectiveness indicators through an annual client perceptions survey, conducted by an independent market research company.

Customer satisfaction is measured against a range of elements of the Commission's service, including the effectiveness of the Commission in achieving seven different outcomes through the delivery of services.

Clients were sent an email invitation to complete the 2023 satisfaction survey online. A total of 101 client responses were obtained from the 117 clients surveyed, representing a response rate of 86%. This results in a maximum standard error ratio of +/- 3.62% at the 95% confidence level.

Effectiveness Indicator	Actual 2020-21 restated	Actual 2021-22 restated	Target 2022-23 restated	Actual 2022-23#
Percentage of clients satisfied with the provision of an environment conducive to the balanced economic and social development of the Kimberley region	92%	92%	89%	86%

For 2022-23, the Commission adjusted the methodology used to calculate the key effectiveness indicator. In previous years, responses of "don't know" were counted as negative responses in the calculation of the percentage of respondents satisfied with KDC's performance. This year, such responses are excluded from the total responses and the positive/negative response counts. This change is on external advice on industry standard methodologies, and brings KDC's approach in line with other regional development commissions.

In the table above, the adjusted methodology has been applied retrospectively to previous year's results, so that the data in the table reflects a consistent and comparable methodology.

## Key Performance Indicators of Efficiency

The Commission's efficiency indicators for its service to promote economic development and community growth is measured as average cost per hour. Actual results against budget targets for efficiency indicators and comparative information for the current and previous two reporting years is provided below.

Efficiency Indicator	Actual 2020-21	Actual 2021-22	Target <sup>2</sup> 2022-23	Actual 2022-23#
Average cost per hour <sup>1</sup>	\$142	\$176	\$162	\$171

### Notes on variance between Target and Actual

The Average cost per hour was 6% above target as the total cost of services were 2% above target while total number of hours was only 4% below due to a change in cost profile and staff vacancies during the year.

Note 1: Operating cost information is sourced from the Statement of Comprehensive Income Total cost of services excluding grants and subsidies, funds returned to treasury and expenses offset by external revenue.

Note 2: The target cost per hour is an estimated figure based on budgeted expenditure and staffing.

West Kimberley coast

## Governance

### Key legislation impacting on the Commission

In the performance of its functions, the Commission complies with the following relevant written laws:

- *Regional Development Commissions Act 1993;*
- *Auditor General Act 2006;*
- *Disability Services Act 1993;*
- *Equal Opportunity Act 1984;*
- *Financial Management Act 2006;*
- *Freedom of Information Act 1992;*
- *Industrial Relations Act 1979;*
- *Minimum Conditions of Employment Act 1993;*
- *Occupational Safety and Health Act 1984;*
- *Public Sector Management Act 1994;*
- *Salaries and Allowances Act 1975;*
- *State Records Act 2000; and*
- *State Supply Commission Act 1991*

### Shared responsibilities with other agencies

The Commission did not share any responsibilities with other agencies in 2022-23.

### Ministerial directions

No Ministerial directives were received during the financial year.

### Other financial disclosures

### Pricing policies of services provided

The Commission does not charge for its services, brochures and publications.

### Capital works

The Commission did not have any incomplete capital projects at the end of the reporting period, nor did the Commission complete any capital projects during the reporting period.

### Employment and industrial relations

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of the Commission.

Positions	As at 30 June 2020	As at 30 June 2021
Full-time permanent	1	1
Full-time contract	0	0
Part-time measured on an FTE basis	0	0
On secondment	0	0
Temporary	0	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>



## Workers' compensation

There have been no workers' compensation claims during the reporting period.

## Contracts with senior officers

As at the date of reporting, no senior officers, or firms of which senior officers are members, or entities in which senior officers have substantial interests, had any interests in existing or proposed contracts with the Kimberley Development Commission other than normal contracts of employment of service.

## Unauthorised use of credit cards

The Chief Executive Officer of the Commission holds a corporate credit card where their functions warrant usage of this facility. No unauthorised use of this facility was recorded in the financial year.

2022-23 \$	
Personal use expenditure for the reporting period	Nil
Personal use expenditure settled by the due date (within 5 working days)	Nil
Personal use expenditure settled after the period (after 5 working days)	Nil
Personal use expenditure outstanding at balance date	Nil

## Board remuneration

Kimberley Development Commission Board 2022-23				
Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration
Chair	Thomas Stephens	Annual	12 months	\$51,444
Deputy Chair	Desiree Male	Annual & per Meeting	12 months	\$5395
Member	Kira Fong	Per meeting	12 months	\$1820
Member	David Menzel	Per meeting	12 months	\$1885
Member	Benjamin Burton	Per meeting	7 months	\$687
Member	Ninielia Mills	Per meeting	7 months	-
<b>TOTAL</b>				<b>\$61,231</b>

## Expenditure on advertising, market research, polling and direct mail

In compliance with section 175ZE of the *Electoral Act 1907* the Commission monitors expenditure incurred during the financial year in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations. The details of the Commission's expenditure in these areas is as follows:

Expenditure	Total
Advertising	Nil
Market research – Annual Survey Advantage Communication	\$1960
Polling – Survey Monkey	\$349.09
Direct mail – MailChimp Subscription	\$30.27
Media advertising – WA Newspapers (KCAF and RED Grants advertising) Printing Ideas (Business cards, Certificate of Donation Mandurah)	-\$11519.54 -\$347.92
	<b>\$14,206.82</b>

## Disability access and inclusion plan outcomes

The aim of Disability Access and Inclusion Plans (DAIP) is to make a positive difference to the lives of people with disabilities, their families and carers by focussing efforts to improve access to services, information and facilities. The Commission's DAIP provides an important mechanism for monitoring and evaluating its services to help ensure that it meets the accessibility needs of people with disabilities, their families and carers. As part of the DAIP, an annual action plan is developed with strategies to maximise accessibility. Specific strategies related to the DAIP outcomes continue to be implemented on an ongoing basis and are subject to review. This plan is designed to ensure all people are considered in all Commission activities and services and ensures access to Commission activities and events, buildings and facilities and information. It also ensures all people receive the same quality of service and opportunities to participate in activities of the Commission. The DPIRD Disability Access and Inclusion Plan 2018–2023 outlines the following outcomes:

1. People with disability have the same opportunities as other people to access the services of, and any events organised by the KDC.
2. People with disability have the same opportunities as other people to access the offices and other facilities of the KDC.
3. People with disability receive information from KDC in a format that will enable them to access the information as readily as other people are able to access it.
4. People with disability receive the same level and quality of service from the staff of the KDC as other people receive.
5. People with disability have the same opportunities as other people to make complaints to the KDC.
6. People with disability have the same opportunities as other people to participate in public consultation by the KDC.
7. People with disability have the same opportunities as other people to obtain and maintain employment with the KDC.

## Compliance with public sector standards and ethical codes

The Commission is listed as a statutory authority on Schedule 1 of the *Financial Management Act 2006* and is subject to the provisions of the *Public Sector Management Act 1994*. The *Public Sector Management Act 1994*, the Western Australian Public Sector Code of Ethics and the Public Sector Commission's Good Governance for Western Australia Public Sector Boards and Committees inform the Commission's governance.



## Recordkeeping plans

The Commission's Record Keeping Plan was endorsed by the *State Records Office in 2017*, as required under section 19 of the State Records Act (2000). The plan, in the form of a manual, is designed to provide staff working for the Commission with a guide to the organisation's policies, procedures and standards for handling public records. All staff are aware they have a responsibility to create and maintain public records in a manner which not only complies with legislative requirement, but allows for quick and easy location, identification and retrieval of such documents or electronic data. The Commission will review the efficiency and effectiveness of its record keeping system in 2022-23.

## Occupational safety, health and injury management

The Commission acknowledges its responsibilities under the *Occupational Safety and Health Act 1984* to provide and maintain a safe and healthy environment and exercise a duty of care to ensure employees, clients and visitors to the Commission's workplaces, as far as practical, are not exposed to hazards. The Commission's record of performance against annual performance data requirements are tabled as follows.

Measure	Actual Results		Results against target
	2021-22	2022-23	Target
Number of fatalities	0	0	0
Lost time injury and/or disease incidence rate	0	0	0 or 10% reduction
Lost time injury and/or disease severity rate	0	0	0 or 10% reduction
Percentage of injured workers returned to work: (i) within 13 weeks (ii) within 26 weeks	N/A N/A	N/A N/A	Greater than or equal to 80%
Percentage of managers trained in occupational safety, health and injury management responsibilities	0%	0%	Greater than or equal to 80%

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of the Commission. Resources, including staff, are provided by the Department of Primary Industries and Regional Development to enable the Commission to meet its legislative objectives. As such the current number of managers employed by the Commission who are trained in OS&H responsibilities is nil.

## Government building training policy

The Commission has a commitment to the Government Building Training Policy. The Commission was not responsible for building construction or maintenance of a greater duration than three months and greater value than \$2 million.

## WA Multicultural Policy Framework

The Kimberley Development Commission's Multicultural Plan 2021-2024 was submitted to the WA Office of Multicultural Interests on 28th January 2021. The Commission has not been advised of any action required under this plan. The Commission's record of performance against annual performance data requirements are tabled as follows.

## Substantive equality

Substantive equality recognises that while some systems and processes may outwardly appear as non-discriminatory, they may not be fully responsive to the needs and aspirations of different people and groups and, as a result, can unintentionally create further inequalities. Kimberley Development Commission is committed to identifying and eliminating institutional barriers wherever they exist.



Annual Report 2022 - 2023

Kimberley Development Commission

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