

Economic Development Strategy 2021-2026

FOR THE SHIRE OF BROOME



PREPARED BY
RPS

Mark Wallace
Director - Strategy and Investment
(Economics)
Level 2/27-31 Troode St,
West Perth WA 6005

T (08) 9211 1111
E mark.wallace@rpsgroup.com.au

PREPARED FOR
Shire of Broome
PO Box 44
Broome WA 6725

T (08) 9191 3456
E shire@broome.wa.gov.au
W www.broome.wa.gov.au

This report was prepared by RPS within the terms of RPS' engagement with its client and in direct response to a scope of services. This report is supplied for the sole and specific purpose for use by RPS' client. The report does not account for any changes relating the subject matter of the report, or any legislative or regulatory changes that have occurred since the report was produced and that may affect the report. RPS does not accept any responsibility or liability for loss whatsoever to any third party caused by, related to or arising out of any use or reliance on the report.

CONTENTS

FOREWORD	2	Trade and the Economy	24
Deputy President's Foreword	2	External Drivers and Trends	25
Chief Executive Officer Foreword.....	3	BROOME'S COMPETITIVE ADVANTAGES AND CHALLENGES	27
Special Thanks.....	3	Assessing Local Competitiveness	27
EXECUTIVE SUMMARY	4	Advantages and Challenges of the Broome Economy.....	28
AN ECONOMIC DEVELOPMENT STRATEGY FOR BROOME	5	Economic Assets & Drivers.....	31
What is Economic Development?	5	Economic Development Opportunities....	34
Who is Responsible for Economic Development?.....	5	ECONOMIC DEVELOPMENT VISION AND DESIRED OUTCOMES	36
What is the Role of Local Government?	5	Foundation for Future Growth and Prosperity	36
Council as an Economic Driver and Catalyst.....	6	Economic Development Framework	37
Shire of Broome-Led Projects	7	Vision for the Broome Economy	38
Building on the Broome Growth Plan.....	10	Desired Outcomes.....	39
Alignment with Other Policies and Strategies	12	SHIRE OF BROOME'S ECONOMIC DEVELOPMENT PROGRAMS	40
Purpose and Structure of the Strategy	14	IMPLEMENTATION AND MONITORING	44
BROOME'S ECONOMIC PROFILE	15	Partnering for Success.....	44
Headline Indicators.....	15	Monitoring Progress and Measuring Outcomes	44
Place	16	REFERENCES	45
People	17		
Employment and Business.....	19		
Visitors.....	23		

FIGURES

1. Role of Local Government in Economic Development.....	9
2. Broome Growth Plan Target Scenarios .	11
3. Broome Economic Development Strategy 2021-2026 Structure.....	14
4. Headline Economic Indicators – Broome (\$)	15
5. Broome Context Map	16
6. Share of Population by Age, Broome (S) and Western Australia, 2018	17
7. Unemployment Rate, Broome (S) and WA, 2015 to 2019	18
8. Jobs, Broome LGA, 2006 to 2016.....	19
9. Share of Jobs by Industry, Broome LGA and WA, 2016	19
10. Change in Jobs, Broome LGA, 2006-2016	20
11. Registered Businesses per 1,000 Residents, Broome (S) and WA, June 2019	21
12. Tourist/Visitors, by Type, Broome and Roebuck SA2s, 2010 to 2019	23
13. Top 5 Countries of Residence of International Visitors, Broome (S) and Western Australia, 2019	23
14. Gross Product per Person, Broome (S), Kimberley and Western Australia, 2019..	24
15. Impact of Covid-19 On Employment, Shire Of Broome, May 2020 And January 2021	25
16. Residential Rental Vacancy Rates, Broome, 2020 And 2021.....	25
17. Porter's Diamond Model of Regional Competitiveness.....	27
18. Advantages and Challenges for the Broome Economy	36
19. Economic Development Framework ..	37

TABLES

1. Shire of Broome Council Economic Expenditure and Activity	6
2. Number and Share of Local Employing Businesses, Broome, Kimberley and WA	21
3. Industries with Gross Value Added >\$50m, Broome (S), 2019	24
4. Broome Competitiveness Assessment ..	28
5. Major Economic Assets, Shire of Broome.....	31

FOREWORD

Deputy President's foreword

In December 2020, the Shire of Broome endorsed a new vision: *Broome – A Future for Everyone*.

Part of this new tagline is our local government throwing its arms open to new residents, visitors and investors as Broome looks towards a vibrant future.

The State Government has identified our town as possessing the potential to become a major regional city in the near future – an aspiration shared by our progressive Council and dynamic administration.

The purpose of this Economic Development Strategy is to identify existing strengths to be maximised and potential opportunities to be pursued, while mapping out a future path to affluence and prosperity.

Broome has long been synonymous with the tourism industry and our region remains a key destination for travellers to, and within, Western Australia.

There is no doubt that tourism plays a key role in the local economy and will continue to be the lifeblood of our town.

However, I'm sure you will agree after reading this strategy, the potential for growth and diversification in Broome's economy is very exciting.

The diverse industries that are growing, new ventures being established and projects coming online breeds confidence that the vision of our town blossoming into a key regional centre is achievable in the not-too-distant future.

While economic development is not the core function of a local government, the Shire of Broome believes a collaborative effort is the best method for collective success.

Our Shire president Harold Tracey and the rest of our Council have Broome's best interests at heart and collectively our elected members have urged the administration to be bold, ambitious and to move into certain areas that are not necessarily associated with local government.

That is why the Shire led the way in collaboration with other key regional stakeholders in compiling this strategy – the latest in a swathe of important informing documents for the West Kimberley.

The Broome Growth Plan was collated in partnership with leaders in our region, while the 3-Year Broome COVID-19 Recovery Plan was driven by the Shire in 2020 to help our community in times of economic hardship.

There is no doubt that the Shire has a significant role to play in furthering Broome's economy and we are directly creating employment opportunities through a number of exciting infrastructure projects.

More than \$50 million has been invested by the Shire and State Government across the Town Beach Redevelopment Project and Chinatown Revitalisation Project over recent years.

These projects have refreshed two of Broome's key precincts, stimulated employment and provided the opportunity for economic development.

The Shire has big aspirations for the future, with the Cable Beach Foreshore Redevelopment, Broome Boating Facility and other projects firmly in the pipeline and set to be the foundation for the further economic development of our town.

Thank you for taking the time to review this strategy – I'd encourage you to reach out to the Shire's economic development team to be part of Broome's future prosperity.

Desiree Male

Shire of Broome deputy president

The purpose of this Economic Development Strategy is to identify existing strengths to be maximised and potential opportunities to be pursued, while mapping out a future path to affluence and prosperity.

Chief Executive Officer Foreword

The Shire of Broome is committed to playing an important role in the economic growth of our town – something our community has undoubtedly asked us to take a lead in.

After conducting our Community Perceptions Survey in 2020, we worked hard to collate the extensive feedback and submissions, with a few trends emerging.

One of the areas that residents, businesses and ratepayers asked us to focus on in the short term was economic development.

We have firmly listened to this feedback and are working hard on several fronts to make Broome an even more appealing place to live, work, visit and invest in.

The Shire constantly strives to facilitate investment in Broome and by providing rejuvenated key areas in our town has developed the setting for economic prosperity.

I am very proud of the work undertaken to refresh and rejuvenate Town Beach and Chinatown over the last few years – these projects have improved these two key precincts.

The Shire is not resting on our laurels and has big plans to refresh the foreshore around Cable Beach to maximise the potential of our world-class environmental asset.

All these projects create the ideal environment for economic prosperity in many forms and will be critical to our collective prosperity.

It is clear a collaborative approach with relevant stakeholders and all tiers of government is required to achieve a shared vision and the Shire has been proactive in this regard in recent years.

It is fair to say Broome is at something of a crossroads in relation to our short-term future, and it is essential that the Shire gets the future planning of our town right to enhance our community's prospects and reach the considerable potential detailed in this document.

One thing you can be assured of is the Shire's executive group, management team and staff are working tirelessly in the pursuit of Broome's positive evolution.

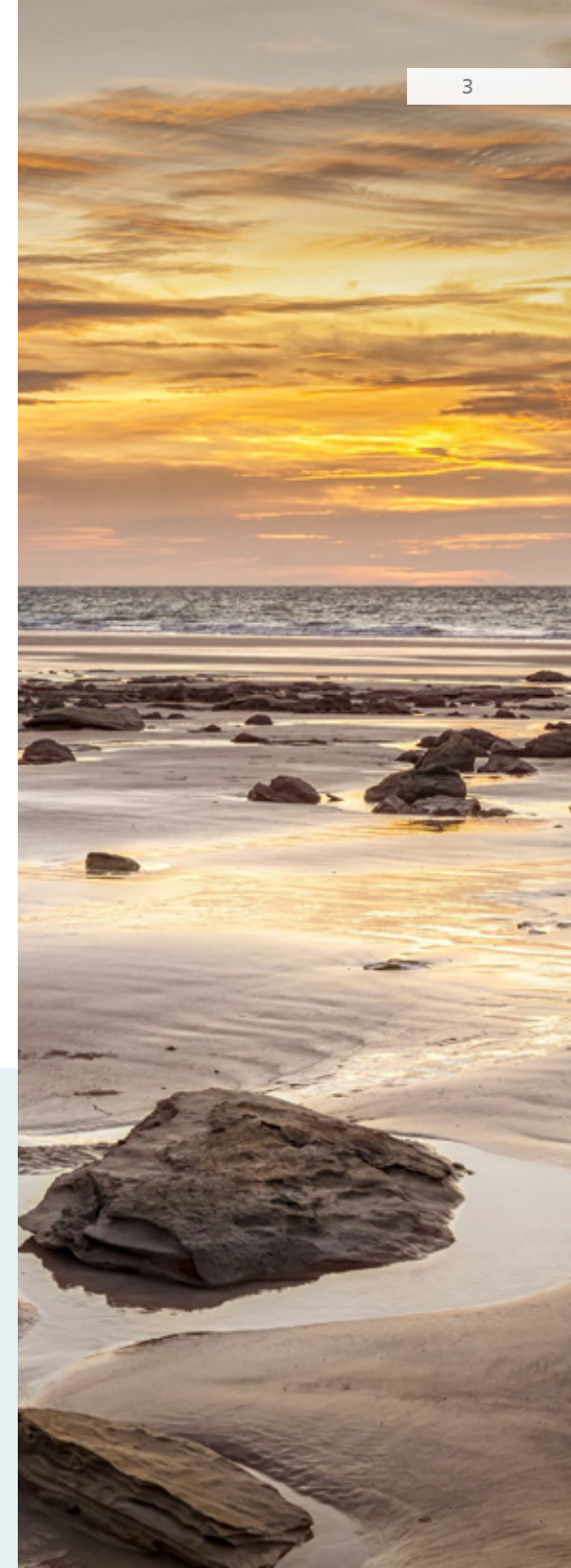
The organisation is at the forefront of facilitating new investment in our town and I'd invite any person or business interested in learning more to contact our dedicated community development team.

Sam Mastrolembo
Chief Executive Officer

Special Thanks

The Shire of Broome would like to thank the following organisations for their input and support in the development of this Strategy:

- Kimberley Development Commission
- Regional Development Australia Kimberley
- Broome Chamber of Commerce and Industry
- West Kimberley Alliance
- Nyamba Buru Yawuru
- Kimberley Ports Authority
- Broome International Airport
- Development WA
- Australia's North West Tourism
- Broome Visitor Centre



EXECUTIVE SUMMARY

The Shire of Broome is committed to promoting, encouraging and facilitating the sustainable development of the Broome economy for the benefit of all residents. This Economic Development Strategy 2021-2026, builds upon the success of the Broome Growth Plan as well as the region's 3 Year COVID-19 Recovery Plan.

Broome is located in the south-west Kimberley in the far north of Western Australia. It covers approximately 56,000 square kilometres and boasts a coastline of 900 kilometres. The Shire is located 2,240km by road to the northeast of Perth (capital city of Western Australia) and is closer to Darwin (1,872km northeast) and Bali, Indonesia (1,319km). The Shire is located in the same timezone as East Asia with 1.5 billion people.

The Shire of Broome was home to 16,907 people in 2019 and current WA Government projections indicate the population will reach 18,591 by 2031. This is in line with recent historical growth rates, though is slower than the Broome Growth Plan's modelled population scenarios. Approximately 1/3 of Broome's population are Aboriginal people – with higher shares living outside of the town itself.

Major employing industries in the Shire of Broome include Health Care and Social Assistance, Education and Training, and Accommodation and Food Services (linked to Broome's role as a domestic and international tourism destination of choice).

The region has a large share of small businesses, though lacks medium sized businesses which represents a significant constraint for Broome to tackle local unemployment and generate meaningful employment opportunities for all residents.

Major economic assets in (or near) the Shire include:

- Cable Beach
- Broome International Airport
- Port of Broome
- Dampier Peninsula
- Chinatown Broome
- University of Notre Dame – Broome Campus
- North Regional TAFE – Broome
- Great Northern Highway
- Browse Basin
- Thunderbird Mineral Sands
- Ex-Waterbank Station
- La Grange and Skuthorpe Agriculture Areas
- Asian Renewable Energy Hub
- Roebuck Plains Station
- Kimberley Meat Company

Broome is evolving to become a dynamic, investment friendly location with its proactive leadership group focused on transforming the regional centre into a modern vibrant place to live whilst nurturing our natural environmental and cultural assets. It seeks to leverage the long-term trend of people coming to the North West for a job and staying for the lifestyle.

There is significant longer-term private investment planned in Broome for transformational infrastructure development (i.e. \$110 million for the Kimberley Marine Offloading Facility). This Strategy also highlights that in the immediate-term, funds have been committed for locally-led activity that will have regional contracting capability and community benefits.

The Shire of Broome has identified a series of Desired Outcomes for economic development activity in Broome. These include More People; More Investment; More Businesses; and More Economic Diversity.

Realising the Vision for the Broome economy and the associated Desired Outcomes will require a series of actions and initiatives by the Shire, delivered in partnership with other economic development stakeholders.

The Economic Development Framework in this Strategy includes the identification and establishment of core Economic Development Programs for the Shire. The four key Economic Development Programs include:

- Business and Industry Support
- Skills Development and Training
- Investment Attraction, Branding & Liveability
- Connectivity, Transport and Access

This Strategy is a flexible document designed to provide a framework for Council's economic development activity to respond to potential fluctuations in commodity markets and global trends.

Based on an assessment of the competitiveness of the Broome economy, the following vision statement is proposed for the Economic Development Strategy:

**Broome -
economically
diverse, for
everyone.**



Economic development programs



Business &
Industry Support



Skills Development
& Training



Investment Attraction,
Branding & Liveability



Connectivity,
Transport & Access

AN ECONOMIC DEVELOPMENT STRATEGY FOR BROOME

What is Economic Development?

“Economic development” is a phrase that characterises any activity, initiative, investment or policy that seeks to improve the economic and social wellbeing of people. This recognises that we all live in a community, not an economy, and that economic activity should make people’s life better.

Successful economic development activities seek to grow and enhance the capacity of a local economy to generate wealth and prosperity in the long-term to underpin improvements in the lives of residents.

The concept of economic development has evolved over time, shifting from a focus on headline economic growth and employment figures to more nuanced and meaningful objectives such as sustainability, wellbeing, quality of living, resilience, social cohesion and integration.

Who is Responsible for Economic Development?

The economic development of Broome is a shared responsibility. It represents the collaborative and collective effort of key economic development stakeholders across all three levels of Government, Traditional Owners and other indigenous groups and communities, local and national businesses, major economic asset owners, investors, workers and residents.

Each organisation and person in Broome has an important role to play in realising positive economic development outcomes in the Shire. Every dollar spent, invested and earned in the Shire represents an opportunity to foster economic development and enhance quality of life.

What is the Role of Local Government?

In recent years, local government has played an increasingly central role in the achievement of economic development objectives across Australia. Local Government has a distinct advantage over other levels of government in the implementation of economic development initiatives because of its closer connection to both businesses and households in the community.

The purpose of the Shire of Broome is to deliver affordable and quality Local Government services, for everyone.



Council as an Economic Driver and Catalyst

Local Government not only plays an important role in setting the land use framework for economic and social development but often represents a major source of economic expenditure and activity in their own right.

In addition to this direct expenditure impact, the Shire of Broome manages the Broome Library as well as the Broome Recreation and Aquatic Centre and Broome Civic Centre. Key indicators for these economic drivers are summarised below.

Despite the impact of COVID-19 on program and event delivery in 2019/20, both the Broome Library and BRAC experienced an increase in attendance and activation, illustrating the critical role both facilities play in the social fabric of the Shire.

Both the Broome Library and BRAC experienced an increase in attendance and activation in 2019/20, illustrating the critical role both facilities play in the social fabric of the Shire.

TABLE 1 SHIRE OF BROOME COUNCIL ECONOMIC EXPENDITURE AND ACTIVITY

Indicator	Value
Council Employees	178
Council Assets	51 assets with a fair value of \$488m
Council Operating Expenditure (2019/20)	\$32.3m
Council Operating Expenditure - Local Only (2019/20)	\$19.0m
Local Share of Council Operating Expenditure (2019/20)	55%
Council Capital Expenditure (2020/21 Budget)	\$40.6m
Economic Events and Tourism Development Grants (Avg 3 Years)	\$242,862
COVID-19 Community Support Grants (2020/21)	\$55,225
Tourism Administration Policy Grants (Avg 3 Years)	\$414,830
Shire Of Broome Sponsored Events	24
Shire of Broome Managed Events	22
Broome Civic Centre Events (2019/20)	52

Both the Broome Library and BRAC experienced an increase in attendance and activation in 2019/20, illustrating the critical role both facilities play in the **social fabric of the Shire**



Shire of Broome-Led Projects

Broome is home to significant economic and social potential and Council has and will continue to play a central role in the attraction of funding, the facilitation of investment, and the implementation and delivery of key major projects across the Shire.

Key projects currently being progressed and delivered by the Shire of Broome are outlined below.

Cable Beach Foreshore Redevelopment

Value: \$36.5 million

Status: Seeking Funding



Chinatown Revitalisation Stage 2

Value: \$18 million

Status: Committed / Underway



Regional Resource Recovery Park & Community Recycling Centre

Value: \$12.3 million

Status: Seeking Funding



Town Beach Project

Value: \$17 million

Status: Completed



Town Beach All-Access Fishing Jetty

Value: \$7.1 million

Status: Committed / Underway



Jetty to Jetty Trail

Value: \$0.6 million

Status: Committed / Underway



Broome Recreation & Aquatic Centre Renewal

Value: \$36.5 million

Status: Stage 1 – Underway

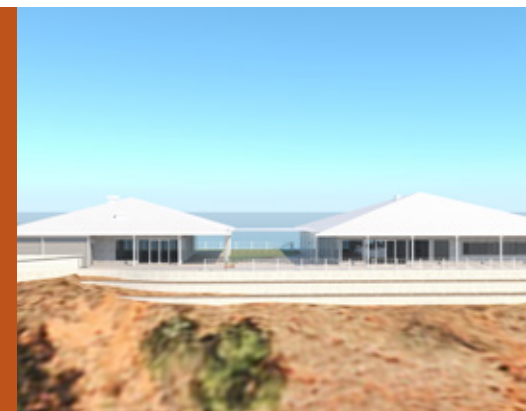
Stage 2 - Seeking Funding



Broome Golf Course Clubhouse & Restaurant

Value: \$6.5 million

Status: Complete



Broome Surf Life Saving Club Refurbishment

Value: \$3.2 million

Status: Committed / Underway



Kimberley Regional Office 1 - 3

Value: \$8.5 million

Status: Stage 1 – Completed

Stage 2 - Seeking Funding



- We fulfil the following roles and responsibilities to meet local needs:
- **Advocate:** We are a voice for the local community, promoting local community interests to others.
 - **Facilitate:** We help to make it possible or easier for others to meet community needs.
 - **Fund:** We fund organisations to deliver essential community services.
 - **Partner:** We form strategic alliances with others in the interests of the community.
 - **Provide:** We directly provide community infrastructure and services.
 - **Regulate:** We ensure compliance with local laws.

The role of local government in economic development is also dependent on the other institutions present in the area. This strategy recognises that in many instances, the Shire of Broome is best placed to partner rather than lead initiatives with our key stakeholders who also have economic development roles.

- This includes, but not limited to the following:
- Kimberley Development Commission: information and facilitation between State Government and communities across the Kimberley region.
 - Regional Development Australia Kimberley: information and facilitation between Federal Government and communities across the Kimberley region.
 - West Kimberley Alliance: advocacy to government and private sector on key developments in the West Kimberley region.
 - Broome Chamber of Commerce and Industry: peak industry body for the business sector in Broome.
 - Nyamba Buru Yawuru: this is Yawuru’s development and investment company and is charged with the responsibility to generate long term income for the Yawuru community. The not-for-profit company has interests in a range of areas including property development, pastoral and agricultural, construction and technologies.
 - Department of Primary Industries and Regional Development: alignment of local government economic development and COVID19 recovery with regional and State Government plans and policies.

Actioning the Indigenous Land Use Agreement

The Shire of Broome, Nyamba Buru Yawuru and the other State Government signatories are jointly striving to action the intent of the Indigenous Land Use Agreement (ILUA) which was signed in 2010. It is unusual for a Local Government to be a signatory to an ILUA and it recognises that strategic partnerships play an integral role in Broome’s future development.

Nyamba Buru Yawuru is a significant landholder in the townsite of Broome. The Shire of Broome acknowledges that its office is on Yawuru country and its relationship with Yawuru people and Traditional Owner groups across the local government area is an asset.

In terms of economic opportunities, the joint ILUA and determined Native Title for Broome is a competitive advantage. It provides a degree of certainty for future development and investment. It also signals to business that there are established terms for joint management of conservation estates and marine parks.

Outside of the Broome townsite, Native Title has largely been determined across the Shire. This means that there is minimal uncertainty relating to ongoing claims with established Prescribed Body Corporates which hold Native Title acting on behalf of Traditional Owner groups across the Shire.

FIGURE 1 ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT



Credit: Nyamba Buru Yawuru

Building on the Broome Growth Plan

The Shire of Broome currently does not have a dedicated Economic Development Strategy. Instead, economic development objectives and goals have been a shared responsibility of the Shire and other stakeholders through the implementation of the Broome Growth Plan. The Growth Plan Partnership comprised of the Shire of Broome; Kimberley Development Commission; Yawuru Registered Native Title Body Corporate; Development WA (formally LandCorp); Department of Primary Industries and Regional Development; and Department of Planning, Lands and Heritage.

The Broome Growth Plan is a blueprint for the Shire's economic future and was compiled over several years from detailed research and wide-ranging consultation with key economic development stakeholders and the broader Broome community.

The Broome Growth Plan establishes scenarios for the Broome economy and community

including additional economic activity, employment and population growth.

To ensure that the implementation of the plan is relevant to the culture and context of Broome, four pathways were developed which enable maximum benefit to be obtained.

- Building small enterprise.
- Connecting to governance structures.
- Connecting initiatives and enablers.
- Infrastructure required.

The Broome Growth Plan has been a transformative strategy for the Shire. It continues to be used by Council to drive collaboration and buy-in by the State Government into the Broome economy and community and has helped to communicate a consistent message to State and Federal Government agencies on Broome's potential and funding priorities.



The Growth Plan established a series of aspirational models for the Broome economy covering population, jobs and economic growth to 2036.

These models illustrate the very different growth scenarios that might be achieved if Aboriginal labour force participation is attained at certain rates. True prosperity must cut across racial and income lines; if the Broome area is to grow, and the economy to expand, all must participate, and all must benefit. The risk of a two-track economy developing is a very real one.

Since the publication of the Growth Plan, demographic and economic activity in the Shire have slowed against historical trends.

Population growth has been flat (and declined marginally in recent years) while job growth has slowed significantly with unemployment rising. The result of this has been a declining trend in Gross Regional Product in the Shire in recent years (refer to **Broome’s Economic Profile**). This overall trend does not reflect the growth in Aboriginal population in the area which continues to grow. Investment in the Aboriginal workforce represents an

investment in the future of the local area as Aboriginal people are also far less likely to move away from the region.

Many objectives and aspirations of the Growth Plan have been realised or are progressing through the planning phases (refer to **Shire of Broome’s Economic Development Programs**). Additionally, a sharp increase in tourism activity in 2019, along with private sector interest in horticulture, mining, and logistics projects represent major progress towards activating Broome’s “trading economy” (refer to **Economic Development Opportunities**).

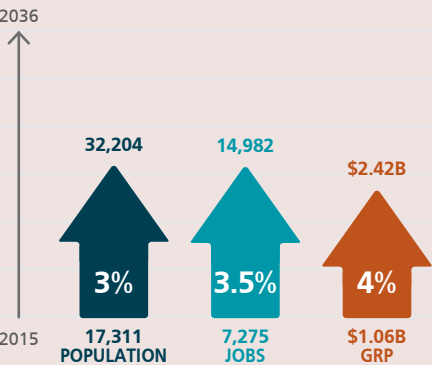
This Economic Development Strategy seeks to build upon this momentum and help to chart a path forward for the Broome economy to realise the aspirations of the Broome Growth Plan in the long-term.

Please note, this Strategy does not seek to replace the Broome Growth Plan. It focuses on identifying the Shire of Broome’s unique role in implementation and to provide a ‘status update’ on the growth aspiration scenarios.

FIGURE 2 BROOME GROWTH PLAN TARGET SCENARIOS

Scenario 1

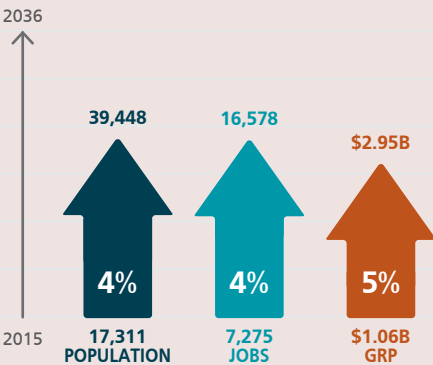
Trend growth



Represents the likely outcome of Broome in 21 years at continued trend rates - population doubles without associated job growth.

Scenario 2

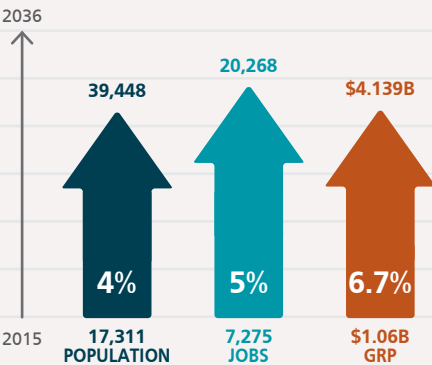
Activation of Agriculture and Tourism industries



Targets readily achievable growth in agriculture and tourism - population and job growth more than double.

Scenario 3 - the targeted scenario

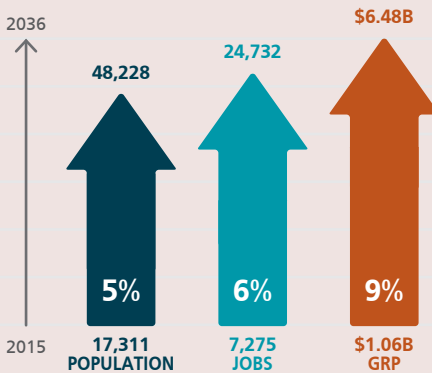
Activation of Agriculture, Tourism and Aboriginal Participation



As Scenario 2, with the addition of increased Aboriginal participation and enhancement, leading to improved social outcomes such as decreased welfare dependency.

Scenario 4

Aspirational growth



As Scenario 3, with the addition of growth in other sectors such as oil and gas, leading to a sustainable, stable population and enhanced social conditions, including improved liveability and access to services.

Alignment with Other Policies and Strategies

In addition to the Broome Growth Plan, this Economic Development Strategy draws on the lessons learnt and framework established by other key policies and strategies. These include:

Western Australian Local Government Association's (WALGA) Local Economic Development Framework

A summary by WALGA detailing the economic development landscape and how local government can play a role in supporting economic outcomes at a community level.

Kimberley Development Commission's 2036 and Beyond: A Regional Investment Blueprint for the Kimberley

The investment blueprint details a focused plan designed to guide and shape the Kimberley region. It states the increasing importance of the Kimberley region to both the state and national level, particularly in reference to the cultural and wilderness assets and natural resources.

West Kimberley Alliance's (formally Broome Future) Unlocking the Door

This 2015 study investigates the feasibility of Broome as a commercial and logistics hub for the Kimberley. The report is the precursor to the Broome Growth Plan.

Shire of Broome's Corporate Business Plan 2021 – 2025

This plan aims to align the community's visions and aspirations for the future of Broome, to the Shire's objectives. These objectives are measured by both quantifiable and non-quantifiable outcomes, using key performance measures.

Shire of Broome's Strategic Community Plan 2021 – 2031

The Strategic Community Plan is the highest level of document in the integrated planning and reporting framework. It is designed to be a 'living' plan that guides the development of the Shire of Broome community for the next 10 years plus. It sets out four strategic themes (Social, Environment, Economic, and Civic Leadership) and details the desired outcomes to be achieved for each goal and the strategies to help realise these objectives. At the time of this Strategy, Council completed and endorsed a major review of the Plan in December 2020.

Yawuru Corporate Group's Strategic Plan 2016 – 2020

Mission of the plan is to enable Yawuru people to be active participants in and beneficiaries of sustainable economic, cultural and social practices so that they can care for and enjoy their land, values and culture, while enhancing families and the community in which they live. The plan is to be incorporated through a set of strategies and goals and aims to identify and grow economic opportunities while building social, cultural and human resources. It is important to generate knowledge and understanding of Yawuru culture and incorporate their customary law, knowledge and values into a Western context.

Yawuru Corporate Group's Yawuru Futures: Economic Sustainability and Investment – April 2018

This document provides a policy framework for the strategic direction of Nyamba Buru Yawuru economic development and investment. The objectives of their economic agenda are to ensure financial sustainability in the long term, and to transform the economic environment of Broome so that economic participation and benefit is maximised for Yawuru and for all Aboriginal people in the region.



While preparing this Economic Development Strategy, the Shire of Broome has commenced the following planning activity:

- Local Planning Strategy and Local Planning Scheme No 6 review
- Strategic Community Plan review
- Arts and Culture Strategy
- Youth Framework
- Community Safety Plan
- Waste Strategy

Collaboration across the Shire of Broome's disciplines is ensuring that this activity is informing and aligning to each other.

Key organisations and leaders in Broome collaborated to formulate the 3-Year Broome COVID-19 Recovery Plan to bring forward planned investment to stimulate the Broome economy as a response the impacts from the COVID-19 measures. The Shire of Broome partnered with Nyamba Buru Yawuru, West Kimberley Alliance, Broome Chamber of Commerce and Industry, and Cruise Broome to develop the plan. Input was also sought from other stakeholders including the Kimberley Development Commission, Regional Development Australia Kimberley, and Office of Northern Australia.

This process demonstrated the ability of Broome's institutional organisations to be unified in vision and purpose in their advocacy for co-investment in major projects identified to:

- Stimulate jobs and economic growth;
- Deliver regional benefits; and
- Assist in rebounding from COVID-19 impacts.

While the Economic Development Strategy is a Shire of Broome document, it will aim to further cement the relationships with the Shire's institutional peers as part of its implementation.



Purpose and Structure of the Strategy

The Broome Economic Development Strategy 2021-2026 seeks to build upon the success and legacy of the recent economic development activity and cooperation in Broome. Providing an evidence base for decision making, it establishes a vision and framework for economic development priorities and activities by the Shire of Broome over the next 5 years.

The Strategy is comprised of the following key sections:

FIGURE 3 BROOME ECONOMIC DEVELOPMENT STRATEGY 2021-2026 STRUCTURE



BROOME'S ECONOMIC PROFILE

This Strategy profiles key economic and social indicators and trends of the Broome economy. This provides information and justification for the Vision, Desired Outcomes and Economic Programs outlined in the Strategy, as well as evidence to inform and guide investment decision making by the Shire of other economic development stakeholders and investors.

The profile is broken into four broad categories:

- **Place** – spatial, geographical and environmental attributes of Broome and its relationship with the wider Kimberley region;
- **People** – population, demographic and socio-economic attributes of the people who call Broome home;
- **Employment and Business** – economic indicators and attributes including employment, business registrations, industry development and investment;
- **Visitors** – tourism visitation, assets and trends.
- **Trade and Economy** – regional exports, major industry trends and gross regional product.

Headline Indicators

FIGURE 4 HEADLINE ECONOMIC INDICATORS – BROOME (\$)

16,907

Broome Shire
population

1.09%

Annual population
growth since 2011

35,901

Kimberley population

24.2%

Share of population
0-14

7.5%

Share of population
65+

28.2%

Share of population
Aboriginal

9.7%

Unemployment rate
(Dec 19)

1,265

Number of registered
businesses

15.9%

Health care share of
jobs

446,181

Number of visitors
(Dec 19)

\$1.54b

Gross regional
product (\$b)



Place

The Broome Local Government Area is located in the south-west Kimberley in the far north of Western Australia. It covers approximately 56,000 square kilometres and boasts a coastline of 900 kilometres. The Shire is located 2,240km by road to the northeast of Perth (capital city of Western Australia) and is closer to Darwin (1,872km northeast) and Bali, Indonesia (1,319km). The Shire is located in the same timezone as East Asia with 1.5 billion people.

The Shire is serviced by an international airport and port and the township of Broome is recognised as the strategic regional centre for the region. The township of Broome is located on a peninsula and so has the Indian Ocean to the east (the inlet of Roebuck Bay) and west.

Broome township is the service and trade hub of the region, servicing agricultural, pastoral, mining and oil and gas production in the Shire and Kimberley (including offshore such as INPEX Ichthys). It also serves as the “gateway” for tourists and visitors to the Kimberley, a combination of drive in and fly in visitors. International visitors can also arrive via cruise ship, self drive and aircraft.

The area has a tropical climate, defined by a wet and a dry season. The wet season generally lasts from November until April, while the dry season runs from May until October. Its climate means the area enjoys warm coastal temperatures of high 20C to low 30C all year round, making it a popular destination for visitors from colder climates during the winter months.

The Kimberley Coast has the biggest tides in the southern hemisphere. The difference between high and low tides is up to around 10 metres.

Broome has extraordinary natural assets including the Yawuru Nagulagun / Roebuck Bay Marine Park and areas of reserve and joint management. There are five groups of Indigenous rangers across the region. This includes Bardi Jawi Rangers at One Arm Point, Nyul Nyul Rangers at Beagle Bay, Yawuru Country Managers, Karajarri Rangers and Nyikina Mangala and Yawuru Park Joint Management Rangers in and around Broome. These groups employ teams of Aboriginal people to work on country, and all provide a range of environmental services, across management of landscapes (fire, weeds, feral animals) and monitoring (sensitive species, impacts and so forth). In Broome, the management of the Yawuru Park conservation estate is undertaken jointly with the Shire of Broome via a joint Park management council, a governance process that formed as an outcome of the signing of the ILUA.

The Shire of Broome has a complex land tenure tapestry made up of freehold, native title, Aboriginal heritage, Aboriginal Lands Trust reserve, pastoral lease, unallocated crown land, and environmental reserves to name a few. Sustainable economic opportunities through land tenure reform and flexibility remains a goal for communities and all levels of government.

FIGURE 5 BROOME CONTEXT MAP



People

The Shire of Broome was home to 16,907 people in 2019 and current WA Government projections indicate the population will reach 18,591 by 2031. This is in line with recent historical growth rates, though is slower than the Broome Growth Plan's modelled population scenarios. This reflects the fact that Broome's population has experienced a marginal decline since 2013, after more rapid growth in the seven years prior.

The majority of the Shire's population reside in the Broome townsite. Other population centres in the Shire include:

- Ardyaloon (One Arm Point / Bardi)
- Beagle Bay
- Bidyadanga
- Djarindjin (Lombadina)

While the population of these communities fluctuate, it ranges from 300-400 people each in Ardyaloon, Beagle Bay and Djarindjin on the Dampier Peninsula to over 600

people in Bidyadanga in the La Grange area. Non-seasonal access, services, facilities and commercial activity vary significantly in these communities.

However, the seasonal population of Broome can far exceed its residential population, as visitors and other non-residents come to the Shire to live, work and play on a temporary basis. Combining permanent residents and non-permanent visitors in a town gives an estimate of its "service" population – or the population that the town (and its facilities and infrastructure) must service each year. Accounting for tourism visitors, short-stay workers, business travellers, other workers and people from outer communities around the Kimberley and North West using Broome as a base, the service population of Broome can reach in excess of 20,000 people on any given day and sometimes as high as 30,000.

The Shire of Broome was home to **16,907** people in 2019 and current WA Government projections indicate the population will reach 18,591 by 2031.

FIGURE 6 SHARE OF POPULATION BY AGE, BROOME (S) AND WESTERN AUSTRALIA, 2018



The residential population of the Shire is younger than the rest of Western Australia, with 0-14 years accounting for almost one in four residents in 2018. This is in part driven by strong growth in the Aboriginal population of the Shire which trends younger than the non-Aboriginal residents.

In contrast, Broome has a significantly lower share of residents aged 65 and over and has a below average share of people aged 15-24. This is linked to constraints in the capacity of local health and aged care services as well as the trend among households of sending older school age students away to Perth and other locations for secondary and tertiary schooling.

A defining attribute of Broome’s population is its rich multiculturalism, with almost one in three residents identifying as Aboriginal or Torres Strait Islander in 2016. This is significantly higher than Western Australia (3.9%) and Australia (3.3%) as a whole and illustrates the central and significant position of Aboriginal people in the character and culture of the Broome community and economy.

The socio-economic attributes of the Broome population are marginally below national averages, primarily owing to the Shire’s relative remoteness and lower access by households to economic resources. It also reflects the fact that Aboriginal people and households historically experience greater levels of socio-economic disadvantage.

Despite this, for those who are employed , personal wage and salary incomes are generally higher than the rest of Western Australia, with a median personal income of \$54,247 in 2016/17 – 5.4% higher than the State average. This is generally positive, but does raise concern regarding the level of income inequality in the Shire.

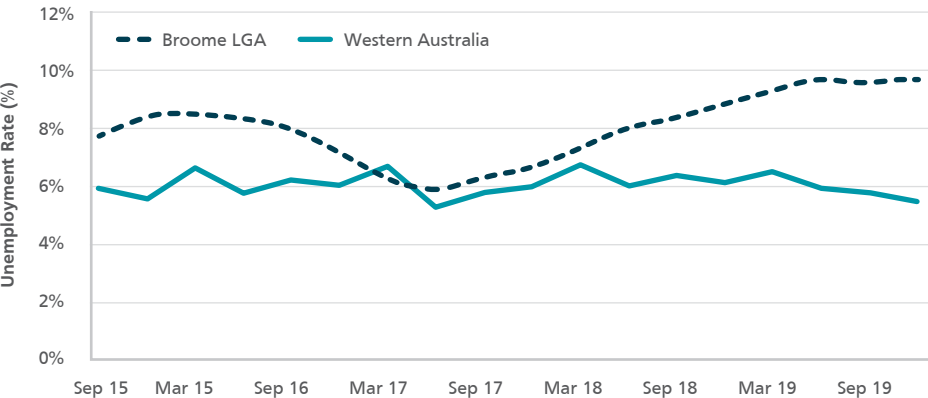
Higher incomes in part also reflect the higher cost of living in the Shire and wider Kimberley. Data from the WA Government indicate that prices in Broome were 13.6% higher than Perth in 2019, with the rest of the Kimberley region even higher at 15.6%. The higher prices reflect a combination of the relative distance of Broome to major capital city markets, as well as the comparatively small size of the local population.

Unemployment rates in the Broome Local Government Area (LGA) have been higher than the Western Australian average in recent years, rising to 9.7% in the December 2019 quarter (i.e. pre-COVID19), after being broadly in line with State averages (approximately 6%) as recently as 2017.

Engagement with stakeholders indicates that Aboriginal workers shoulder a higher burden of unemployment than headline figures, With Aboriginal people accounting for 75.1% of the Jobseeker (15+) caseload in the Shire of Broome since 2015.

Access to meaningful employment opportunities is a major priority for the town, with improved incomes across all households critical to addressing cost of living pressures.

FIGURE 7 UNEMPLOYMENT RATE, BROOME (S) AND WA, 2015 TO 2019



Broome’s Native Title and Aboriginal Communities

A total of 84 Aboriginal communities are located within the Shire of Broome, of which 78 are classified as remote. Strong traditional ties to land have created a significant range of native title claims and determinations within the Shire, including, Bardi Jawi, Bindunbur, Birriman-gan, Jabirr / Ngumbari, Karajarri A and B, Nyikina, Ngurrara, Nyangumarta and Rubibi (Yawuru). Native title determinations still to be decided include Joombarn-buru and Mount Jowalenga.

In February 2010, the Yawuru, the Government of Western Australia, the Shire and other relevant parties signed two Indigenous Land Use Agreements (ILUA). An ILUA is an agreement under the Native Title Act between a native title group and others about the use and management of land and waters. These ILUAs resolved compensation issues and clarified that native title continued to exist for the Yawuru people. The Shire of Broome was one of the first Local Governments in Australia to be a signatory to an ILUA.

A total of **84** Aboriginal communities are located within the Shire of Broome, of which 78 as classified as remote.



Employment and Business

In 2016, the Broome LGA was home to almost 7,400 jobs, up from 7,050 in 2011 and 5,965 in 2006. Jobs growth has slowed between the last Census periods, which corresponds with the slowing of population growth during this time.

A review of the industry mix of employment reveals strengths in a number of sectors in the Broome economy, in particular those linked to tourism (Accommodation and Food Services, Transport, Postal and Warehousing and Retail) as well as population related sectors servicing Broome and the wider Kimberley (Health Care and Social Assistance, Education and Training and Public Administration and Safety).

However, there are significant gaps in professional services, finance and insurance, as well as significantly lower shares of Wholesale Trade, Manufacturing and Mining sector employment compared to WA as a whole.

FIGURE 8 JOBS, BROOME LGA, 2006 TO 2016

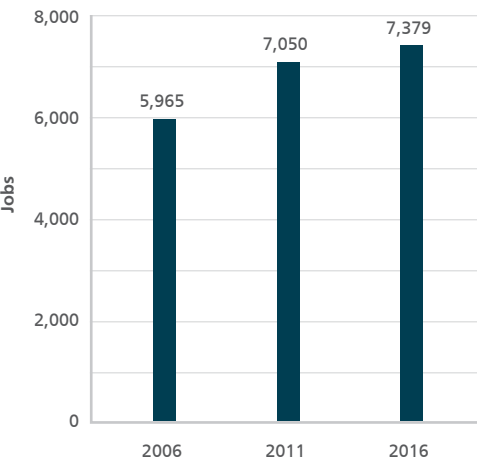
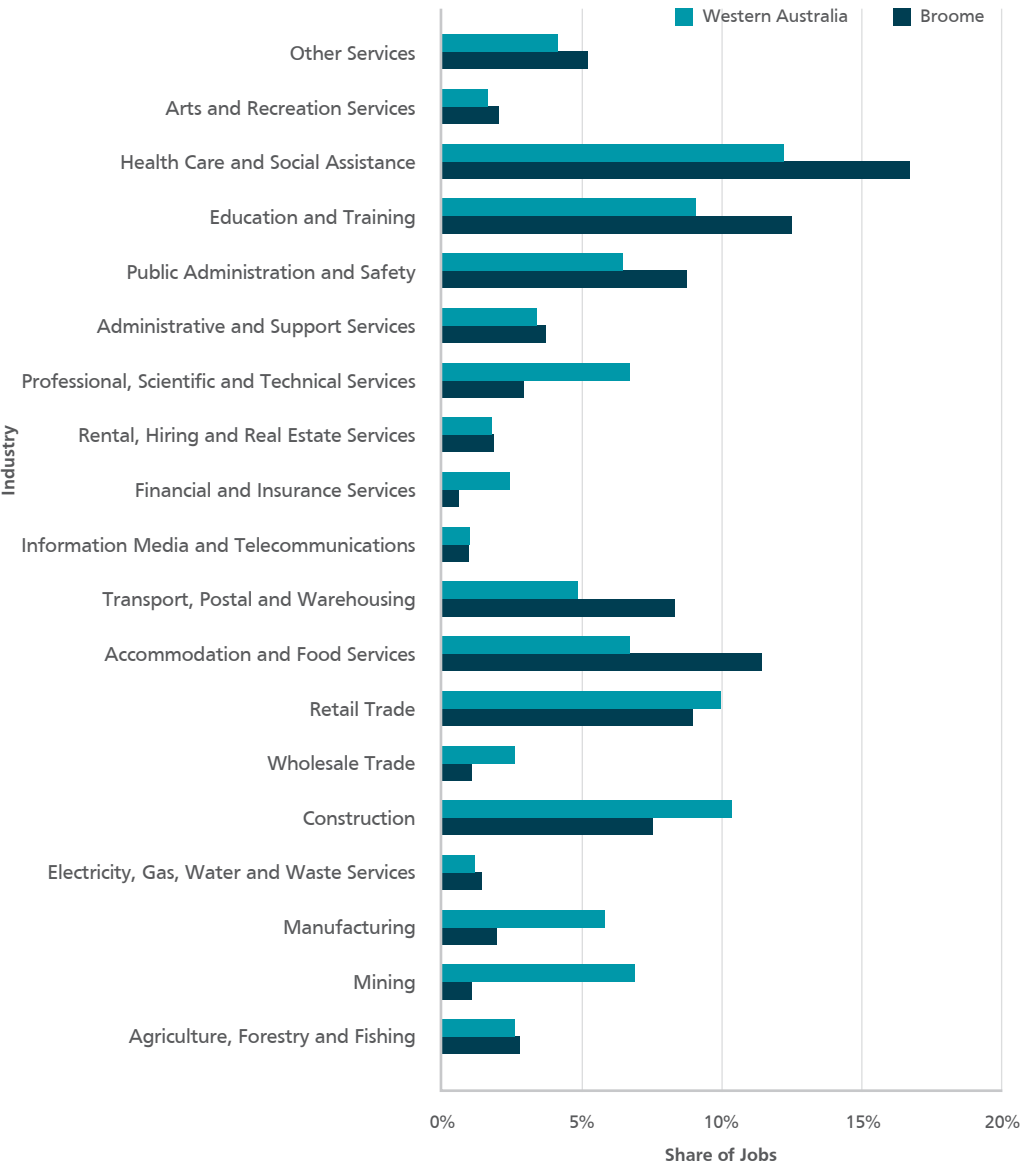


FIGURE 9 SHARE OF JOBS BY INDUSTRY, BROOME LGA AND WA, 2016



Employment growth in recent years has been primarily driven by Health Care and Social Assistance – which grew by 475 jobs between 2006 and 2016 or 70% over the decade. This saw Health Care and Social Assistance share of all jobs increase to 15.6% or more than one in every 8 jobs in the LGA.

Other strong growth sectors since 2006 include:

- Education and Training – up 64.7% to 870 jobs;
- Transport, Postal and Warehousing – up 36.9% to 523 jobs; and
- Accommodation and Food Services – up 18.8% to 745 jobs.

At the same time, several sectors saw declines in total employment including:

- Manufacturing – down 37.2% to 140 jobs;
- Agricultural, Forestry and Fishing – down 15% to 193 jobs;
- Retail trade – down 5.6% to 607 jobs.

Interestingly, the sectors that experienced the strongest growth over the 10 years to 2016 were also the same sectors that experienced the largest employment impact during COVID-19.

Rates of business registrations in Broome are slightly below the State average, with 76 registered business in Broome for every 1,000 residents, compared to 91 for


Western Australia as a whole. While some of this difference can be attributed to the concentration of businesses in the Perth Metropolitan Area, it does highlight the potential for new business development in the Shire.

Aboriginal Community Controlled Organisations (ACCO) and Aboriginal Businesses represents significant commercial and employing entities in the Shire. Three Broome based organisations – Kimberley Land Council, Kimberley Aboriginal Medical Services and Nirrumbuk Aboriginal Corporation – recorded a combined income in 2020 of over \$100m, employed over 400 people and represent significant contributors to the local economy.

FIGURE 10 CHANGE IN JOBS, BROOME LGA, 2006-2016


Education & Training
▲ 64.7%


Transport & Warehousing
▲ 36.9%


Accommodation & Food
▲ 18.8%


Manufacturing
▼ 37.2%


Agriculture
▼ 15.0%


Retail Trade
▼ 5.6%

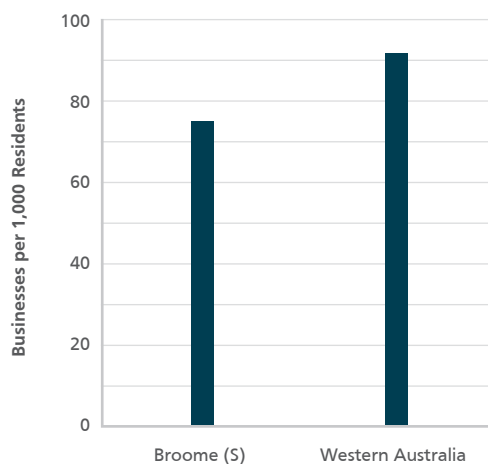
Broome, however, has a higher share of employing businesses, with only 54% of businesses classified as “non-employing” compared to 65% at State and national levels. A review of employing businesses confirms a higher share of businesses employing 5-19 workers (compared to the Kimberley and WA) but a below average share of businesses employing more than 20 workers. This deficit in medium size businesses presents a significant constraint for Broome to tackle its unemployment rate as it is medium and large businesses that account for the majority of employment growth in regional Australia. Attracting new higher employing businesses to the area is critical to generating long term job opportunities.

The largest number of businesses in Broome are in the Construction sector (269 businesses), followed by Real Estate, Rental and Hiring¹ (146), Retail Trade (109) and Professional Services (102).

TABLE 2 NUMBER AND SHARE OF LOCAL EMPLOYING BUSINESSES, BROOME, KIMBERLEY AND WA

No. of Employing Businesses	1-4 Employees	5-19 Employees	20-199 Employees	200+ Employees
Broome (S)	334	197	39	0
Kimberley	573	363	87	0
WA	54174	22249	6197	398
Share of Employing Businesses	1-4 Employees	5-19 Employees	20-199 Employees	200+ Employees
Broome (S)	58.6%	34.6%	6.8%	0.0%
Kimberley	56.0%	35.5%	8.5%	0.0%
WA	65.3%	26.8%	7.5%	0.5%

FIGURE 11 REGISTERED BUSINESSES PER 1,000 RESIDENTS, BROOME (S) AND WA, JUNE 2019



¹ Includes the hiring and leasing of motor vehicles, transport equipment, farm animal & bloodstock, video and other electronic media, heavy machinery, scaffolding and intangible assets (e.g. patents and trademarks)

Agriculture in Broome

The principal agricultural activity of the region has been livestock production in a pastoral system based on leasehold land. Irrigated agriculture and horticulture enterprises are increasing as land tenure and water availability is determined.

The West Kimberley dry season between April and September is cooler than the wet season and substantially less humid, providing opportunities to produce a range of tropical and subtropical crops. This presents opportunities to access the region's groundwater to produce high quality fodder; with the potential for horticultural crop production being investigated and scaled up through recent private investments.

Several horticultural producers grow out-of-season produce in winter (dry season), increasing their ability to supply year-round produce into domestic markets. There has been a significant investment into irrigation to produce high quality fodder and irrigated pastures by the pastoral industry. This investment counters the variability of the summer rainfall (wet season) and pasture decline in the dry season.

Irrigators in the West Kimberley and Pilbara regions of Western Australia are taking advantage of niche cropping opportunities to produce high-value horticultural crops and better-quality pasture for cattle grazing.

Horticultural production in the West Kimberley and Pilbara takes advantage of the climatic conditions to meet market niches. Near Broome and in the La Grange area on about 600 hectares (ha) of irrigated land, horticulture production includes cucurbits, sweet corn, stringless beans, asparagus, grapes and tropical fruits such as mangoes.

Since 2000, there has been increased investment into irrigation on pastoral lands to produce fodder for cattle destined for domestic and export markets. Irrigated fodder production typically sees introduced pasture species irrigated for 12 months of the year by centre pivot irrigation systems. Over 4000ha was under irrigation across the Pilbara and West Kimberley in 2020.

The West Kimberley relies on groundwater rather than surface water.



Visitors

Tourism has long been the mainstay of the Broome economy. The tropical, coastal setting makes Broome an attractive destination for interstate and international visitors, particularly during the winter months. The vibrant and active Indigenous cultures of the region also represent a significant drawcard for both national and international visitors. The vast majority of visitors express a desire to experience an authentic Indigenous tourism product and this is arguably an underexploited market at present.

Visitation levels in 2019 were a record for the Shire, reaching almost 450,000 visitors across day trip, intra and interstate and international visitors. Domestic overnight visitors from Perth and interstate locations such as Victoria and New South Wales, represent the largest market for Broome, though International visitor numbers are also significant, approaching 50,000 in 2019.

The international visitor profile of Broome differs significantly to that of Western Australia. Overall, Broome’s international market skews

heavily to European countries, including Germany, Switzerland, France and England/Scotland, with New Zealand visitors also featuring prominently. In contrast, international visitor profiles to Western Australia draw more heavily from Asian markets, including Singapore, Malaysia and China, though England remains the most common country of residence of tourists to the State.

This partly reflects the predominant role and focus of tourism bodies (e.g. Australia’s North West Tourism and Tourism WA) and industry segments (e.g. cruise ships and airport organisations) have played in recent years in direct international visitation to Broome. Working closely with Inbound Tour Operators and Wholesalers keen to promote an increased Broome and Kimberley product is resulting in increased international exposure. It also reflects trends of visitors from those countries to undertake more remote travel. This includes promoting Broome’s rich cultural and arts sector, leveraging national trends with more than 4 in 10 international tourists engaging in the arts during their visits.

FIGURE 12 TOURIST/VISITORS, BY TYPE, BROOME AND ROEBUCK SA2S, 2010 TO 2019

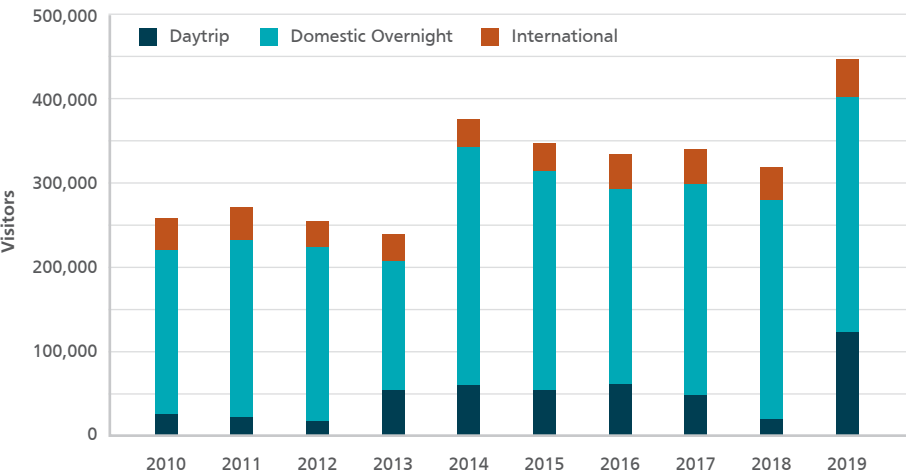
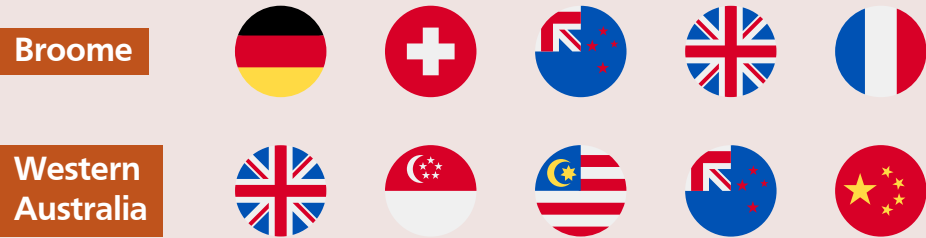


FIGURE 13 TOP 5 COUNTRIES OF RESIDENCE OF INTERNATIONAL VISITORS, BROOME (S) AND WESTERN AUSTRALIA, 2019



Trade and the Economy

Broome is both the strategic regional centre of the Kimberley and major access point for this region to national and international economies (through the Port of Broome and Broome International Airport). As such, Broome accounts for the largest shares of trade and economic activity in the Kimberley. Regional export estimates for Broome indicate the Shire “exports” approximately \$1.1b in goods and services outside its Local Government boundary, representing approximately half the export value of the Kimberley as a whole. Transport, manufacturing, construction, health care and professional and personal services all feature more prominently in Broome’s export profile compared to the Kimberley as a region, which exports more Mining and Agriculture products.

This trade profile drives the Gross Value Added (GVA) statistic which is a measure of the productivity of a sector or industry. In 2019, twelve sectors/industries generated more than \$50m in GVA for the Broome economy, with the largest shares in the Real Estate, Rental and Hiring, Transport and Health Care sectors.

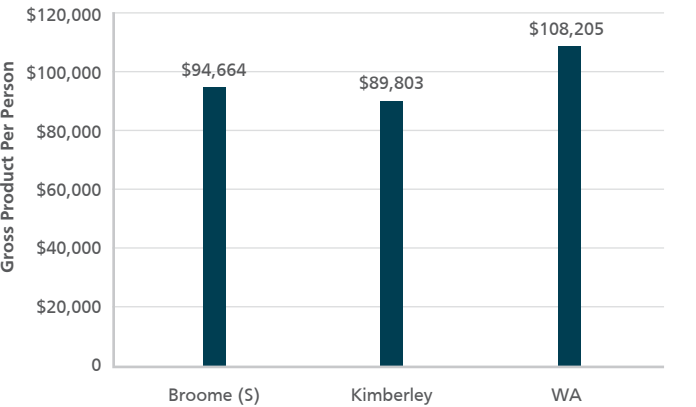
Note that the ABS industry classifications do not include a tourism sector. Instead tourism activity is spread principally across Accommodation and Food Services, Retail and Transport, Postal and Warehousing.

The impact of this economic activity was a Gross Regional Product (GRP) in Broome of \$1.54b in 2018/19 or approximately half the GRP of the Kimberley. On average, Broome has a marginally higher GRP per resident than the Kimberley as a whole, though the Kimberley has a higher GRP per worker. Both rates are below the State average (\$108,205 per resident) in 2019, reflecting the impact of mining income and export related activity on Gross State Product values. The GRP of the Shire of Broome has declined marginally in recent years, in line with declining population growth and slowing employment activity.

TABLE 3 INDUSTRIES WITH GROSS VALUE ADDED >\$50M, BROOME (S), 2019

Industry sector	Gross Value Added
Rental, Hiring & Real Estate Services	\$198,571,155
Transport, Postal & Warehousing	\$160,678,162
Health Care & Social Assistance	\$139,924,372
Education & Training	\$119,437,421
Construction	\$117,760,079
Public Administration & Safety	\$101,712,133
Accommodation & Food Services	\$78,629,650
Mining	\$76,308,523
Administrative & Support Services	\$67,108,943
Agriculture, Forestry & Fishing	\$60,388,935
Retail Trade	\$57,282,891
Other Services	\$52,633,649

FIGURE 14 GROSS PRODUCT PER PERSON, BROOME (S), KIMBERLEY AND WESTERN AUSTRALIA, 2019



External Drivers and Trends

Broome is a nationally and globally exposed economy through its core strengths in tourism, trade, offshore supply chains and agriculture and food production. This exposure represents a significant opportunity but also presents risks and challenges to the Broome economy from both short-term external shocks and long-term trends.

Three specific external drivers and trends have been profiled to provide context for this Economic Development Strategy:

- COVID-19 and the impact of travel restrictions,
- Climate change and sea level rise; and
- Local housing supply and availability

Impact of COVID-19

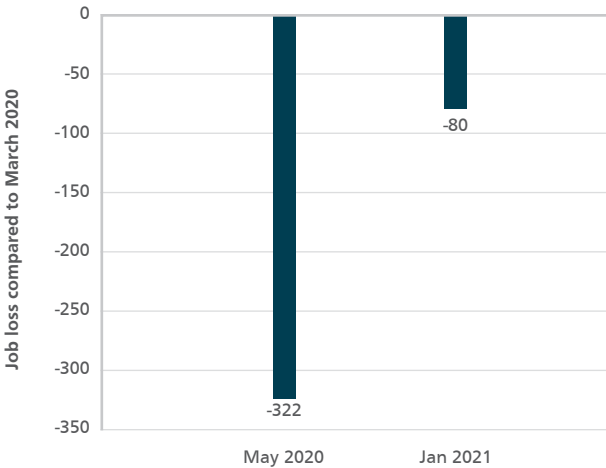
The COVID-19 pandemic has delivered a level of disruption to communities across Australia unprecedented in recent decades. Regional economies across northern Australia that are highly reliant on dry seasonal tourism have already been deeply impacted due to the timing of the travel restrictions and social gathering limits.

A review of impact estimates for the Shire of Broome confirms that employment fell by 80 jobs or 1% over the year to January 2021. This is the 14th worst impact over this period among Australian Local Government Areas, reflecting the disproportionately large impact on the Broome international tourism sector.

It is however a significant improvement in joblessness since the peak impact in May 2020 of -322 jobs or 4.2%, reflecting the recovery of the local population servicing and domestic tourism economy during this time.

The Shire of Broome was the lead agency in the development of the Broome COVID-19 Recovery Plan which aims to stimulate the economy in concert with regional and State recovery plans by the State Government.

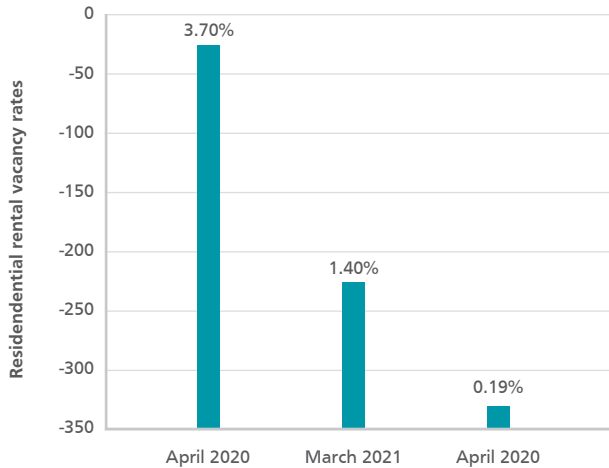
FIGURE 15 IMPACT OF COVID-19 ON EMPLOYMENT, SHIRE OF BROOME, MAY 2020 AND JANUARY 2021



Housing Supply

The Broome housing market has historically experienced a high degree of seasonality in the availability of housing stock. This includes rental accommodation, which is utilised by long-term residents, temporary visitors, tourists and workers alike. However, at the time of preparing of this Strategy, a combination of the unwinding of COVID-19 related tenancy moratoriums and traditional seasonality has seen residential rental vacancy rates fall to a decade low of 0.19% (as at April 2021).

FIGURE 16 RESIDENTIAL RENTAL VACANCY RATES, BROOME, 2020 AND 2021



This raises significant implications for Broome residents and visitors in accessing quality affordable accommodation. This includes critical social and community challenges such as the increased risk of homelessness and housing stress. It also placing considerable constraints on short-term workforce availability, particularly for seasonal workers and new migrants to the area critical for the region’s tourism and agriculture sectors.

Impact of Climate Change

Climate change is an urgent and complex global issue that creates both challenges and opportunities for the Shire of Broome and Western Australia. The Broome community and environment are at risk from increases in climate volatility associated with climate change.

Key risks include

- increased frequency of extreme temperatures,
- increased frequency of higher intensity cyclones days and major storm and heavy rainfall events
- increased risk of coastal erosion and inundation.

All levels of government, along with business and the community, have a role to play in responding to the challenge.

The Broome economy will also need to respond to changes in state, national and global responses to climate change and the impacts this has on energy and trade. The State Government's aspiration of net zero emissions by 2050 will require a transformation of energy generation and use, the promotion of new clean low emissions industries, increased resilience in regional communities and the promotion of lower-carbon transport.

Broome must therefore be flexible and ready to respond to changes in global economic and regulatory settings in response to climate change. In 2017, Council developed the Broome Townsite Coastal Hazard Risk Management and Adaptation Plan which responds to coastal hazard as a result of climate-change linked storm surge inundation and the erosion of the shoreline. This Economic Development Strategy also seeks to build on the region's natural environmental assets to promote new industries and sectors, to help to further diversify and grow the Broome economy in a sustainable and resilient manner.

Climate change is a urgent and complex global issue that creates both challenges and opportunities for the Shire of Broome and Western Australia



BROOME'S COMPETITIVE ADVANTAGES AND CHALLENGES

Assessing Local Competitiveness

The economic success of a town or shire is increasingly dependent on its level of regional, national and global competitiveness. Competitiveness means the ability of a region to compete effectively in global markets.

Competitiveness is more than simply competition – it also reflects the level of innovation, business and industry dynamism, sustainability, resilience and skills in an economy:

- Competitive economies are prosperous economies, that are more resilient in the face of external shocks and grow faster than the baseline across key sectors and industries of advantage. Infrastructure is optimised to realise the economic potential of a region and not constrain or impact investment and production decision market.
- Competitive economies are prosperous economies, that are more resilient in the face of external shocks and grow faster than the baseline across key sectors and industries of advantage. Infrastructure is optimised to realise the economic potential of a region and not constrain or impact investment and production decision making.
- Competitive economies are outward-focused economies, eager to engage with the world for new ideas, people, skills and markets.

There is no single method of measuring competitiveness as it can include price and non-price factors that influence the ability of local economies to trade globally and generate prosperity for businesses, workers and residents.

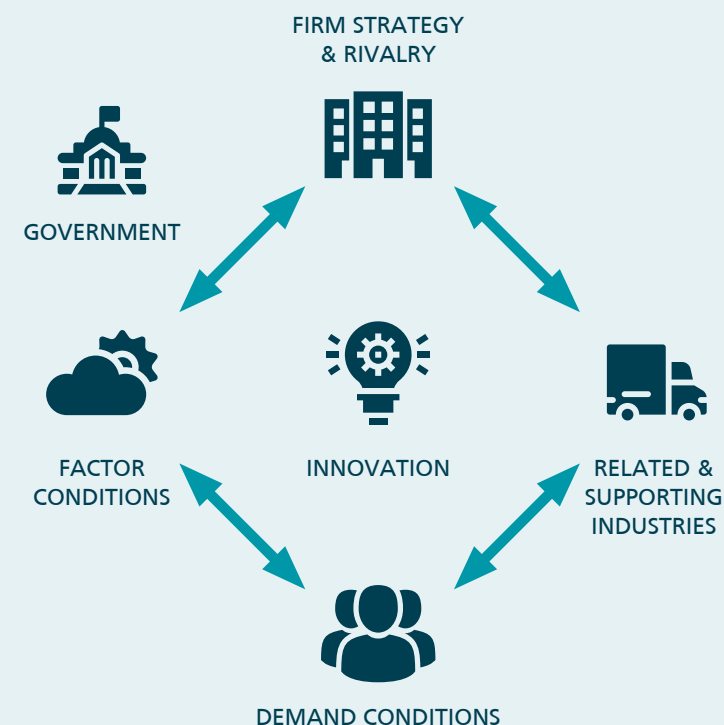
A leading method for assessing competitiveness is the **Porter's Diamond**. This model is designed to help understand the competitive advantage that towns, regions or even countries possess due to certain factors available to them.

The groups of conditions that can be assessed include:

- **Factor Conditions** – refers to the factors of production such as land, climate/environment, resources, labour and infrastructure and their relative quality, accessibility and suitability;
- **Demand Conditions** – refers to the state of the market for goods and services. Strong markets with sophisticated and quality-focused consumers provide businesses with an incentive to innovate and grow into exporting firms through access to regional and international markets;
- **Related and Supporting Industries** – refers to the depth and diversity of businesses that input into the supply chain of the principal activity. This can include direct inputs to production as well as activities that enhance business performance and operation (e.g. a high amenity location that supports the attraction and retention of skilled labour);
- **Firm Strategy, Structure and Rivalry** – represents the impact of local competition on the propensity of businesses to innovate and the suitability of their strategies and corporate structures to facilitate this innovation; and
- **Innovation** – includes core facilities, technologies, processes and services that support innovation by industry such as proximity to research and development capacity (like a university), access to quality telecommunications technology and the emergence of new business models (such as e-commerce, crowdsourced financing and cloud computing).

The assessment tool helps to explain and justify the role that different levels of government can play as catalysts and drivers of a region's prosperity, by identifying competitive advantages that can be leveraged and challenges and constraints that can be removed or mitigated.

FIGURE 17 PORTER'S DIAMOND MODEL OF REGIONAL COMPETITIVENESS



Advantages and Challenges of the Broome Economy

Drawing on the evidence and analysis in this Strategy and engagement with key economic development stakeholders in the region, the following assessment outlines the competitive advantages and challenges facing the Broome economy. A number of the conditions are then profiled in the following section which recognises their importance as an economic asset.

TABLE 4 BROOME COMPETITIVENESS ASSESSMENT

	Advantages	Challenges
Factor Conditions	<ul style="list-style-type: none"> Coastal tropical location with high amenity beaches and foreshore areas attractive to residents and visitors (e.g. Cable Beach). Largely unspoiled natural environment of the area. Rich Indigenous culture in town and in the Shire as a whole, with established Aboriginal corporations. Key logistics infrastructure including Broome International Airport, Port of Broome, Great Northern Highway. Proximity to key Asian markets. Revitalised central business district (Chinatown). Strong ground water aquifer access in key horticultural areas (La Grange Agricultural Area and Skuthorpe). Identified mining, oil and gas resources (including off-shore and mineral sands). Sufficient residential land supply through major releases (i.e. Broome North from Development WA). Sufficient industrial/commercial land availability at key locations including Port and Airport and along major heavy haulage routes). Large scale land parcels emerging as part of a land tenure reform process (e.g. Ex-Waterbank Station). Increased accessibility to the Dampier Peninsula. Established training and higher education campuses (i.e. University of Notre Dame and North Regional TAFE). Strong solar radiation capability (Asian Renewable Energy Hub). 	<ul style="list-style-type: none"> Distance from Perth and Darwin. Remoteness from key services and utilities. Length and complexity of supply chains. Effective distance to Asian markets (e.g. poor infrastructure, low production, and absent trading relationships). Higher cost of living. Higher cost of doing business. Dry/Wet season impacts and interruptions project delivery and tourism sector. Structurally high unemployment. Lower labour force participation rates, particularly among Aboriginal communities and groups. Transient workforce. High welfare dependency. Complexity associated with balancing environmental, heritage and development values potentially impacting possible economic development and activation across the shire including Dampier Peninsula. Complex land tenure in place. Inadequate facilities for small craft impacting on safety, and access restricting potential for greater visitation, recreation, marine tourism, and events.
Demand Conditions	<ul style="list-style-type: none"> Access to international markets through Port of Broome (export of product). Cruise ship access with increasing interest from this sector to increase the frequency and size of ships through Port of Broome (pre-COVID19). Service demand from across the Kimberley. Established national and international tourism brand linked to major assets (i.e. Cable Beach). Attractive lifestyle associated with water, fishing, camping and other activities available. Increasing demand for niche / unique products (e.g. bush foods, bush medicine). Increase interest in local specific cultural experiences. Global demand for natural resources extraction (e.g. Browse Basin and Thunderbird Mineral Sands Project). Internationally recognised pearl industry. Growing international demand for renewable energy production and export generation sources available from Broome and the Kimberley. 	<ul style="list-style-type: none"> Lack of population critical mass and flat/declining population growth in recent years. Lower national awareness of non-tourism investment opportunities. Highly seasonal tourism sector (high vs low seasons). Shallow labour market and skills with dependence of several sectors on "backpackers" and international labour. Areas of low organisational capacity or experience in niche business start-up. Cost of delivering services to a large geographical area. Dependency on fluctuating global financial conditions and international markets (resource extraction, demand for product, livestock costs, tourism expenditure). Lack of large scale investment in renewable energy projects in the region to-date.

TABLE 4 BROOME COMPETITIVENESS ASSESSMENT (CONTINUED)

	Advantages	Challenges
Related & Supporting Industries	<ul style="list-style-type: none"> Existing multi-product port with strong direct access to global markets for select products. Capability to accept and service cruise ships. Services and processing capacity at the Broome International Airport. Private investment interest in the Kimberley Marine Offloading Facility. Existing capabilities in offshore oil and gas exploration/servicing (e.g. Broome International Airport Heliport, helicopter refuelling and support etc.). Strong construction and transport business profile. Strong presence of government social, health and education services (population driven). Strong reputation for arts and culture which is enhancing the social character and lifestyle of Broome. Strong community participation in boating activities and clubs. 	<ul style="list-style-type: none"> Limited horticultural processing and cold storage capacity. Expensive and lengthy lead times for establishment of international air services with a low population base. Gap in medium and large employing businesses. Limited 'welcoming infrastructure' for cruise ship arrivals at the Port. Dependency of many businesses on servicing the tourism sector (e.g. can experience volatility). High number of low paid, transient jobs associated with current scale of tourism and agricultural enterprises. Historically dependent on government subsidies and service delivery with a need to transition and attract private investment in the traded economy and associated supporting industries. Population is vulnerable to the volatile commodity markets affecting industry in the Kimberley and Pilbara. Inadequate infrastructure to address long standing boating safety and access issues.
Firm Strategy, Structure & Rivalry	<ul style="list-style-type: none"> Strong growth in local healthcare services in recent years. Established pastoral enterprises across the Kimberley. Established horticultural production with strong potential for expansion (fresh produce). Established pearling enterprises. The level of collaboration across traditional owner groups, government and industry, as highlighted in the Broome Growth Plan, results in greater investor confidence. Established ILUA and Aboriginal Corporation in Broome with confirmed projects and implementation strategy. Native Title has largely been determined across the Shire. This means that there is minimal uncertainty relating to ongoing claims and established Prescribed Body Corporates which hold Native Title. Established tourism and public assets/destinations recently revitalised. Established tourism accommodation offerings. Captured market due to distance to nearest larger population centre (e.g. Port Hedland, Kununurra). Business ingenuity and resourcefulness often associated with having to operate remotely. Agile corporate structures associated with high/low earning seasons. High membership base for many of the peak industry bodies such as the Broome Chamber of Commerce and Industry, Australia's North West Tourism, and Broome Visitor Centre. Increase in awareness of benefits and participation in Destination Marketing. 	<ul style="list-style-type: none"> Strong competition from Pilbara and Darwin for offshore oil and gas support services and processing. High cost tourism destination. Limited local pastoral and horticultural processing and supply chain capacity, with products routinely transported to Perth/Darwin for processing and export. Aquaculture production outside of pearling currently limited. Balancing the disruption of traditional tourism accommodation models with managing new "sharing economy" supply (i.e. AirBNB). Need for improved connections between tourism assets to create and promote integrated tourism product. Cost and time associated with changing highly regulated industries or land use (e.g. First Port of Entry status, pastoral lease diversification). Need for small-medium local business collaboration to increase tender competitiveness. Need to improve remote access to major mentoring and business support programs (e.g. offered online rather than regularly in-person). Capacity and experience developing complex tender submissions and grant applications.



TABLE 4 BROOME COMPETITIVENESS ASSESSMENT (CONTINUED)

	Advantages	Challenges
Innovation	<ul style="list-style-type: none">• Presence of tertiary education facilities and services.• Presence of centre of excellence in marine service simulations.• Presence of accredited training organisations.• Product and services offered that are fit-for-purpose or unique to the Broome’s climate and remote conditions.• Professional, Scientific and Technical Services feature prominently in Broome’s Count of Business profile.• Leadership and decision-making ability of Government services based in Broome.	<ul style="list-style-type: none">• Shallow labour market with most technical skills imported from Perth or eastern Australia.• Intermittent or poor telecommunications connectivity outside of Broome townsite.• Low exposure to crowdfsource financing, angel investors and venture capital opportunities.• Low risk culture of financial institutions and government grant programs to fund business start-ups.• Many research projects and consultancies are based external to Broome with a fly-in/fly-out culture.• Many students from Broome often leave the region for tertiary education.

Economic Assets & Drivers

This section profiles a number of Broome's 'Factor Conditions' from the previous section. This draws attention to their role as an economic asset. This section also touches on opportunities to further drive economic growth through these assets. Economic assets are the physical attributes and characteristics of a region that help to underpin or drive economic activity. They can include the natural environment and man-made assets supporting tourism, transport, horticulture/agriculture, education and training and infrastructure.

Please note this is not an exhaustive list. It does, however, highlight the diversity of those assets across natural, logistics and training facilities for both community and industry benefit. This diversity is a beneficial attribute of the Broome economy.

TABLE 5 MAJOR ECONOMIC ASSETS, SHIRE OF BROOME

Economic Asset	Economic Profile
Cable Beach	Cable Beach is located on the western edge of Broome and stretches to a total of 22km in length. Broome's population increases dramatically during the peak tourism season and Cable Beach acts as a major attraction for tourists. Cable Beach is the setting for various beach activities, tourism and food/beverage enterprises. The Cable Beach Foreshore Redevelopment project represents an opportunity to expand Broome's peak season by stimulating commercial and tourism activation and ensure one of Broome's high-quality natural assets increases its potential as a global drawcard. Elements include amphitheatre upgrade, foreshore enhancements and landform changes. A growth in commercial and small business opportunities will be enhanced by the promenade development linking together points of interest and include tourism, cultural and leisure attractions. The buried seawall will support coastal management and the reconfiguration of car parking will ease current parking and traffic flow issues.
Broome International Airport	<p>Broome International Airport supports the regional hub of north western Australia and is used by more than 400,000 passengers a year (pre COVID-19). Considered to be the 'gateway to Kimberley', the airport is servicing multiple market segments including Broome and Kimberley residents, tourism and business travel, emergency services (e.g. Royal Flying Doctor Service Base) and the offshore oil and gas sector (e.g. Browse Basin).</p> <p>It employs over 90 direct staff members and generates close to 800 jobs in Broome and the Kimberley region. In 2014 the airport was awarded National Regional Airport of the Year Award after investing in new economic opportunities in the offshore oil and gas industry (i.e. heliport base). In 2018 the airport was awarded the Innovation and Excellence Award in partnership with the Djarindjin Airport at the Australian Airports Association (AAA) National Airport Industry Awards.</p> <p>The airport is currently working toward establishing a permanent Singapore-Broome connection service after successful trial flights in 2018 and 2019. Strategically targeting the connection with Singapore will open a gateway to Europe which is a significant tourist market for Broome. The Airport is also looking to further expand direct flights to eastern Australia in the peak and shoulder seasons. Broome International Airport is currently investing \$14 million in infrastructure upgrades to terminals which will enable the processing of over 1 million passengers per year.</p>
Port of Broome	<p>The Port is managed by the Kimberley Ports Authority. As of 1 July 2021, the Kimberley Ports Authority will also have responsibility for managing port operations at Wyndham, Yampi Sound (Cockatoo and Koolan Islands), and Derby. The Port of Broome predominately services mining/oil/gas, live cattle export and cruise ship sectors and is the major fuel import facility for the region. It also services vessels associated with pearling, fishing, charter and naval/customs. Recent government investments in facility upgrades and dredging means that the Port can accommodate heavier loads and can better manage access through tidal changes.</p> <p>The Kimberley Ports Authority is working closely with the Kimberley Marine Support Base Pty Ltd to increase Broome's role as a logistics hub for the region. The proposed floating wharf and associated onshore terminal facilities aim to service the growing oil and gas industry from Broome rather than from Darwin or the Pilbara.</p> <p>Investigations are underway to also register the Port of Broome as a First Port of Entry with associated quarantine, biosecurity and border management for international arrivals/processing. This will facilitate growth in the cruise ship sector and potential for a Direct Container Service.</p>

TABLE 5 MAJOR ECONOMIC ASSETS, SHIRE OF BROOME (CONTINUED)

Economic Asset	Economic Profile
Dampier Peninsula	<p>There has been increased attention on the Dampier Peninsula as a result of tourism, recreation, aquaculture (e.g. pearling) and proposed new land uses such as timber production, oil and gas support facilities, bush foods/medicines/goods and cultural tourism. To accommodate this there has been recent focus and commitment to realising social and economic development in the area. In 2015 the Dampier Peninsula Planning Strategy was published which details a 25-year strategic planning framework for the area. The plan set out to define a vision for future economic development, identify guiding principles, include a strategic land use plan and ensure that the interests of Aboriginal and other cultural heritage are appropriately identified in development decisions.</p> <p>More recently the Dampier Peninsula Project was established in 2019 by State Government to maximise the social and economic opportunities for Aboriginal businesses and communities arising from the investment to fully seal the Broome-Cape Leveque road. It also aims to mitigate potential impacts through partnering with the Traditional Owners and community to protect the unique social, cultural and environmental values of the area.</p>
Chinatown Broome	<p>Broome Chinatown acts as the historic centre and Central Business District of Broome making it a significant feature. In order to maintain Chinatown's status as a primary commercial and retail precinct in Broome, the Shire of Broome announced the Chinatown Revitalisation Project to reinvigorate economic and development opportunity. The \$14.2 million Stage One was completed in September 2019 and a further \$15 million is being invested in Stage Two, due for completion in May 2021. The investment will increase the amenities of the commercial and retail streetscape. Stage Two also includes a Transit Hub, refurbishment of Streeter's Jetty, new visitor amenities, Smart Cities technology and a continued focus on public art, interpretation and place activation.</p>
University of Notre Dame – Broome Campus	<p>The University of Notre Dame is a national Roman Catholic private university with over 12,000 students and campuses in Fremantle, Sydney, and Broome. The Broome campus, established in 1994, had 165 students in 2018.</p> <p>The campus is the home to the Nulungu Research Institute which specialises in native title, archaeology, social history, governance, alternative economies and policy, climate change, alternative food production systems and carbon farming. Notre Dame also hosts the Marjarlin Kimberley Centre for Remote Health which facilitates allied health and nursing student placements across the region.</p> <p>The campus offers a number of venues available for hire to the public, up to a capacity of 300 people.</p>
North Regional TAFE – Broome	<p>The North Regional TAFE is the largest provider of training and vocational services in North Western Australia with 11 campuses spread across one million square kilometres from Newman in the south to Wyndham in the north. It offers more than 200 nationally recognised qualifications to over 8,000 students each year. It has extensive facilities such as a trades workshop, music room and recording studio, computer classrooms and video-conferencing facilities, and a horticulture shed and growing compound.</p> <p>The North Regional TAFE also hosts two specialist centres: the Broome Maritime Simulation Centre (BMSC) and the Broome Aquaculture Centre (BAC). BMSC specialises in state-of-the-art maritime simulation services for new and existing ports and offers technical training (e.g. RotorTug Training in partnership with Seaway Consultants). BAC was built to support the training, research, production and development of the aquaculture industry.</p>
Great Northern Highway	<p>At 3,195 kilometres long the Great Northern Highway is the longest highway in Australia and is the main north-south route between Perth and the northern areas of Western Australia. It is the only sealed road between the Northern Territory border and major population centres such as Broome in the north of Western Australia.</p> <p>Economically it acts as a vital link between these population centres and the resource rich regions of the Wheatbelt, Mid-West, Pilbara and Kimberley. The key industries of mining, agriculture and pastoral stations are all highly dependent on it as a significant and sometimes the only method of transport. Tourism also accounts for a significant portion of the road's traffic and is a potential growth source for regional economies. In the wet season, regular road closures disrupt supply chains for industry and communities and add to the cost of operating in the Kimberley region.</p>

TABLE 5 MAJOR ECONOMIC ASSETS, SHIRE OF BROOME (CONTINUED)

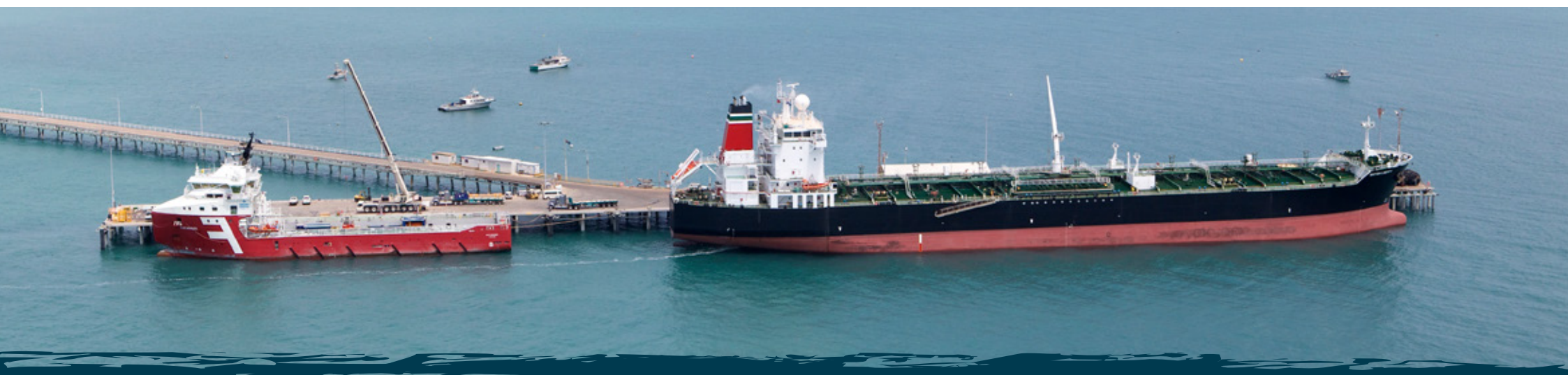
Economic Asset	Economic Profile
Browse Basin	The Browse Basin covers an area of approximately 140,000 km ² and lies entirely offshore, north of Broome. The area can be serviced from Broome and Derby, which have port and air facilities. Exploration commenced in the Browse Basin in 1967. Since then, more than 105 wells have been drilled and there have been over 20 hydrocarbon discoveries. Current and proposed operations includes Woodside's Browse Joint Venture and Shell's Prelude development.
Thunderbird Mineral Sands	<p>The Thunderbird Mineral Sands Project with Sheffield Resources is located on the Dampier Peninsula approximately halfway between Derby and Broome.</p> <p>The Thunderbird deposit is the first major mineral sands deposit to be discovered in the Canning Basin and one of the largest mineral sands deposits to be discovered in the last 30 years. The high proportion of zircon in the product suite sets Thunderbird apart from many of the world's operating and undeveloped mineral sands projects which are dominated by lower value ilmenite. Sheffield Resources is committed to achieving strong regional and national benefits. Thunderbird is expected to provide approximately 400 construction jobs and 200 Kimberley-based operational jobs for the 37-year lifespan.</p>
Ex-Waterbank Station	<p>Located adjacent to Great Northern Highway within the Shire of Broome, Waterbank Station is a former pastoral lease purchased by the WA Government in 1996. The land totals 75,000 ha (approximately).</p> <p>The size of the parcel, coupled with its long-term strategic economic development nature, means it presents an opportunity for a diverse range of land extensive enterprises. At the time of this Strategy, the WA Government had called for Registrations of Interest from potential proponents seeking proposals which will deliver significant social, cultural or economic benefit to the State, locality and region. Possible uses for the parcel (or part thereof) identified to date include pastoral activities, multipurpose agricultural business (by the Mibala Burru) and sustainable tourism and economic opportunities for local Aboriginal people.</p>
La Grange and Skuthorpe Agriculture Areas	<p>The La Grange project was established in 2012 to investigate the opportunities for irrigated agricultural development south of Broome. The feasibility project involved researching soil, water, land tenure, markets, investment opportunities, cultural and environmental areas of significance and regional landholder aspirations.</p> <p>La Grange is located south of Broome and extends from Roebuck Plains Station south to Mandora Station, taking in seven pastoral properties, two horticulture businesses and four Native Title Determinations. The major project is underway to assess the suitability and potential for further agricultural developments using available groundwater resources.</p> <p>Similarly, the area east of Broome known as Skuthorpe, has been identified by State Government as suitable for significant irrigated horticulture opportunities. There is 1,000 ha earmarked with approximately 350-400 ha already developed. These areas provide significant opportunities in the long term for agriculture to reach a scale whereby processing, cold storage, value add and export to diverse markets becomes viable. This will further contribute to the depth and diversity of Broome's economic and jobs profile.</p>
Asian Renewable Energy Hub	<p>The Asian Renewable Energy Hub will generate 26,000 MW of renewable energy in Western Australia. Up to 3,000 MW of generation capacity will be dedicated to large energy users in the Pilbara region, which could include new and expanded mines and downstream mineral processing. The bulk of the energy will be used for large scale production of green hydrogen products for domestic and export markets.</p> <p>From a 14,000-square kilometre initial land package, 6,500 square kilometres of land in the East Pilbara region of Western Australia was selected to accommodate 26,000 MW of wind turbines and solar photovoltaic panels. Outstanding wind and solar resource and large project scale will result in competitively priced renewable energy with a high capacity factor.</p> <p>In November 2020, investigations were underway by the project proponents to produce ammonia at the site for export.</p>

Economic Development Opportunities

Other short to mid-term projects (non-Shire led) that are seeking funding or final approvals are outlined below. These are highlighted to demonstrate breadth of development, confidence of key organisations in Broome's future and areas of service need. It also recognises the direct and indirect economic stimulation associated with the construction and operational phases for local businesses and labour market.

The Shire of Broome has an important advocacy, promotion and facilitation role in these emerging projects. A number of these projects will also undergo formal statutory planning processes with the Shire.

Project Details	Description
KIMBERLEY MARINE OFFLOADING FACILITY KMSB Pty Ltd Value: \$110 million	<p>The Kimberley Marine Offloading Facility (KMOF) at the Port of Broome has been approved by the State Government, pending complete environmental approvals, project and financial agreements and a final design and commissioning plan. This project will position Broome as the future service hub for the growing oil and gas industry.</p> <p>The \$110 million facility will be constructed and funded by Kimberley Marine Support Base Pty Ltd, and comprise a floating wharf, along with associated onshore terminal facilities. Construction and ongoing operation of the innovative facility will help stimulate both economic and employment opportunities in the Kimberley region and add further capacity at the Port of Broome.</p>
KIMBERLEY CENTRE FOR ARTS, CULTURE AND STORY Nyamba Buru Yawuru Value: \$41 million	<p>The Kimberley Centre for Arts, Culture and Story will be of global significance because it will reconcile the history of Broome and the Kimberley in an honest, challenging but ultimately empowering way. The Centre will present to visitors the rich culture of the world's oldest living civilisation in an innovative and inspiring way that contributes significantly to the Kimberley economy, supports tourism, and enhances the sustainability of Indigenous culture through the region.</p> <p>The Centre will serve as the regional embodiment of reconciliation and the Kimberley's own unique form of Makarrata (a Yolngu word meaning "coming together after a struggle"). A business case has been developed for the full project. This stages the project for success with Stage 1 focusing on establishing the governance model, site selection and activation approach.</p>





Project Details	Description
BROOME BOATING FACILITY Department of Transport Value: \$71 million	<p>This is essential to address critical safety and access difficulties particularly associated with boat launching and retrieval and passenger transfer between vessels and shore. Large tides, strong currents, wind and waves can at times create hazardous conditions at the existing exposed beaches and boat ramps where conditions can change very quickly.</p> <p>The boating facility will include four ramp lanes and up to two finger jetties, sheltering arms and detached offshore breakwater screen, trailer parking, and access road. Significant consultation has been undertaken and investigation completed to understand environmental and local cultural and heritage considerations. Computer modelling is underway to define the marine structure size, shape and cost.</p>
BROOME HEALTH AND WELLBEING CAMPUS Nyamba Buru Yawuru Value: \$50 million	<p>The Broome Health and Wellbeing Campus will be a health services hub that is designed as an indigenous led clinical and allied health service centre for Broome and the wider Kimberley region.</p> <p>The project is being developed by Nyamba Buru Yawuru in partnership with a range of stakeholders, and will be an innovative hub of co-located, complimentary health service facilities that will operate and collaborate under the guidance of Yawuru's Mabu Liyan philosophy and Measurement Framework. The site for the project already accommodates the Bran Nue Dae Aged Care Facility and the newly constructed Broome Aboriginal Short Stay Accommodation project.</p> <p>Nyamba Buru Yawuru has secured support and initial funding (\$750,000) from the State Government to support the procurement of consultants for the design of all infrastructure requirements for the site. There are existing commitments from the Western Australian Country Health Service (WACHS) for their proposed new 20 Bed Renal Dialysis Hostel to be located on the campus (approx. budget \$6.7 million). The estimated infrastructure cost is in the order of \$7.5 million which has been funded by State Government.</p>
ENHANCING ACCESS TO THE DAMPIER PENINSULA Main Roads WA Value: Current stage has \$68.9 million fully funded; Next stage valued at \$22.8 million	<p>The sealing of the Broome-Cape Leveque Road will improve safety and access for Aboriginal communities as well as reduce delays caused by road closures during the wet season. The more efficient road network will also support the growth in economic activity, including through tourism visitation. The project involves the construction and sealing of the remaining unsealed sections, reconstruction and sealing of the 'narrow seal' section, upgrade of the Broome Cape-Leveque Road and Broome Highway intersection, alignment/geometric and drainage improvements and installation of culverts, fauna underpasses and floodways.</p> <p>Funding has also been provided for ablution, shade and picnic facilities at the 100-year old Beagle Bay Catholic Church; visitor facilities at Lombadina; improvements to the aquaculture hatchery access track at Ardyaloon Community; upgrades to Kooljaman Resort access track; and Camping with Custodian camp grounds at Djarindjin.</p> <p>The next stage that requires investment is to enhance the lateral roads that connect to the Broome-Cape Leveque Road on the Dampier Peninsula. This builds on the significant investment and project benefits already being achieved and also maintains mobilisation of already engaged local businesses and remote communities.</p>

ECONOMIC DEVELOPMENT VISION AND DESIRED OUTCOMES

Foundation for Future Growth and Prosperity

From this assessment the following core advantages and challenges have been identified:

FIGURE 18 ADVANTAGES AND CHALLENGES FOR THE BROOME ECONOMY

Advantages



Transport infrastructure & proximity to Asia



Major tourism assets



Natural resources



Service hub of the Kimberley



Aboriginal partnership

Challenges



Lack of population critical mass



Unemployment & job participation



Business creation & supply chains



Distance from Perth



Cost of living

The Shire of Broome has one of the most diverse set of economic advantages and drivers of any location in regional Western Australia. It possesses:

- An established, domestic and internationally recognised tourism sector with significant long-term growth potential;
- direct transport access to Asian and global markets;
- a rich and diverse Aboriginal culture with history of collaborative engagement across the Shire;
- exposure to diverse natural resources, including mineral resources, offshore oil and gas, solar resources and water resources (for pastoral and horticultural activities);
- an existing and growing concentration of Local, State and Federal Government agency services not only in Broome but the wider Kimberley region.

Leveraging and realising the potential prosperity from these competitive advantages is principally constrained by the sub-optimal size of the local population base. With a residential population below 20,000 people, the Shire of Broome (and the town of Broome in particular) lacks the critical mass to support a diverse consumer market, private sector-led land development and diverse education and health options. But most critically, the small size of the population means that the region lacks the depth of the labour market necessary to bring forward many of the major

projects mooted to take advantage of the key economic assets and opportunities in the town.

While the population of Broome has been declining marginally now for a number of years, the town has experienced periods of robust growth in the past. The scale and size of Broome's economic opportunities and competitive advantages means that the Shire must be ready to respond to a sudden shift towards accelerated growth at any time, particularly as major natural resources-linked projects progress towards delivery phases.

The skills and capabilities of the current labour force are therefore critical. Despite having limited depth in the labour market, the Shire has seen its unemployment rate rise in recent years, creating potential social challenges (including safety) while creating disincentives for some to participate more fully in the economy.

Developing technical and applied skills (including employability skills) is therefore critical to maximise the size, scale, depth and diversity of the Broome labour market in the short-term, to facilitate and enable major projects to be developed. This approach will not only help Broome bridge the current gap to a more optimal critical mass of population and labour but will also maximise the "buy-in" of all people to the shared economic prosperity of the town and region. Critical to activating these assets is the stability embodied in the relationships across sectors in the shire with a shared vision.

Economic Development Framework

The Shire of Broome's economic development activity will be managed through a tiered framework that draws on the evidence within this Strategy to:

- establish an aspirational Economic Development Vision for Broome;
- identify a series of Desired Outcomes; and
- outline the Economic Development Programs for the Shire.

This approach creates a clear line between any economic development action undertaken by, for or with Council and the overarching economic development vision. It also provides a concise framework to ensure all actions and initiatives are contributing to the achievement of the Desired Outcomes through each of the Economic Development Programs.

FIGURE 19 ECONOMIC DEVELOPMENT FRAMEWORK

Desired outcomes



More people



More investment



More business



More economic diversity

Economic development programs



Business & Industry Support



Skills Development & Training



Investment Attraction, Branding & Liveability



Connectivity, Transport & Access



Vision for the Broome Economy

An effective vision statement is one that expresses the collective aspirations, goals and objectives of all economic development stakeholders in the community. This economic-specific vision supports the overarching vision for the Shire of Broome.







Broome - economically
diverse, for **everyone.**



Desired Outcomes

The Shire of Broome has identified a series of Desired Outcomes for economic development activity in Broome. These Desired Outcomes represent what success will look like if the Shire and other economic development stakeholders of Broome work together to realise the vision for the Broome economy.

Four Desired Outcomes have been identified through the research and engagement with stakeholders:

Desired Outcome	Description	Expected Benefits
More People 	<p>By 2025, Broome will have positive population growth and will be on track to reach 20,000 residents within the next 10 years.</p>	<p>There are greater opportunities for population-driven businesses to attract customers due to increased market size. Labour force pool will also increase, including Aboriginal employment, making it easier for new businesses to establish and existing business to grow and expand.</p>
More Investment 	<p>Broome is recognised nationally as an attractive destination for private and public investment.</p> <p>Broome is securing investment interest and funds on major projects and programs from national and global investors, businesses and funds.</p>	<p>Realising the economic potential of Broome will require further and expanded investment by the private sector. The Shire's role, and government more broadly, as the direct fund source for economic activity and investment will proportionally decrease and instead the Shire will play a greater role in facilitating, advocating and promoting.</p>
More Businesses 	<p>Broome has a large, diverse and dynamic business community servicing households, other businesses, industry and major projects.</p> <p>Broome's business creation rate is above the Regional WA average and new businesses are regularly created by local residents (including members of Aboriginal communities) as well as being attracted to the Shire.</p> <p>Broome fosters a growth-oriented and export-focused business community.</p>	<p>Employment growth and prosperity in Broome in the medium and long-term are contingent on private business growth. Fostering a dynamic and scalable business community in Broome is essential to realising the vision for the Broome economy.</p>
More Economic Diversity 	<p>Broome is a more diverse economy, with domestic and international tourism complemented by an expanded private sector population services capacity, mineral and energy production support, and agricultural and aquaculture processing.</p>	<p>A more diverse economy will provide greater sustainability of economic outcomes and prosperity in the long-term, decreasing Broome's reliance on tourism and the risks associated with external shocks to this sector (i.e. increase resilience).</p> <p>Broome's role as the "hub" for the Kimberley will provide opportunities to leverage planned private investment in mining/energy, transport, cultural tourism, renewable energy and horticultural activities to capture local supply chain expenditure in manufacturing, logistics, storage and services.</p> <p>Economic activity in Broome will include a proportional share of Aboriginal business and investment activity, providing local Aboriginal residents and communities with direct benefits from the Broome's economic potential.</p>

SHIRE OF BROOME'S ECONOMIC DEVELOPMENT PROGRAMS

Realising the Vision for the Broome economy and the associated Desired Outcomes will require a series of actions and initiatives by the Shire, delivered in partnership with other economic development stakeholders.

The Economic Development Framework in this Strategy includes the identification and establishment of core Economic Development Programs for the Shire. These Programs will provide high level direction for actions, initiatives and investments to contribute to achieving the Desired Outcomes and Vision. The following tables outline current and recent actions and also potential actions for further investigation by the Shire of Broome and its partners over the next five years.

Overarching these Programs is a cultural commitment from the Shire of Broome to be innovative, sustainable, customer focused and responsive across all disciplines, including approvals and project delivery.

The four key **Economic Development Programs** are profiled below.



Business & Industry Support

Program Description

Broome has a diversity of economic advantages that could be leveraged to generate significant employment and prosperity for the community. Increased focus should be on:

1. Support medium business growth. This is key to growing and diversifying the employment opportunities in Broome. Broome is underrepresented in terms of medium size businesses (20 workers+) which is the core business group that generates employment in local areas. This partly reflects the decline in manufacturing over the decade to 2016, which historically accounted for a large share of medium size businesses in the Shire.
2. Enhance competitiveness of supply chain support, logistics and servicing of the mining, oil and gas and the renewables sector.
3. Facilitate up-scale and downstream processing for the agriculture sector including horticulture, pastoral and aquaculture enterprises.
4. Encourage connectivity to new global markets and creation of bespoke tourism products.
5. Promoting business support services and access to education and training.
6. Facilitate new and emerging sectors such as renewable energy enterprise, carbon farming, bush foods, bush medicine, broader aquaculture projects.

Current and Continuing Actions

- **Provide** and deliver on the Small Business Friendly Local Government Charter
- **Provide** efficiencies and compliance through amendments and updates to the Shire of Broome's Regional Price Preference Policy and the Purchasing Policy.
- **Facilitate** high local content outcomes in major capital projects (e.g. Chinatown Revitalisation, Town Beach Redevelopment).
- **Facilitate** and promote training and education programs available for business.
- **Provide** accelerated forward capital works and asset maintenance as part of the Shire of Broome's COVID-19 Support Package to provide tendering opportunities for local small businesses.
- **Provide** tender information sessions regarding the launch of VendorPanel to make it easier for the region's businesses to win local government contracts.
- **Provide** a 'Buy Local' campaign highlighting a positive message to the community to shop locally during the COVID-19 measures and highlighting a positive message to the community to shop locally.
- **Provide** a responsive and transparent approach to planning and building services.

Potential Actions for Consideration / Investigation

- **Partner** with the Broome Chamber of Commerce and Industry in developing a Local Business Capability Database.
- **Advocate** to State and Federal Governments to fund new regional business incentive programs.
- **Provide** and promote local capture of Shire expenditure.
- **Partner** with the Broome Chamber of Commerce and Industry to ensure that businesses have one point of contact to coordinate the Shire of Broome's services and approvals.
- **Advocate** to State and Federal Government to provide increased business support services to the Dampier Peninsula and remote communities (e.g. financial / legal advice, grant writing, business case development, innovation support and networking).
- **Provide** and update procurement policies to incorporate Aboriginal engagement principles.
- **Facilitate** with stakeholders a "Welcome to Broome" initiative for Broome's seasonal / backpacker / international workforce to increase social and community engagement.

Skills Development & Training	
Program Description	<p>Developing the skills and employment capacity of the existing workforce is critical to improving current unemployment levels and providing a skilled, engaged workforce for existing and new businesses and major projects. This includes both technical skills and the development of attributes and capabilities to support long-term employability and engagement in the workforce.</p> <p>Increased focus should be on:</p> <ol style="list-style-type: none">1. Ensuring education and training offerings are matched with skills required in current and emerging industries, sectors and major projects.2. Expanding the delivery of more informal skills and training support for workers and small business including business management, IT, marketing, online sales and grant/funding applications.
Current and Continuing Actions	<ul style="list-style-type: none">• Partner with the West Kimberley Alliance to investigate the Kimberley University Centre concept.• Provide regular and varied traineeship opportunities across the disciplines in the Shire of Broome (including project administration support, parks and gardens, infrastructure works).
Potential Actions for Consideration / Investigation	<ul style="list-style-type: none">• Facilitate and promote business skills courses and programs offered by other stakeholders.• Facilitate the establishment of a Broome Skills Group including leading business/industry, school and post-school education and community representatives to identify and coordinate industry-education partnerships and programs in Broome.• Partner with stakeholders to tailor and target skills development and training programs to meet the unique needs of Aboriginal communities across the Shire.• Advocate for further investment in school and post-school education and training facilities and services, building upon the existing strengths of current TAFE and university offerings.





Investment Attraction, Branding & Liveability

Program Description

Enhancing the attractiveness of Broome as a place to live, work, visit and run a business is critical to driving growth and prosperity. This includes efforts to attract investment in new industries and business, growing Broome's destination branding in domestic and international tourism markets and investing in critical amenities supporting workforce attraction and retention.

Increased focus should be on:

1. Promoting a single, centralised and coordinated "brand" for Broome. This "brand" should have buy-in from a wide range of economic development stakeholders and be used collaboratively to communicate the advantages, attributes and story of Broome to state, national and global audiences.
2. Promote investment opportunities associated with available serviced residential, commercial, and industrial land.
3. Improving community safety and decreasing incidences of anti-social behaviour.
4. Ensure access to fit-for-purpose population services (e.g. health, mental health, education, housing).
5. Promote healthy and active lifestyle choices through sport and recreation, arts and culture, and community development events.

Current and Continuing Actions

- **Fund** a financial contribution to the operations of Broome Visitor Centre, Australia's North West Tourism and Cruise Broome.
- **Fund** sponsorship of a broad range of events and community groups through grants:
 - Economic, Events and Tourism Development Fund
 - Community Annual Matched Fund / COVID-19 Community Support Grant
 - Community Ad Hoc Fund
- **Provide** community and activation events through grants and budget allocation.
- **Provide** theTown Beach Redevelopment.
- **Provide** the Chinatown Revitalisation Project Stage 1 and 2.
- **Fund** and provide project management support for Broome Golf Club New Clubhouse and Refurbishment.
- **Fund** and provide project management support for Broome Surf Life Saving Club Refurbishment.
- **Provide** the Jetty to Jetty Trail.
- **Provide** the Broome Recreation and Aquatic Centre Renewal project.
- **Facilitate** and advocate for the Broome Boating Facility project.
- **Advocate** for the delivery of the Cable Beach Foreshore Redevelopment project.
- **Advocate** for government investment in the Broome Urban Renewal project.
- **Facilitate** and advocate for a Takeaway Alcohol Management System and Banned Drinkers Register.
- **Provide** the following informing strategies:
 - Community Development Framework
 - Youth Framework
 - Community Safety Plan
 - Arts and Culture Strategy
- **Facilitate** and partner with Discovery Holiday Parks Pty Ltd to upgrade Roebuck Bay Caravan Park.
- **Provide** recreation areas infrastructure.
- **Provide** investment portfolio management services to responsibly maximise community and economic benefit generated from Shire of Broome property and assets.
- **Monitor** State, National and Global climate change policies and regulations and advocate for new industries and investments
- **Collaborate** with DevelopmentWA and other State Government agencies to explore opportunities to increase the availability of housing supply and accommodation in Broome.

Potential Actions for Consideration / Investigation

- **Provide** and maintain an online Broome "Project Pipeline".
- **Partner** with the community and key stakeholders to develop a "Broome Investment Prospectus".
- **Partner** and fund the establishment of a "Broome Investment Brand" with other stakeholder groups.
- **Advocate** for joint venture and partnership projects in future major project delivery (e.g. McMahon Estate development).
- **Partner** and fund a campaign for Broome as a residential place of choice in partnership with Industry and the Broome Chamber of Commerce and Industry.
- **Advocate** for key worker accommodation as required by Broome's industry sectors.



Connectivity, Transport & Access

Program Description

A key strength of the Broome economy is its access to national and global markets through enabling infrastructure including telecommunications, road, seaport and airport.

Increased focus should be on:

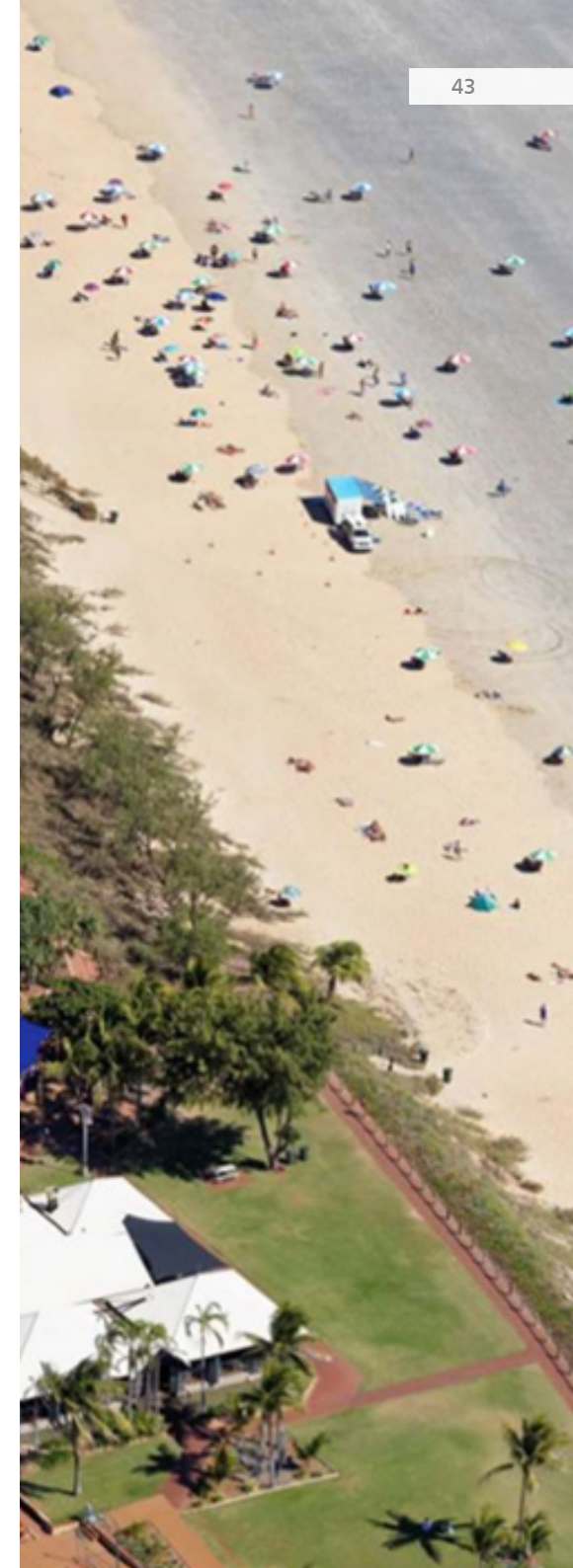
1. Facilitating the growth and expansion of offerings at the Port of Broome and Broome International Airport to drive service delivery, exports, and to diversify tourism markets.
2. Enhancing the accessibility experience of people and workers within the Shire. This means continued investment in the regional road network to address safety and accessibility concerns and constraints, while also maximising connectivity between market precincts, economic assets and emerging drivers.
3. Increasing the reliability, safety and convenience of access from Broome to the wider Kimberley region will not only enhance Broome as an investment destination of public and private sector services and capabilities but will also ensure residents and businesses in the Kimberley have full access to essential services in the town.
4. Advocate for upgrades and fit-for-purpose telecommunications infrastructure to ensure digital and mobile connectivity to address impacts on safety, social remoteness, access to health services and ability for business to operate efficiently.

Current and Continuing Actions

- **Provide** road and footpath infrastructure throughout the Shire of Broome.
- **Provide** a dedicated cruise ship drop-off point as part of Chinatown Revitalisation Project Stage 2
- **Advocate** for improved infrastructure through the State Government's Regional Telecommunications Project
- **Facilitate** improved access to safe, affordable public transport, marine and aviation services.

Potential Actions for Consideration / Investigation

- **Advocate** for and facilitate with the Kimberley Ports Authority for Port expansion projects.
- **Advocate** in partnership with key stakeholders for expanded trials of direct flights from South East Asia to Broome (post COVID-19) to take advantage of European connection through Singapore.
- **Advocate** for affordable airfares.
- **Provide** identified major amenity and accessibility enhancement projects across Broome and facilitate / advocate for projects being delivered by other stakeholders (namely Department of Transport and Main Roads WA).
- **Advocate** for funding to enhance the lateral roads that connect Broome-Cape Leveque Road on the Dampier Peninsula.
- **Facilitate** connectivity options for Broome's major precincts for community and visitors (e.g. Town Beach, Cable Beach, Chinatown)
- **Advocate** to State and Federal Government to better understanding freight and logistics for Broome and the Kimberley to improve supply chain connectivity and competitiveness.
- **Facilitate** and advocate for First Point of Entry status (Federal Government process) at Port of Broome.
- **Advocate** for Broome to be the logistics supply hub for mining, oil and gas, agriculture, cruise ship services, renewables and other emerging industries.



IMPLEMENTATION AND MONITORING

Partnering for Success

The Shire of Broome has a central role to play in driving economic outcomes for residents and businesses in the future. However, the Broome Growth Plan and recent COVID-19 Recovery Plan both demonstrated the power of the Shire working in partnership with other economic development agencies and organisations to deliver meaningful change and support tangible growth for the economy.

The Shire of Broome will therefore seek to partner with a wide variety of organisations to attract new businesses and investment, grow new industries and sectors, enhance the skills of the local workforce and ensure that all residents benefit from the economic potential of the region.

Key partners in Broome's current and future economic development include:

- Kimberley Development Commission
- Nyamba Buru Yawuru
- Regional Development Australia Kimberley
- Broome Chamber of Commerce and Industry
- West Kimberley Alliance
- Australia's North West Tourism
- Broome Visitor Centre
- Kimberley Ports Authority
- Broome International Airport
- Development WA
- State and Federal departments delivering services in the Kimberley
- Cruise Broome
- KMSB Pty Ltd
- Sheffield Resources
- Rio Tinto
- Woodside
- Department of Primary Industries and Regional Development

Monitoring Progress and Measuring Outcomes

Successful economic development activities should be tailored and targeted to the vision of the Broome community and region. As such, the measures of success, progress, and outcomes of local economic development activities will also be unique to the Shire of Broome.

Key Measures that will be monitored and tracked include:

- **Unemployment Rate and Labour Force Engagement** – decreasing the rate of unemployment in the Shire of Broome to Regional WA levels without a decrease in labour force engagement and participation;
- **Incomes and Welfare** – decreasing the share of households with Government pensions as their primary income and increasing overall personal income levels over time.
- **Business Registrations** – increasing the rate of business creations per 1,000 residents to above Regional WA averages and increasing the share of locally registered businesses with 20 or more employees.
- **Tourism Diversification** – increasing the diversity and mix of places of origin of both domestic and international tourists and increasing the share of tourists directly accessing Broome from overseas (through the Broome International Airport or Port of Broome).
- **Gross Regional Product** – increasing the Gross Regional Product of the region, both in total and per person, with increased diversity of sectors contributing to growth.
- **Residential Population** – returning to positive growth in local residential population and set the path to reaching 20,000 people by 2036.

All of these Measures can be readily and regularly tracked using publicly available and timely data sets and will be reviewed every two years over the life of the Strategy.

It is proposed that an Implementation and Action Plan be prepared by the Shire of Broome to complement the **Strategy**



REFERENCES

- ABC (2020) World's largest renewable energy project proposed for north-west Australia ditches electricity in favour of ammonia exports 10/11/2020, accessed at <https://www.abc.net.au/news/2020-11-10/renewable-energy-hub-ditches-asian-cable-for-ammonia/12862916>
- ABS (2017) Census of Population and Housing, 2016, Australian Bureau of Statistics, Canberra
- ABS (2020) Estimated Residential Population Cat No 3218.0, Australian Bureau of Statistics, Canberra
- ABS (2020) Population by Age and Sex, Cat No. 3235.0, Australian Bureau of Statistics, Canberra
- ABS (2020) Count of Business Registrations, Cat No 8165.0, Australian Bureau of Statistics, Canberra
- ABS (2017) Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), 2016, Cat No. 2033.0.55.001, Australian Bureau of Statistics, Canberra
- Australia Council for the Arts, 'International Arts Tourism: Connecting cultures' Report, 2018
- CSIRO (2020) Frequently asked questions about tropical cyclones, their causes, occurrences and impacts accessed at <https://www.csiro.au/en/research/natural-disasters/floods/FAQs-on-tropical-cyclones>
- Department of Jobs (2020) Small Area Labour Market Smoothed Data, Australian Government, Canberra
- Department of Water (2015) Skuthorpe Groundwater in the horticultural area allocation statement, WA Government, Perth
- DMP (2020) Browse Basin accessed at <https://www.dmp.wa.gov.au/Petroleum/Browse-Basin-10988.aspx>
- DPIRD (2018) La Grange Agriculture Opportunities accessed at <https://www.agric.wa.gov.au/r4r/la-grange-agriculture-opportunities>
- DPLH (2020) Unallocated Crown Land ex Waterbank Station Call for Registrations of Interest accessed at <https://www.dplh.wa.gov.au/getmedia/3fb4e8eb-d37a-4e3c-a2a6-5dcf3b902834/CL-ROI-ex-Waterbank-Station>
- WA State Government (2018) Broome Growth Plan - Strategy and Action Program, WA State Government, Perth
- North Regional TAFE (2020) About North Regional TAFE Broome Campus accessed at <https://www.northregionaltafe.wa.edu.au>
- Kimberley Regional Economic Profile, REMPLAN, Melbourne
- Realestate.com (2021) Residential Rental Vacancy Rates, accessed at Realestate.com
- Remplan (2021) COVID-19 Impacts Explorer, Broome (S) REMPLAN
- Sheffield (2020) Thunderbird accessed at <http://www.sheffieldresources.com.au/irm/content/thunderbird.aspx?RID=393>
- Shire of Broome (2020) 3 Year Broome COVID-19 Recovery Plan, Shire of Broome, Broome
- TRA (2020) National and International Visitor Surveys, Subscription Data, Tourism Research Australia, Canberra
- WA Government (2019) Dampier Peninsula Project accessed at https://www.wa.gov.au/sites/default/files/2019-10/Dampier%20Peninsula_newsletter_FINAL_October2019_0.pdf
- WA Government (2020) Western Australian Climate Policy, WA Government, Perth
- University of Notre Dame (2020) Broome Campus accessed at <https://www.notredame.edu.au/about/campuses/broome-campus>



Credit: Nyamba Buru Yawuru

PREPARED BY

RPS

Mark Wallace
Director - Strategy and Investment
(Economics)

Level 2/27-31 Troode St,
West Perth WA 6005

T (08) 9211 1111

E mark.wallace@rpsgroup.com.au

PREPARED FOR

Shire of Broome
PO Box 44
Broome WA 6725

T (08) 9191 3456

E shire@broome.wa.gov.au

W www.broome.wa.gov.au