



Shire of Wyndham East Kimberley

ECONOMIC DEVELOPMENT STRATEGY

MAY 2021

The Shire acknowledges the Traditional Custodians of the land in which we work and live, and recognise their continuing connection to land, water and community. We pay our respects to Elders past, present and emerging.



ACKNOWLEDGEMENTS

The Shire of Wyndham East Kimberley would like to acknowledge and thank those who provided valuable input into this Economic Development Strategy.

They include members of the community, business and industry representatives, Government department staff, politicians, Shire councillors and staff.

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**“AN EXTREMELY EXCITING
REGION FOR BOTH THE LOCAL
COMMUNITY AND IN A WIDER
AUSTRALIAN CONTEXT”**



PRESIDENT'S FOREWORD

The Shire of Wyndham East Kimberley Economic Development Strategy is the culmination of a large volume of work by the Council, the Administration and our Community aimed at identifying the pathway that will most assist in providing increased prosperity and liveability for our Shire residents.

Our extremely rich cultural heritage, unbroken over 50,000 plus years, the diverse, dynamic and collaborative community, a phenomenal landscape, offering lifelong memorable experiences, abundant natural resources, sunshine, arable soil, vast rangelands, water, and minerals, the ever improving social and infrastructure assets, schools, hospital, port, airports, and our very close proximity to S.E. Asia, in a time zone containing almost 25 % of

the world's population, make this an extremely exciting region for both the local community and in a wider Australian context.

Whilst we have tried to identify many specific and transformative pathways that will facilitate the economic and liveability improvements we all desire, such as an airport capable of servicing national and international trade and visitation, it is substantially through a strong Local Government and community,

continued development of strategic partnerships and a community that encourages and rewards innovation and change, that most benefit will be achieved. I believe we are that community.

With this clear set of advocacy objectives and pathways and a measurable set of goals we can look forward to engaging with all those, both within and outside of our Shire, interested in building the capacity and resilience of our community.



1.1 THE SHIRE STORY

Corporate Values

INCLUSIVITY

Recognition of community diversity

UNITY

Collaboration with community

SUSTAINABILITY

Meet aspirations within budget

RESPONSIBILITY

State and National input

LEADERSHIP

Responsiveness and advocacy



Population
7,494



4,089 Jobs



Median age
33



.68 Revenue
Coverage Ratio



\$708.4m
Nominal GRP



3 Debt Service
Cover Ratio



Remote, ruggedly picturesque with many natural attractions, the Shire of Wyndham East Kimberley covers an area of 121,000 km² and is one of four Local Governments that make up the Kimberley region.

With a resident population of over 7000, spread across Kununurra, Wyndham and a number of Aboriginal communities, including Kalumburu, the Shire also accommodates regular fly-in fly-out workers and a growing tourism sector.

Mining, agriculture, construction, tourism and retail trade are major contributors to the region's diverse economy. Crop production is undertaken in the region's largest irrigated agricultural project, the Ord River Irrigation Area located near Kununurra, generating employment opportunities and delivering sustainable economic growth in agriculture and tourism.

The region is culturally rich with over 30% of the population comprising Aboriginal people.

1.2 WHY HAVE A STRATEGY?

Definition of

Economic Development

A progressive improvement in the quality of life for Shire residents and improved operating conditions for Shire businesses.

OUTCOMES

- › Attracting investment
- › Supporting local business
- › Improving airport services
- › Growing tourism
- › Town revitalisation
- › Facilitating access to jobs and improving disposable income
- › Providing infrastructure that supports industry growth
- › Supporting educational and training opportunities
- › Promoting and marketing the Shire

It is important for any Local Government to develop a coordinated plan that outlines how it intends to increase the prosperity and liveability of the region.

The key goals of this Economic Development Strategy are to identify:

- The comparative and competitive advantages of the Shire and its businesses and industries
- The collaborative advantage of the Shire through its strategic networks, alliances and partnerships
- Challenges
- Emerging opportunities:
 - Better resourcing of Shire projects and services
 - Advocacy for delivering higher level external investment / commitment

Having a Strategy which identifies and prioritises critical projects within the Shire will assist with advocacy and the attraction of investment and, by using established economic indicators, the Shire will be able to set and track the economic development objectives in an effective, sustainable, responsive and transparent manner.

While there will always be volatile economic conditions, the aim is to navigate a way forward and to take advantage of emerging domestic and global opportunities. Key drivers and enablers of economic development which invite inbound investment and the retention of skilled people to improve business activity are of paramount importance.

SHIRE INFLUENCES & LEVERS



Civic building, spaces and places



Finance, fees and ratings



Approvals and regulations



Advocacy and leadership



Law and order



Utilities and roads



Workforce development



Positioning the region

1.3 HOW WAS THIS STRATEGY PREPARED

Developed in a phased approach and built on the core concepts and direction of the Shire's previous work, this Economic Development Strategy is the culmination of evidence-based data and qualitative feedback.

Extensive research has been undertaken including a literature review of relevant local, regional, national and global information.

Stakeholder consultation has been conducted including local workshops, a community survey and many one-on-one interviews across a wide range of industries, agencies, businesses and departments.

The combined findings have been used to inform a suite of documents including key sector background papers, this Economic Development Strategy and a Prospectus.



SCOPING

- › Case Studies
- › State & Federal Budgets
- › Global Literature Review
- › Stakeholder Surveys
- › Stakeholder Interviews
- › Stakeholder Workshops

ANALYSIS

- › Stakeholder Views
- › Economic Profile
- › Drivers of Change
- › Enablers
- › Action Planning

EVALUATION

- › Economic Diversity
- › Agriculture & Food
- › Tourism
- › Minerals & Energy
- › Aboriginal Enterprise
- › Creative Industries
- › Security

1.4

WHAT DID WE HEAR

Top 12 potential projects and opportunities

- » Telecommunications upgrade
- » Kununurra airport runway upgrade
- » Stage 3 Expansion Ord Irrigation
- » Town centres beautification
- » Major event development
- » Wyndham port precinct
- » East Kimberley Regional Airport freight hub
- » Project Sea Dragon
- » Wastewater treatment upgrade
- » Private sector tourism projects
- » Kununurra Leisure and Aquatic Centre
- » Trails – cycling and walking

To gauge the community economic needs and aspirations, a number of facilitated workshops, interviews and an on-line survey were used to engage with a diverse range of stakeholders.

Biggest impact on economic development

- » Community safety anti-social behaviour
- » Cost of air travel
- » Freight and logistics
- » Quality telecommunications
- » Cost of living
- » Appropriate youth support services
- » Access to childcare
- » Support from State / Federal Government
- » New industries e.g. cotton gin



Significant sectors for growth and prosperity

- » Tourism
- » Agriculture
- » Small/Medium enterprises
- » Knowledge industries
- » Transport and logistics

2

OUR ECONOMY

VISION

To be a thriving community with opportunities for all.

MISSION

To develop in a manner that will achieve social, cultural, economic and environmental benefits for all.

OBJECTIVE

To be open for business with a growing and successful economy and jobs for all.

2.0

OUR ECONOMY

ECONOMIC GOALS



To deliver the critical infrastructure that will create the conditions for economic growth



To be business friendly and the Shire of choice for inward investment in the Kimberley



Develop and retain skilled people that businesses need to succeed

COMMUNITY OUTCOMES

A SHIRE WITH:

- › Increased participation in the economy
- › Businesses have access to skilled employees
- › People who want to work can work

A COUNCIL THAT:

- › Supports business growth
- › Attracts new investment
- › Promotes and markets the Shire

2.1 ECONOMIC PROFILE

CHANGE IN OUTPUT (\$M) BY INDUSTRY SECTOR FROM 2009/10 TO 2018-19

INDUSTRY	CHANGE
Agriculture, Forestry & Fishing	-12.6
Mining	1.8
Manufacturing	-40.8
Electricity, Gas, Water & Waste Services	-11.4
Construction	-338.5
Wholesale Trade	1.3
Retail Trade	-14.2
Accommodation & Food Services	-13.6
Transport, Postal & Warehousing	-47.2
Information Media & Telecommunications	-4.1
Financial and Insurance Services	-0.2
Rental, Hiring and Real Estate Services	-4.8
Professional, Scientific & Technical Services	-3.3
Administrative & Support Services	-26.4
Public Administration & Safety	-10.5
Education & Training	3.2
Health Care & Social Assistance	29.9
Arts & Recreation Services	1.8
Other Services	-6.2
TOTAL INDUSTRIES	-495.7

2019/20 FIGURES



Rateable properties
2,782



Shire spend with local businesses
\$3.24m



Building approvals
81



Planning approvals
58



Registered businesses
1,128



Construction value
\$14.41m



EKRA aircraft movements
6,762

EKRA passenger numbers
60,416

Wyndham aircraft movements 313



The change in output over ten years was greatly influenced by the construction phase of the Ord River developments. Source: National Institute of Economic and Industry Research (NIEIR) ©2019.

Built on a traditional rural base, the imprint of pastoral and agricultural industries is reflected in the pattern of the Shire's landholdings.

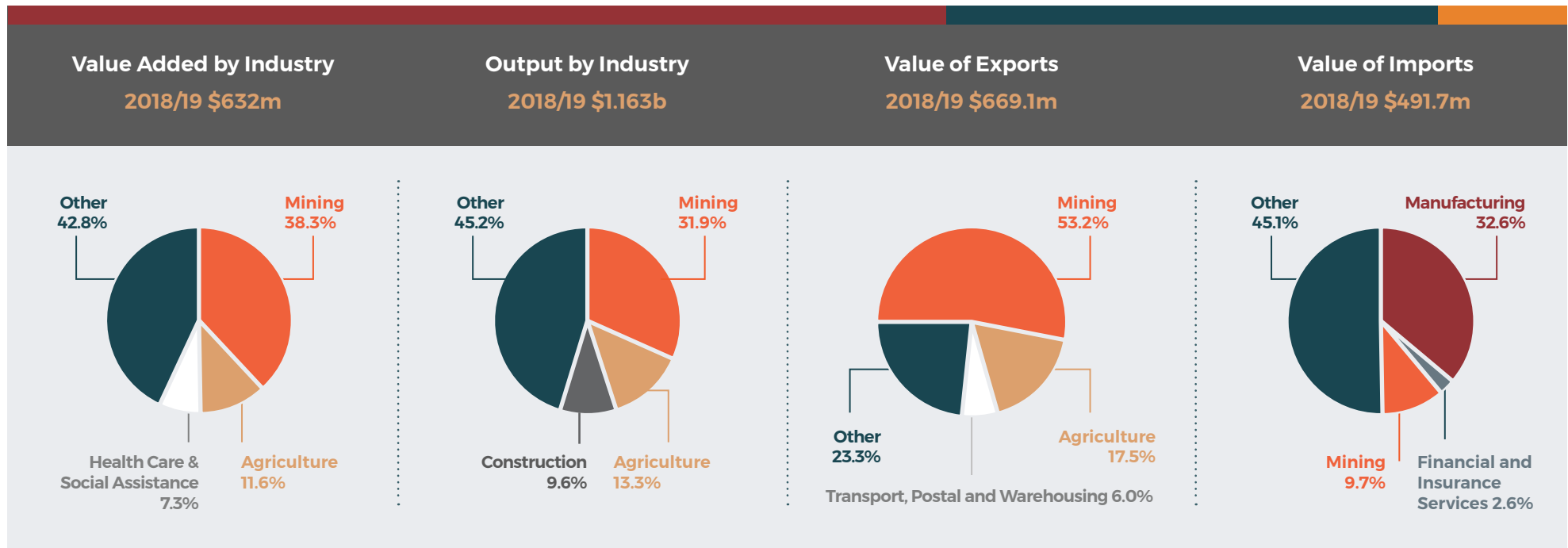
Irrigated agriculture, with completion of Stage 2 of the Ord River Irrigation Area (ORIA), has changed the region's function to become one of Australia's premier food and fibre production hubs.

Mineral exploration is well established. The proximity of onshore and offshore petroleum and gas prospects present opportunities for global investment.

Emerging industries such as Aboriginal enterprises, tourism, commercial fishing and aquaculture are beginning to diversify the economic landscape, presenting considerable potential for growth.

A growing economy brings with it enterprise and employment, providing the foundation for the Shire to become a thriving community.

“Other” industries in the graphs below include 15+ sectors all rating below 6% each



2.2 STRATEGIC CONTEXT

For decades, the Shire's economy has been part of global production and supply chains, particularly in the trade of its mineral and food commodities.

Institutions like the OECD, World Bank and IMF play important roles in sharing information about global economic conditions and forecasts.

Similarly, Australia's Productivity Commission and Western Australia's Auditor General both conduct regular inquiries, research, and advice to Governments, which are often used as a basis for public policy.

This Strategy has been informed by multiple layers of the latest economic information to reveal the Shire is well placed to navigate a volatile global economy hit by the COVID-19 pandemic.

Accordingly, this Strategy focuses on current and emerging global economies likely to influence opportunities for Shire businesses now and into the future.



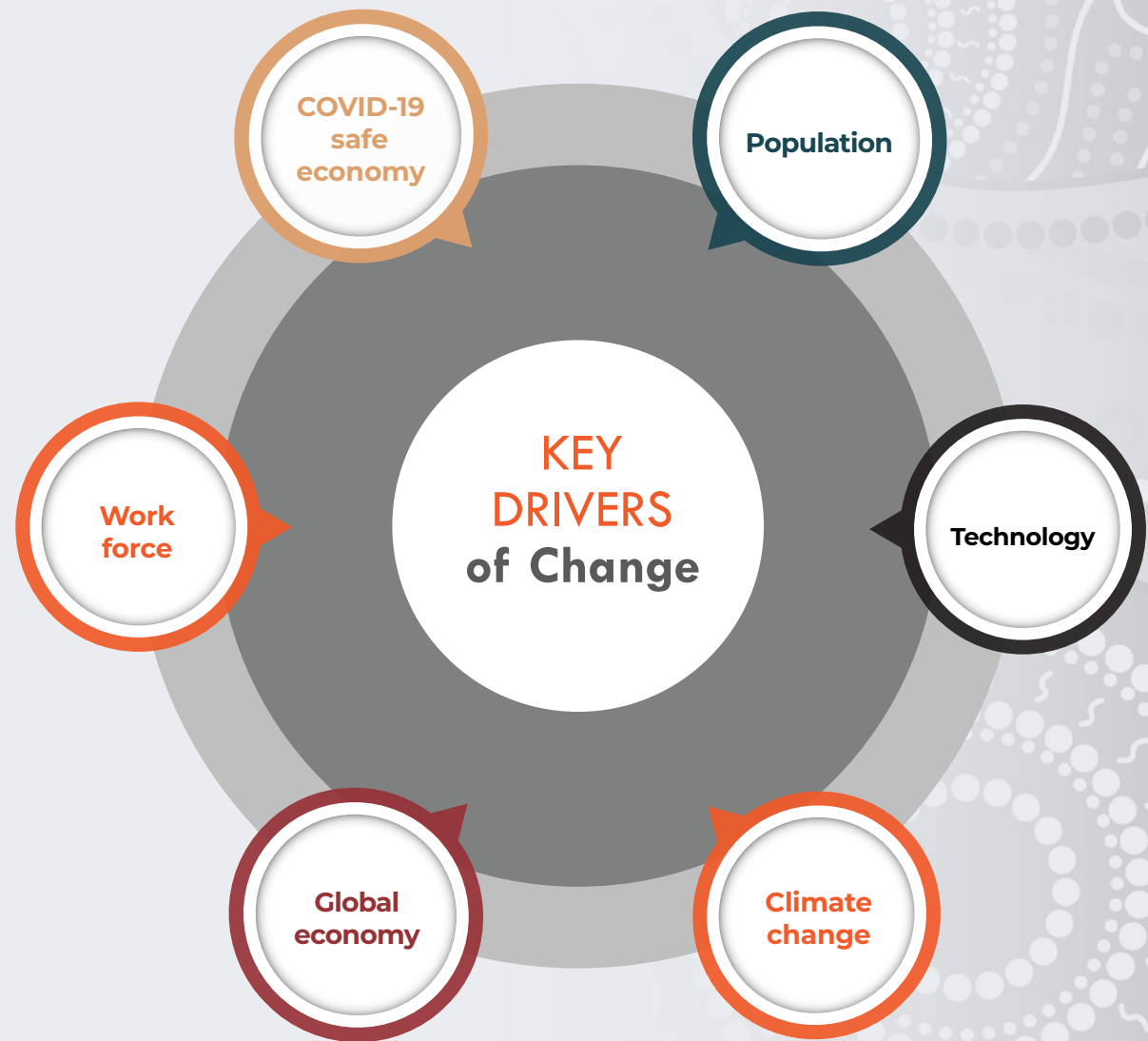
EMERGING ECONOMIES	INFLUENCE
COVID Safe Economy	Covid-19 has significantly reduced consumer demand and the flow of commodities through global supply chains
Knowledge Economy	Creative industries built on research, development and pooling of intellectual property are increasing economic development and growth
Digital Economy	Digital technology is driving innovation and efficiencies across all sectors of the economy
Low Carbon Economy	Global targets for net-zero emissions is driving demand for renewable energy and reduction in the consumption of natural resources
Food Economy	Technology, science and research are improving the efficiency and effectiveness of agricultural production systems and supply chain logistics

2.3 DRIVERS OF CHANGE

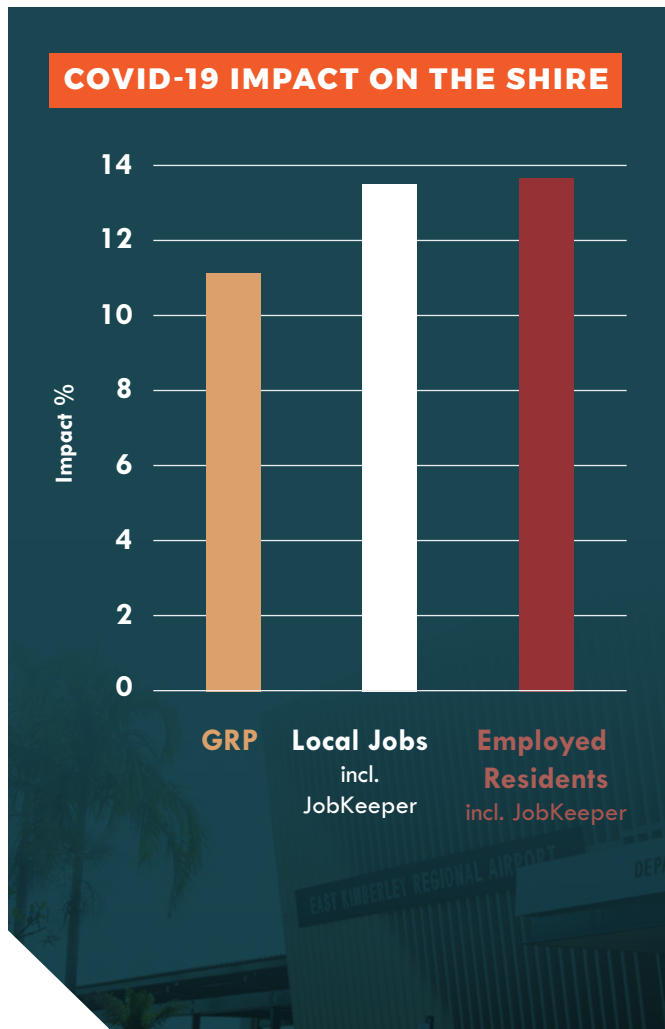
There are several unique challenges for economic development within the Shire, namely its sparse population, remoteness, iconic landscapes, rich resources and traditional land tenure pathways.

In addition, there are a range of external factors that can directly and indirectly influence the extent and degree of economic development in the Shire.

This strategy through its objectives, strategies and priorities responds to these drivers of change within the Shire.



2.3.1 COVID-19 SAFE ECONOMY



The prevailing COVID-19 pandemic is having a substantial negative impact on economic activity across the world. The Shire, while somewhat sheltered, is not immune and the effects have been felt across output and value-added industries.

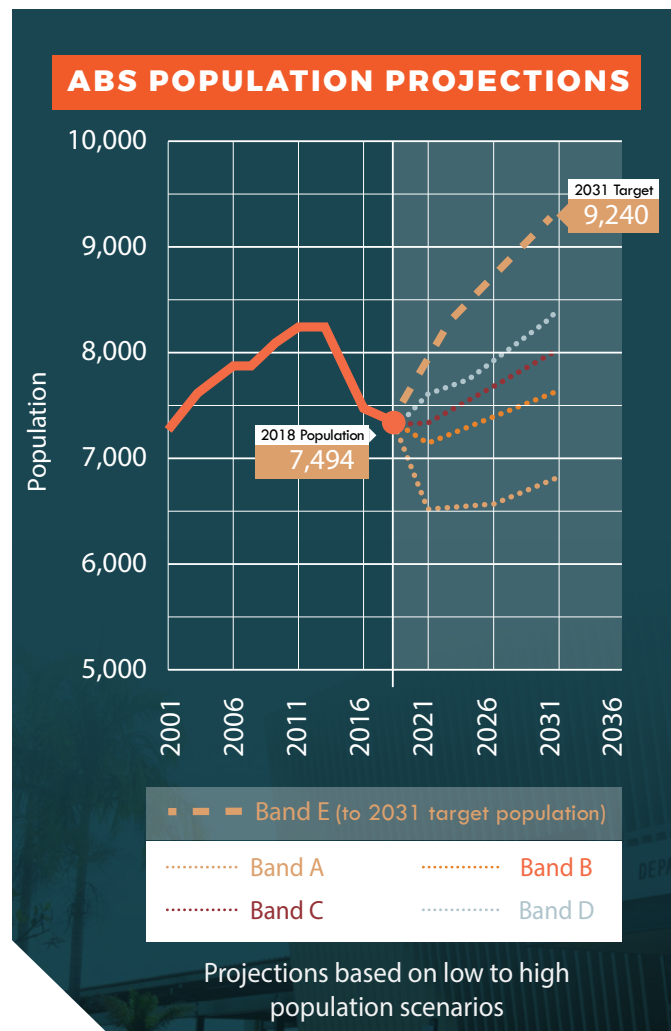
While demand for tourism may have been dampened due to Covid-19, the demand for agriculture remains strong - with the main impact on this sector being workforce and logistics related.

Although the mining sector has been affected, the agile nature of the industry has enabled operations to adapt. Employment in health, administration, safety, education/training and social assistance makes up 30% of the Shire's jobs, contributing to the minimisation of the impact of Covid-19 as these services have not been unduly impacted by interstate border control measures.

Forecasts about the impacts of the pandemic are subject to a high degree of uncertainty. The Shire is ideally placed to promote itself as a clean, green, COVID-free producer and destination.



2.3.2 POPULATION



Over the last ten years, there has been a fluctuation of approximately 900 people in the Shire, reflecting the population required to deliver major projects. The population peaked in 2013 with 8,243 people, but then gradually declined by 11% over the next five years with a slight increase in 2020 to 7,494 people.

Traditionally, the Shire's low residential population is increased by visitors on a regular basis due to seasonal farm workers, tourists and fly-in-fly-out workers within the region. Consequently, the 2016 census figures showed that the Shire's population was 10,287; being a 38% increase on the actual residential population.

SHIRE POPULATION STATS

Population 7,494

More than 50% of residents live in Kununurra

Female 50.6%
Male 49.4%

32% are Aboriginal residents

Age of residents in the Shire 2018/19

Median age (all population) 33
Median Aboriginal age 22

0 - 17 years 26.3%
60+ years 11.3%
18 - 59 years 62.4%

THE CONTEXT

2.3.3 WORKFORCE

EMPLOYMENT BY INDUSTRY



A goal of economic development is to maximise the employment opportunities locally, leading to a more socially and environmentally sustainable community.

To reach the Shire’s economic potential, traditional agricultural and mining sectors need to be balanced with emerging tourism, arts, Aboriginal enterprises and other creative industries.

There are a number of challenges to address:

- The high cost of living and relocation
- A difficulty in sourcing specialised and experienced people locally
- Competition for experienced and skilled labour
- Comparatively high staff turnover
- Locally available training options and skilling choices
- High cost of imported skilling
- Welfare dependency

Informing Strategies, such as the Workforce Plan, Asset Management Plan and Long Term Financial Plan will need to incorporate measures to build, attract and retain a skilled workforce within the Shire.

SHIRE EMPLOYMENT STATS



Jobs
4,089

∞
1:18

Job to resident ratio

Median

Weekly personal income **\$864**

Weekly household income **\$1,704**



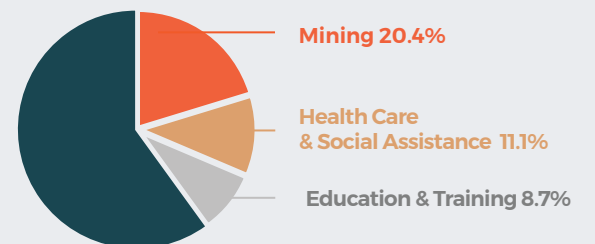
Emerging Sectors

- +60** Health Care & Social Assistance
- +32** Arts & Recreation Services
- +24** Education & Training
- +8** Professional, Scientific & Technical Services

Average productivity per worker

\$154,535

Top 3 largest employers



2.3.4 GLOBAL ECONOMY

Definition of Global Economy

All economic activity within and between nations including production consumption, economic management, exchange of financial values and trade of goods and services.

KEY TRADING PARTNERS



- › China
- › Japan
- › Korea
- › UK
- › USA
- › Singapore
- › Thailand
- › Chile
- › Malaysia
- › Peru
- › NZ

Much of the world's economic growth during this century will come from the Shire's trading partners in the Indo-Pacific region. Growing global demand for food and energy will provide increasing opportunities for the Shire's mineral, energy and agriculture products. Collaboration with State agencies will help facilitate connection with markets.

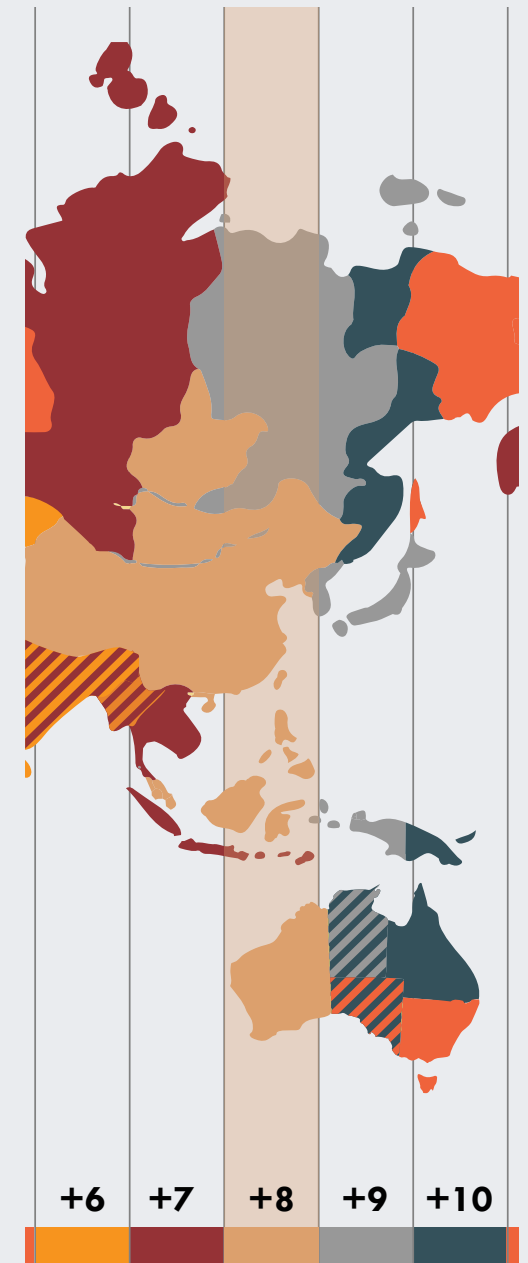
Global economy volatility will continue to influence the Shire through factors such as commodity prices, exchange rates, supply chain efficiencies, and mobile capital investment.

To trade competitively in the open market, Shire enterprises need to address standards for:

- Production systems and supply chains
- Safety, certification and labelling regulations
- Trading document requirements including insurance
- Quarantine certifications

Future opportunities for the Shire's resources and creative industries will arise as the global economy transitions towards a low-carbon and knowledge-based system.

UTC+8 TIME ZONE



2.3.5 TECHNOLOGY

Technology changes how we live, work and prosper. It is essential for modern living, making goods and services easier, quicker and cheaper to produce, distribute and consume.

In order to stay competitive in a rapidly changing operating environment it is imperative that the Shire embraces technological advances that create efficiencies in the local economy. For example, technology in mining, agriculture, education, health, tourism and small business sectors are being used to overcome the challenge of vast distances and cost of doing business.

Emerging technology is evolving exponentially with an increasing disruption of traditional modes of production and service delivery, such as remote driverless vehicles on mining sites potentially affecting employment numbers and skill requirements.

Expanding the Shire's digital capability through shared platforms can help de-risk and unlock opportunities, optimising investment attraction into the Shire. Better access and reliability of knowledge through technology can increase the productivity and efficiency of Shire businesses. Covid-19 has demonstrated that with technology advances, the concept of a virtual workplace is now a clear reality. With the lifestyle advantages that the Shire offers, increased digital capability would be a further incentive for knowledge-based industry workers to relocate.

INFLUENCE OF TECHNOLOGY



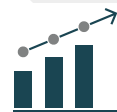
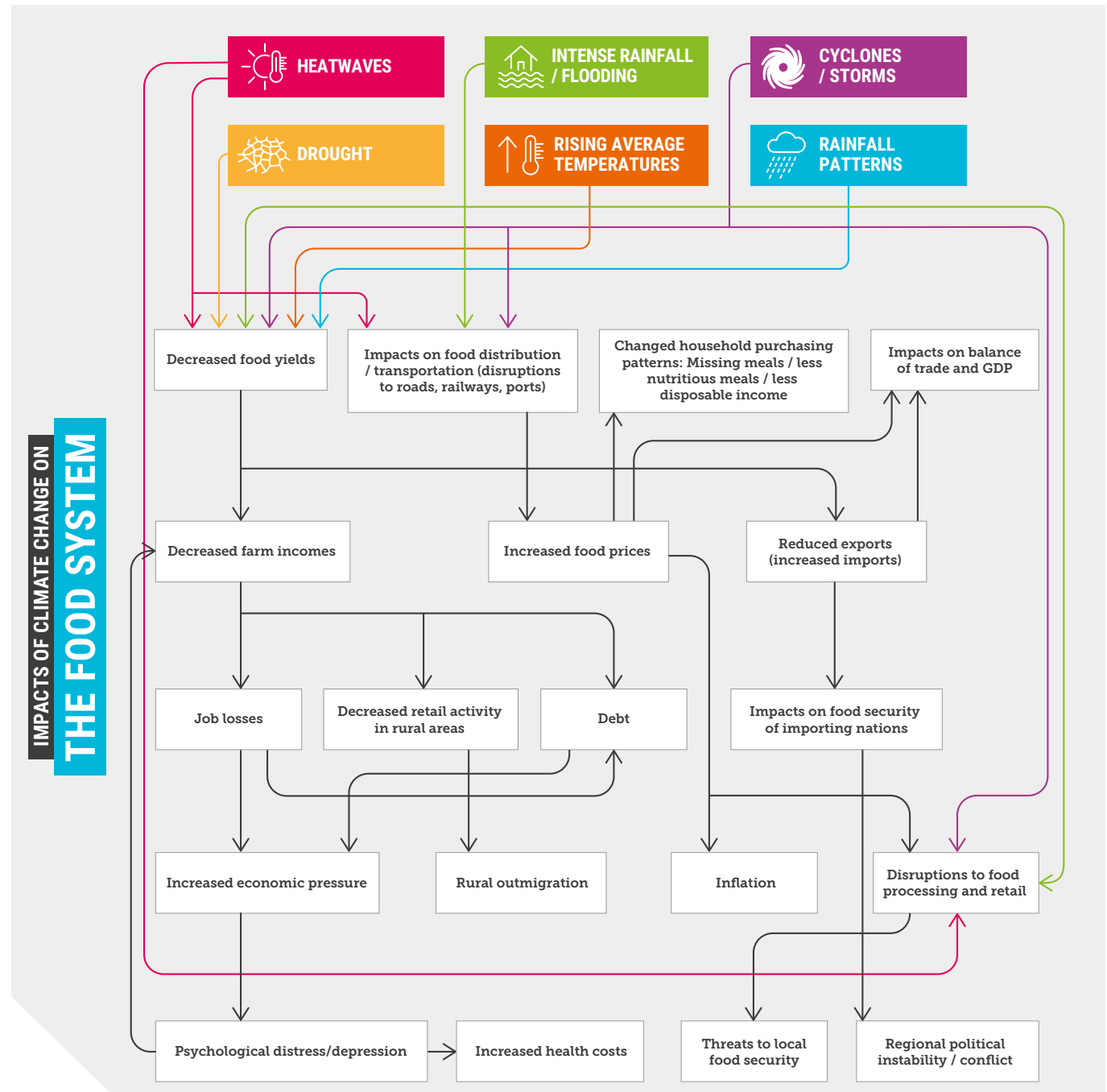
2.3.6 CLIMATE CHANGE

Projections to 2050 for the climate of Western Australia indicate an increase in temperatures with an increase in winter rainfall in the north.

Using low, mid-range and high emission scenarios, these projections by the United Nation's Intergovernmental Panel on Climate Change reveal that changing temperatures and rainfall patterns will result in rising sea levels and more frequent and intense natural disasters such as droughts, bushfires and cyclones.

Even a gradual change to the Shire's weather and climatic conditions will impact on its:

- Capability of land to produce commodities
- Risk management of coastal erosion and tidal inundation
- Location, design, construction and operation of infrastructure
- Number of stranded assets
- Agricultural and mining patterns and practices
- Natural landscapes, biodiversity and ecosystems



There is opportunity to strengthen research and development in renewable energy and geosciences to adapt and mitigate the risks of these impacts.

3

PRIORITIES

THE WHAT
Setting
priorities

THE HOW
Enabling
priorities

THE WHEN
Making it
happen

3.0 SETTING PRIORITIES

Structure of Economic Priorities

› Objective	Desired outcome of the economic sector
› Indicators	Measurements for tracking the sector
› Overview	Summary of the importance of this sector
› Key Facts	The latest available information
› Challenges & Opportunities	Issues that must be considered
› Priorities	Activities to unlock the sector

Research and stakeholder engagement have highlighted key influencing sectors in the Shire's economy.

They have also revealed many challenges and opportunities that require a proactive response to optimise the Shire's potential.

Set within the context of the latest available information, this section outlines the objectives, indicators and priorities in the sectors of:

- Economic diversity
- Agriculture and food
- Tourism
- Minerals and energy
- Aboriginal enterprise
- Creative industries
- Security

Targets set in this section are aspirational acknowledging that the Shire can influence, not control, factors that contribute to their attainment.

3.1 ECONOMIC DIVERSITY

OBJECTIVE

To diversify the Shire's economic base

HEADLINE INDICATOR

The number and type of registered businesses

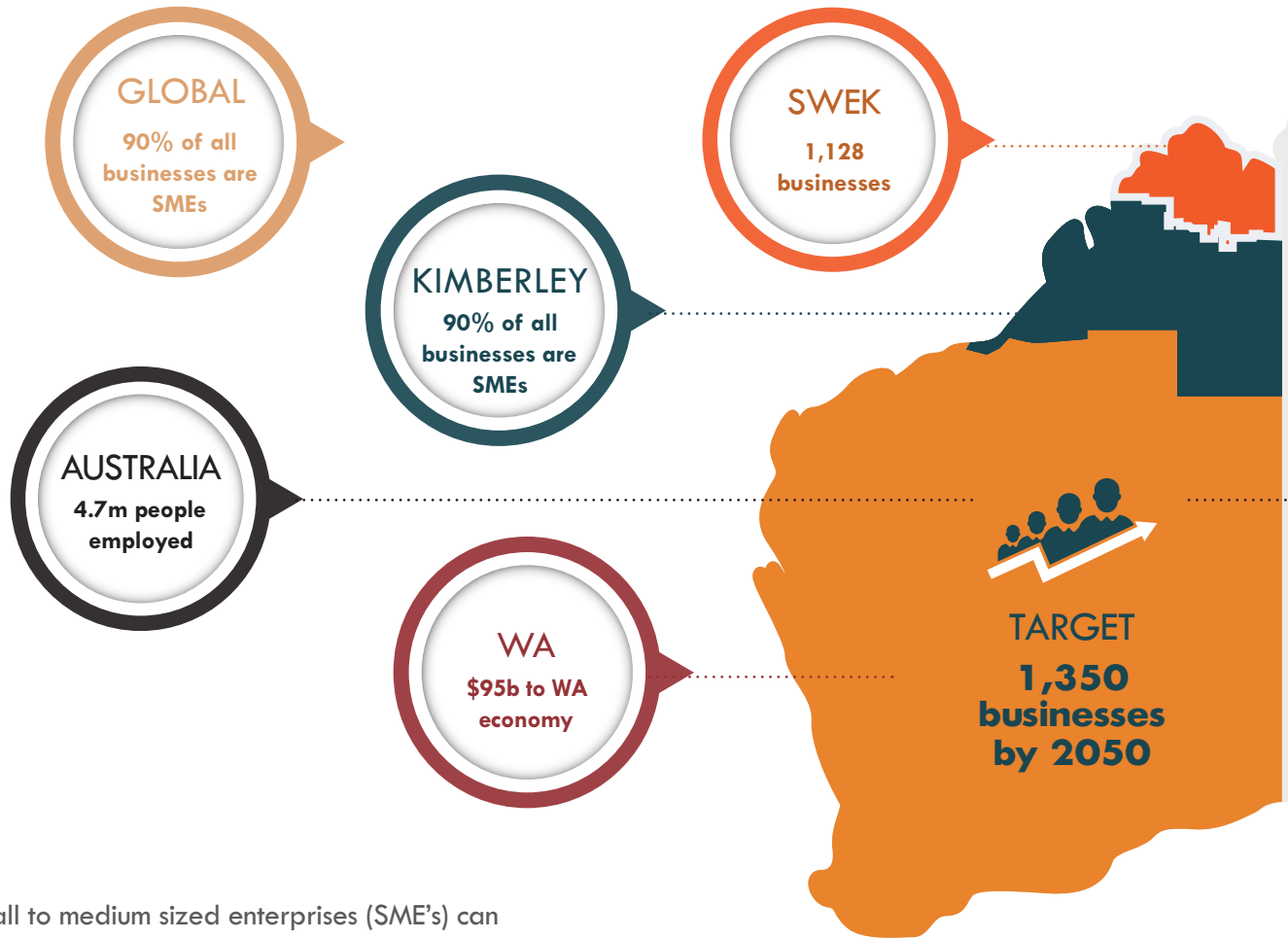
SUPPORTING INDICATORS

- › Access to reliable mobile / internet coverage and speeds

- › Number of residents employed (sector breakdowns)

- › Number of new businesses registered and operating after 12 months

- › Number of new jobs created



Small to medium sized enterprises (SME's) can provide a sense of place, pride, purpose and identity built on good social relations among Shire residents. Many factors influence the viability of SME's such as access to finance, skilled workforce, economies of scale, access to digital technology and reliable internet coverage for an online presence.

The high cost of doing business in the Shire is partly due to the distance from domestic markets and processing facilities. Similarly, the nature of the Shire's seasonal climate affects production and construction schedules and can result in an intermittent demand for products and services.

SME's have lower survival rates than larger firms and many require support to achieve and sustain profitability. It is in the Shire's interest to nurture SME's as they have the ability to attract and retain staff by offering lifestyle packages with flexible work practices, accommodation and rental incentives.

Shire activities and functions that can help SME's include finance, fees, ratings, planning and health regulations, signage, parking, public facilities and local content procurement.



CHALLENGES

- › Safety / anti-social behaviour
- › Internet coverage / reliability
- › Retention of skilled workforce
- › Town vibrancy
- › Cost of doing business
- › Cost / timing of air travel and freight
- › Land availability
- › Cost / standard of commercial premises



ENABLER

PRIORITIES

Infrastructure

- Digital Strategy
- Kununurra Heavy-Vehicle By-pass Road
- Wyndham Port Precinct
- EKRA Upgrades and Runway
- Major Access Roads Sealed

Finance & Investment

- Shire Prospectus
- Stakeholder Engagement Plan
- Leveraging Assets / External Funds
- Small Business Friendly Charter

Regional Living

- Town Revitalisation
- Youth Strategy
- Childcare
- Community Safety and Crime Prevention Plan
- Aboriginal Engagement Plan
- Public Health and Wellbeing Plan
- Tourism Plan 2022 Review

Environmental & Land Assets

- Land Asset Management Strategy

Project Delivery

- Project Management
- Local Content Policy



OPPORTUNITIES

- › Build capacity and capability
- › Local content procurement
- › Buy local
- › Harness the Shire's natural assets
- › Leverage SME funding initiatives
- › Integrated approvals and processes
- › Local processing and cold storage
- › Affordable and secure retail & office spaces

3.2 AGRICULTURE & FOOD

OBJECTIVE

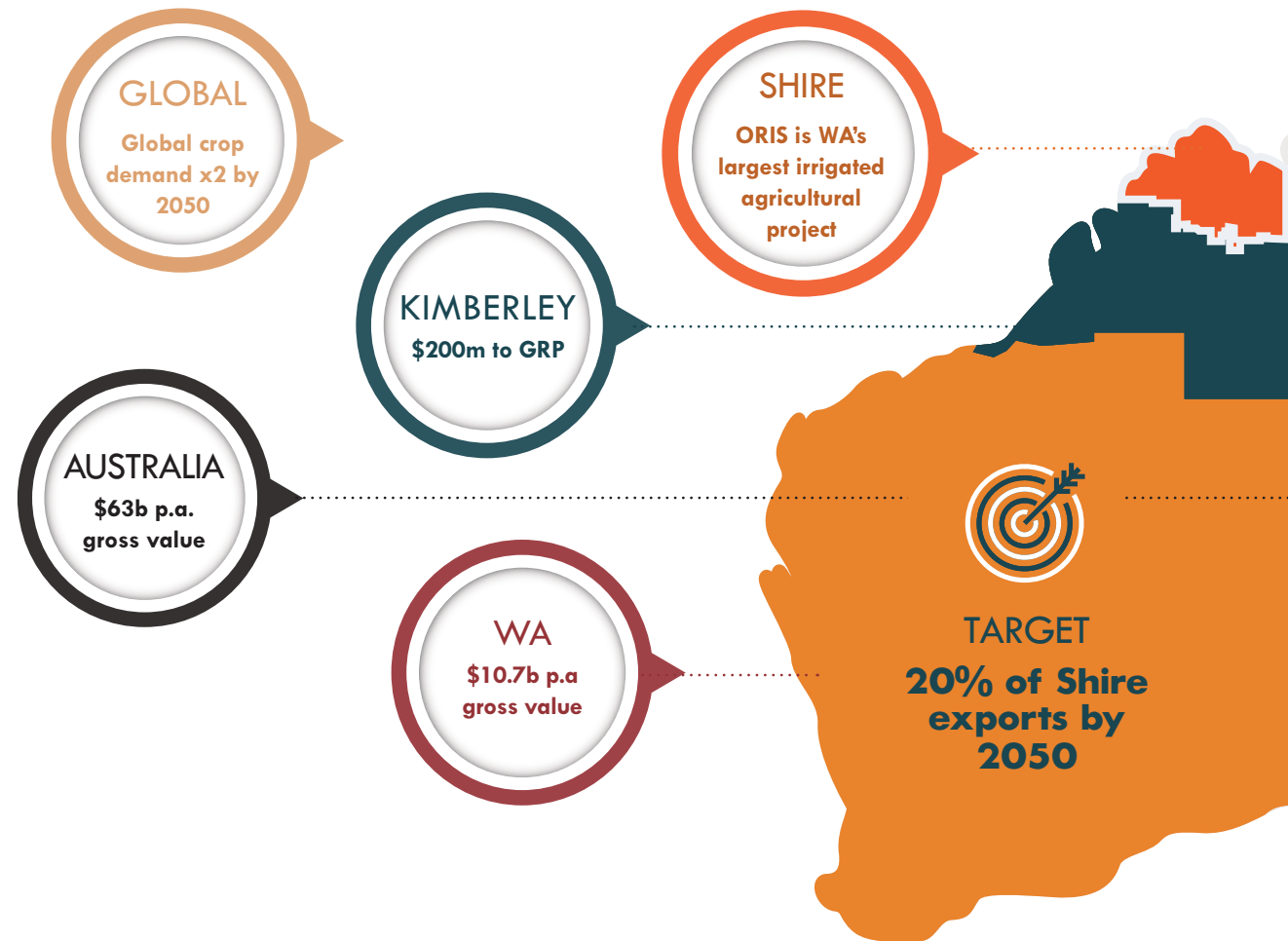
To enable the Shire’s agricultural and food production areas, systems and supply chains

HEADLINE INDICATOR

Value of total production from the Shire’s food and agricultural industries

SUPPORTING INDICATORS

- › Gross value of the Shire’s agricultural product
- › Level of employment in agriculture and food
- › Level of investment in ‘upstream’ infrastructure development



With an abundance of natural resources and a “clean and green” branding, the Shire is home to a large number of pastoral stations and Ord River horticulture developments.

Time has shown that agriculture is one of the Shire’s most resilient and consistent industries and is a sector that is well-positioned to attract the investment and development required to grow its market position within the larger Northern Australian context.

Efficient agricultural systems, infrastructure and food supply chains are paramount to seize opportunities from changing patterns in global food consumption, particularly in growing Asian markets.

A competitive and diversified agricultural and food sector is vital to the future economic success of the Shire. Continued investment in science, research and development will help innovate and strengthen the global competitiveness of the Shire’s agricultural and food production industries.



CHALLENGES

- › High capital and operating costs
- › Limited local cold storage and processing
- › Coordinating aggregated volumes
- › Road freight restrictions
- › State and global competition
- › Access to export markets
- › Infrastructure investment
- › Red tape limiting investment



ENABLER

PRIORITIES

Infrastructure

- Digital Strategy
- Aviation Access Strategy
- Wyndham Port Precinct
- EKRA Infrastructure and Runway
- Kununurra Heavy-Vehicle Bypass Road
- Major Access Roads Sealed
- Waste Water Treatment Upgrade

Finance & Investment

- Shire Prospectus
- Stakeholder Engagement Plan
- Leveraging Assets / External Funds

Regional Living

- Aboriginal Engagement Plan
- Youth Strategy

Environmental & Land Assets

- Land Asset Management Strategy
- Environmental Management Plan

Project Delivery

- Project Management
- Local Content Policy



OPPORTUNITIES

- › Premium products for new/niche markets
- › Local value-adding before export
- › Grow demand for high quality beef
- › Expansion of irrigated fodder operations
- › Airport-based Global Export Centre (GEC)
- › Online agriculture platform/forum
- › Gains in productivity through improved management
- › Infrastructure to support agriculture diversification e.g. cotton gin

3.3 TOURISM

OBJECTIVE

To build resilience into the tourism industry

HEADLINE INDICATOR

The number of visitor arrivals

SUPPORTING INDICATORS

- › Level of employment in the Shire's tourism sector

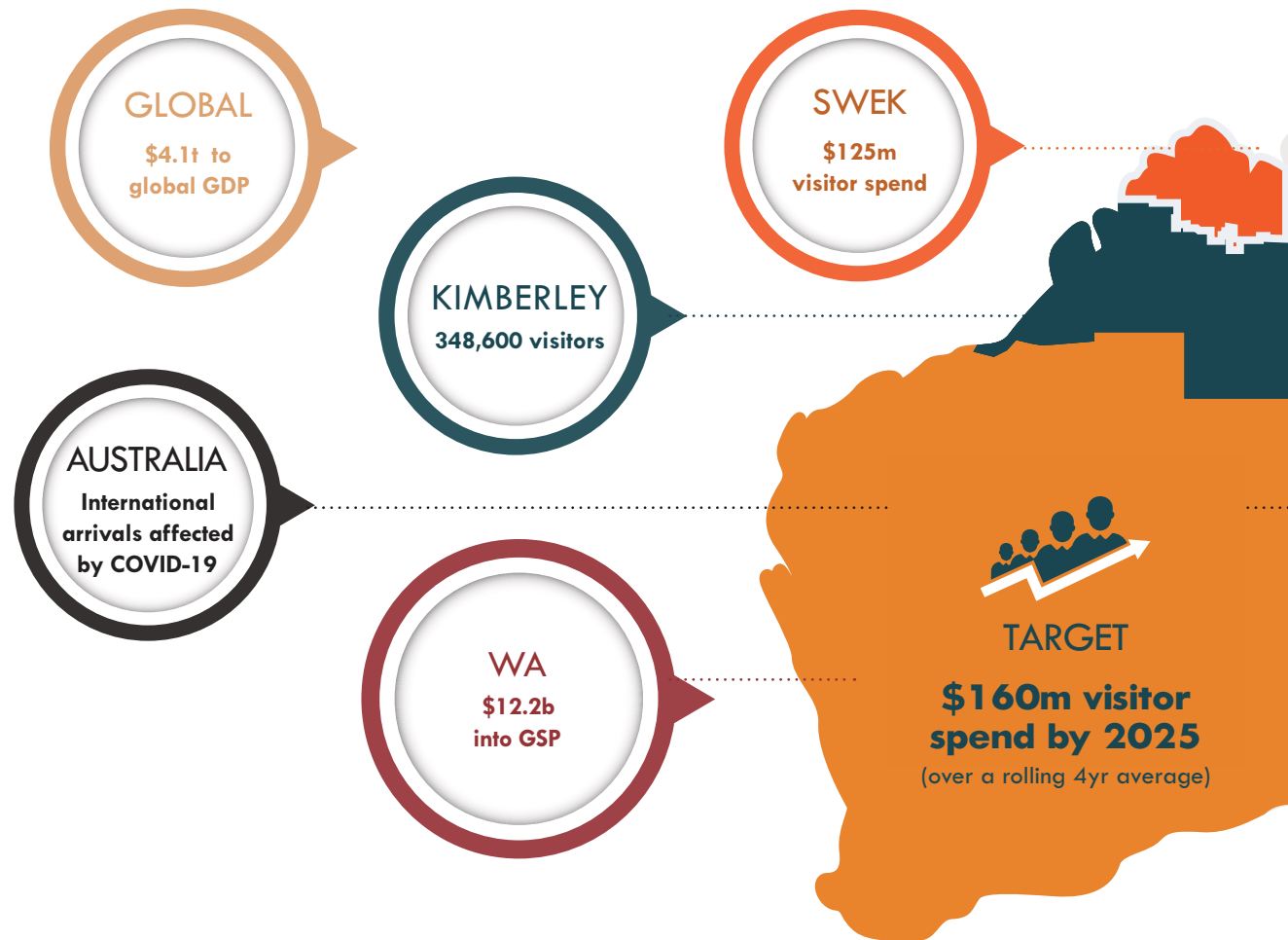
- › Number of air arrivals

- › Duration of the tourism season

- › Number of new tourism experiences (introduced tours and accommodation)

- › Average level of visitor spend per night

- › Average length of visitor stay



Tourism is an export trade. It brings vitality and strong economic development to a destination with flow-on benefits in the form of employment, investment attraction, business stimulation and community betterment.

With its iconic natural assets, Covid-19 safe environment and its proximity to Asia, Western Australia should have a competitive advantage, however outbound travel is currently higher than inbound travel and regional infrastructure is not keeping pace with tourism demands.

There are opportunities for the Shire to develop an aviation access strategy that compliments its capital improvements to the East Kimberley Regional Airport, leading to greater visitor numbers.

Activity-based tourism packages targeting a diverse range of experiences and accommodation types in conjunction with a town revitalisation strategy will increase length of visitor stays and level of spend.



CHALLENGES

- › Recognition of tourism value
- › Runway restrictions
- › Competition and footprint
- › Town vibrancy
- › Tourism products and packages
- › Limited tourist season
- › Limited range of accommodation



ENABLER

PRIORITIES

- | | |
|--|--|
| Infrastructure | <ul style="list-style-type: none"> • Digital Strategy • Aviation Access Strategy • EKRA Upgrades and Runway • Wastewater Treatment Upgrades • Upgrades and Re-use • Major Access Roads Sealed |
| Finance & Investment | <ul style="list-style-type: none"> • Shire Prospectus • Stakeholder Engagement Plan • Leveraging Assets / External Funds • Small Business Friendly Charter |
| Regional Living | <ul style="list-style-type: none"> • Town Revitalisation • Youth Strategy • Recreation Facilities Upgrade • Community Safety and Crime Prevention Plan • Aboriginal Engagement Plan • Public Health and Wellbeing Plan • Tourism Plan 2022 Review |
| Environmental & Land Assets | <ul style="list-style-type: none"> • Land Asset Management Strategy • Environmental Management Plan • Trails Masterplan • Visitor Centre Upgrade |
| Project Delivery | <ul style="list-style-type: none"> • Project Management • Local Content Policy |



OPPORTUNITIES

- › Increase accessibility and/or amenity e.g. swim beach renewal
- › Increase Aboriginal participation
- › Greater use of waterways including restocking of Barramundi in Lake Kununurra
- › Aviation Strategy development
- › Regular tourism forums with tourism community
- › Integrate events with tourism products / packages
- › Strengthen the Shire's Visitor Centre

3.4 MINERALS & ENERGY

OBJECTIVE

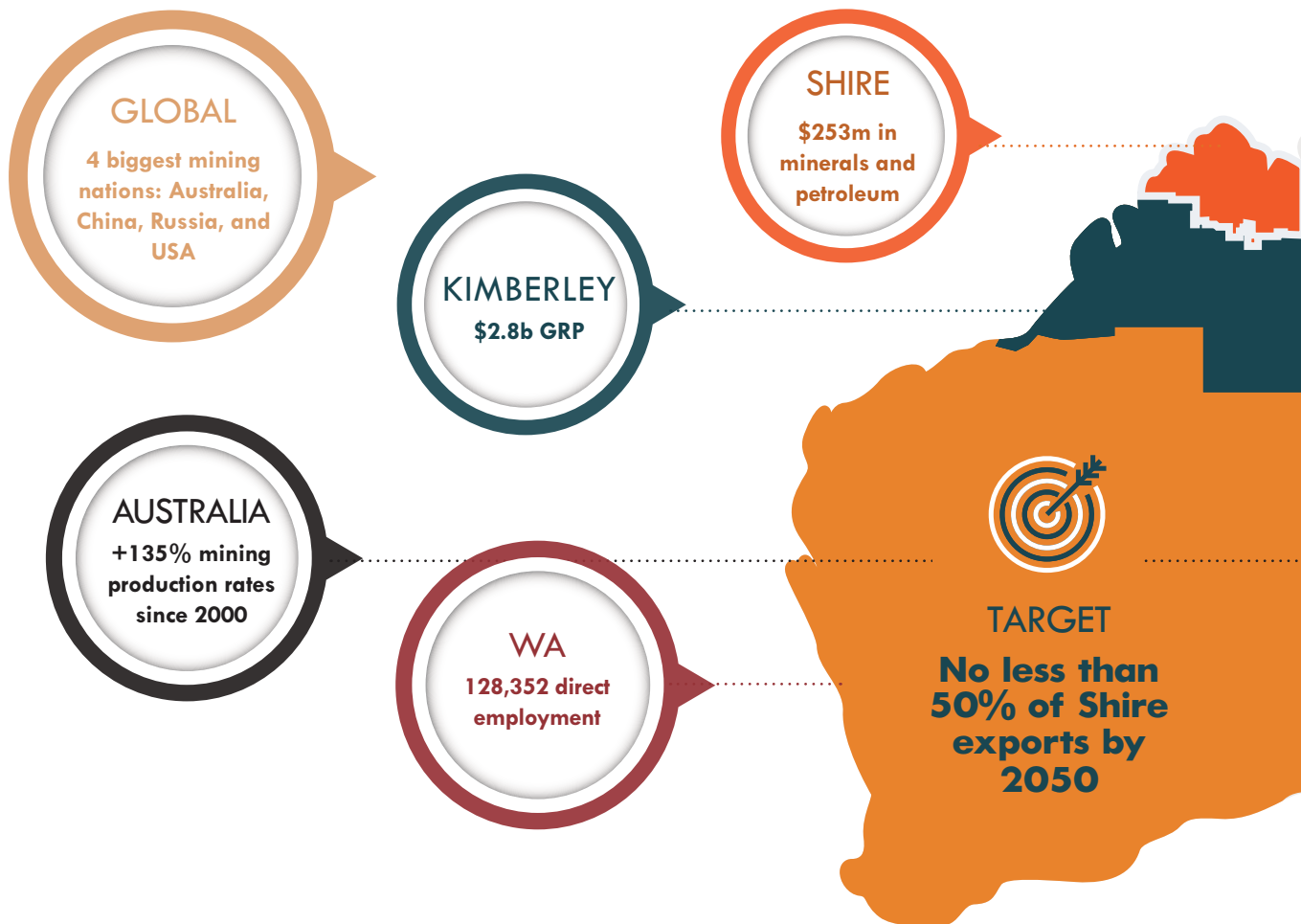
To grow and promote the Shire as a destination of choice for exploration and development of natural resources

HEADLINE INDICATOR

Value of total production from the Shire's mineral and energy industries

SUPPORTING INDICATORS

- › Level of direct foreign investment
- › Contribution to GRP
- › % Local employment in the minerals and resource sectors, including local FIFO
- › Level of investment in export facilities



The mineral and energy resources of the Shire continue to contribute to its economic growth and prosperity.

This broad sector traverses research through to mineral extraction and export; supported by technology, services, manufacturers and logistics.

The Shire's minerals and energy resources are highly prospective with many under-explored reserves. A balance between competing agendas for environmental protection, resource development, Aboriginal heritage and land tenure requires careful navigation.

The region is a potential global centre for cleaner and renewable energy supply and generation including tidal, hydropower, solar, algae and biomass-generated biofuels, natural gas and hydrogen. However, developing the Shire's renewable industries is restricted by current infrastructure in the Kimberley.

Attracting global capital and retaining a skilled workforce to unlock the Shire's natural resources is an important part of its future economic development and growth.



CHALLENGES

- › Volatile economic conditions
- › Red tape reduction
- › Climate / Environmental sensitivity
- › Restrictive infrastructure
- › Accessibility and logistics
- › Skilled local workforce
- › Competition and investment attraction



ENABLER

PRIORITIES

Infrastructure

- Digital Strategy
- Aviation Access Strategy
- Kununurra Heavy-Vehicle by-pass Road
- Wyndham Port Precinct
- EKRA Upgrades and Runway
- Wastewater Treatment Upgrades
- Major Access Roads Sealed

Finance & Investment

- Shire Prospectus
- Stakeholder Engagement Plan
- Leveraging Assets / External Funds

Regional Living

- Aboriginal Engagement Plan
- Youth strategy
- Public Health and Wellbeing Plan
- Recreation Facilities Upgrade
- Town Revitalisation

Environmental & Land Assets

- Land Asset Management Strategy
- Environmental Management Plan

Project Delivery

- Project Management
- Local Content Policy



OPPORTUNITIES

- › Harness emerging Asian markets
- › Develop new high value resources
- › Increase Wyndham Port capacity
- › Attract creative enterprises
- › Advocate for best practice conservation
- › Access cost effective energy
- › Strengthen Aboriginal strategic partnerships

3.5 ABORIGINAL ENTERPRISE

OBJECTIVE

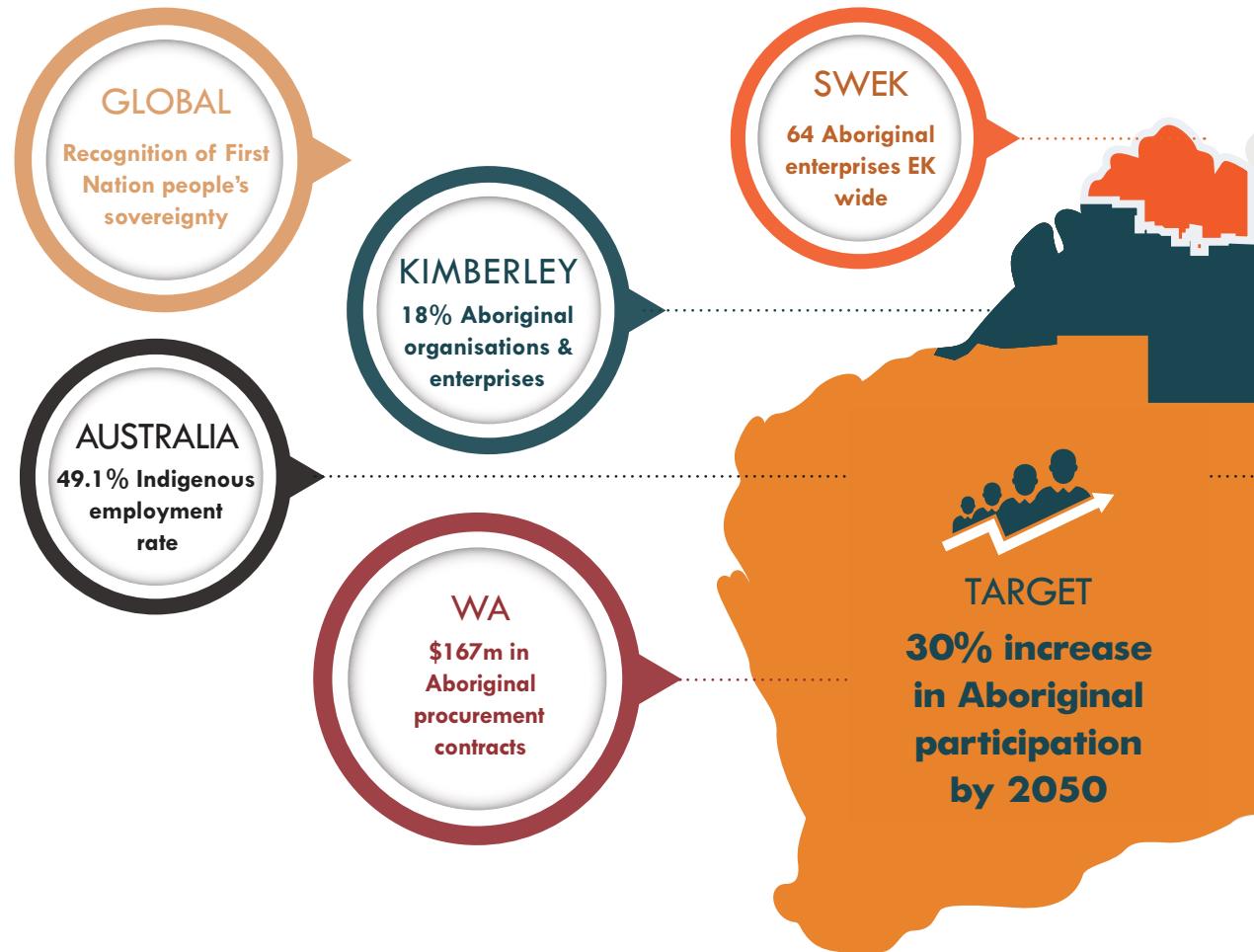
To facilitate Aboriginal business development

HEADLINE INDICATOR

Number of new Aboriginal businesses established and operating after 12 months

SUPPORTING INDICATORS

- › Participation rates (Aboriginal -v- Non-Aboriginal) in the Shire's economy
- › Number (area) of Aboriginal lands pursuing economic opportunities
- › Number of Indigenous trainees and number of trainees transitioned into full-time jobs



The Shire has a large and growing Aboriginal population. While studies have highlighted the gap between Aboriginal and non-Aboriginal social and economic well-being, there is further potential to close that gap through stimulating Aboriginal enterprise and employment participation.

The East Kimberley Aboriginal Business Survey (2020) reported that inter-generational wealth creation, self-determination and knowledge sharing were key drivers for Aboriginal enterprises who strive to create social change through economic empowerment.

Increasing numbers of Aboriginal businesses will have further flow-on effects; for every dollar of revenue created, \$4.41 of economic and social value is returned to the community.

The Shire supports the call for Aboriginal people to be recognised as key strategic partners of this Economic Development Strategy, which set out ways in which emerging and established Aboriginal enterprises across the breadth of the Shire's economy can be supported for success.



CHALLENGES

- › Education / training pathways
- › Monitor / report on Aboriginal economic outcomes
- › Cost of doing business
- › Internet coverage / reliability
- › Attract and retain skilled workforce



ENABLER PRIORITIES

- | | |
|--|---|
| Infrastructure | <ul style="list-style-type: none"> • Digital Strategy • Major Access Roads Sealed • Kununurra Heavy-Vehicle By-pass Road • Wyndham Port Precinct |
| Finance & Investment | <ul style="list-style-type: none"> • Shire Prospectus • Stakeholder Engagement Plan • Small Business Friendly Charter |
| Regional Living | <ul style="list-style-type: none"> • Youth Strategy • Community Safety and Crime Prevention Plan • Aboriginal Engagement Plan • Public Health and Wellbeing Plan • Recreation Facilities Upgrade |
| Environmental & Land Assets | <ul style="list-style-type: none"> • Land Asset Management Strategy • Environmental Management Plan • Trails Masterplan |
| Project Delivery | <ul style="list-style-type: none"> • Project Management • Local Content Policy |



OPPORTUNITIES

- › Build capacity and capability
- › Optimise existing Aboriginal owned or managed assets
- › Aboriginal business sector forums
- › Foster Aboriginal enterprises and partnerships
- › Integrated approvals and processes

3.6 CREATIVE INDUSTRIES

OBJECTIVE

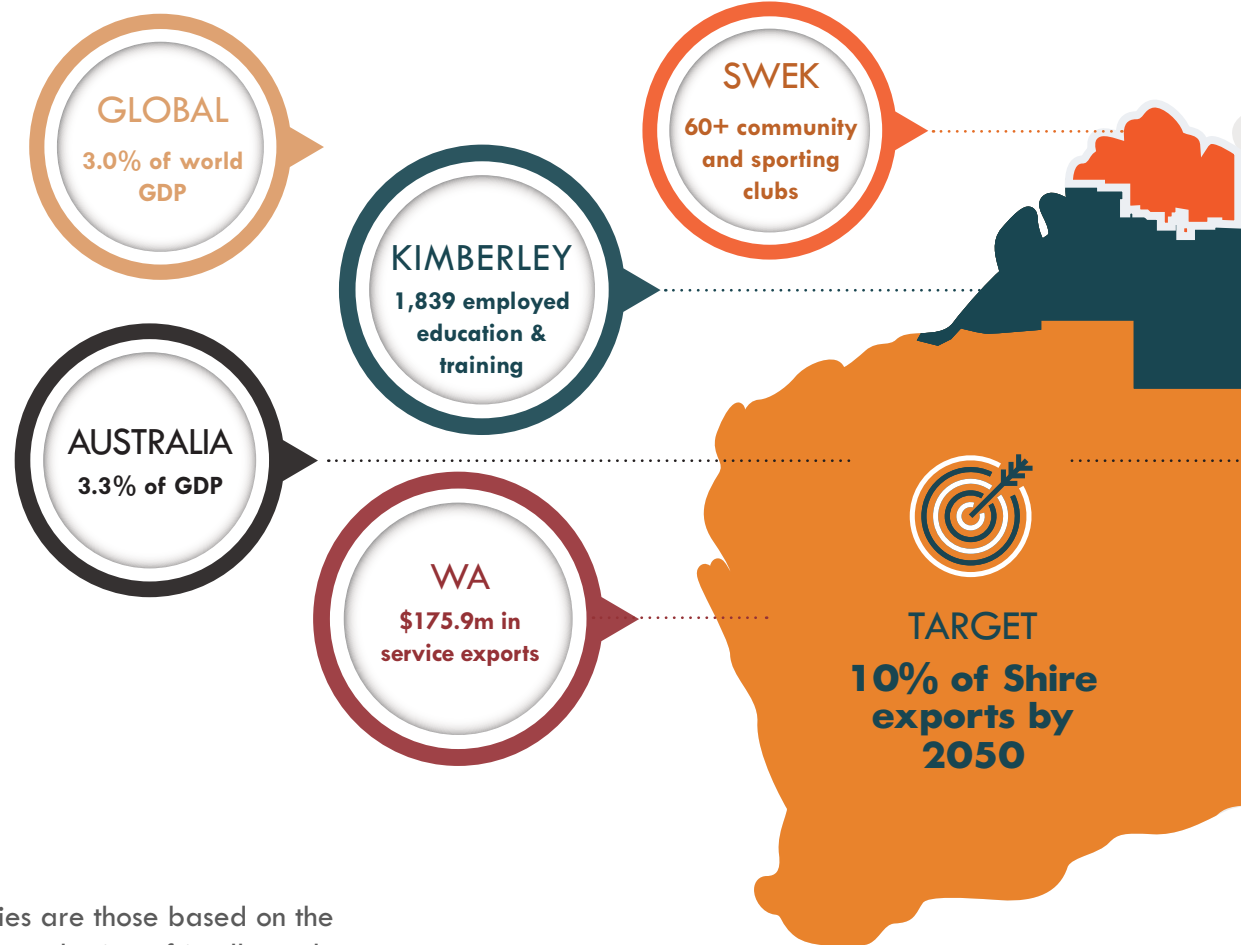
To become a creative, innovative and knowledge-based economy

HEADLINE INDICATOR

The export value of the Shire's knowledge and creative industries

SUPPORTING INDICATORS

- › Gross value of performing art and art sales
- › Number of community and sporting clubs
- › Contribution to GRP
- › Educational attainment levels
- › Value of research and development
- › Rates of workforce attraction and retention



Creative industries are those based on the development or production of intellectual property; that is enterprises such as:

- **Knowledge** - Aboriginal culture, geosciences, engineering and agriculture
- **Education** - child care, primary, secondary, and tertiary schools
- **Cultural** - performing and visual arts, sport and recreation, culture-based tourism
- **Creative** - technology and software development, digital content, marketing

The evolution of these enterprises is providing innovative solutions and support across non-creative sectors such as agriculture, tourism, minerals and energy.

There is opportunity to attract more creative industries particularly in the areas of art, culture, music, and geoscience research and development. The challenge will be to power a digital infrastructure network capable of handling the transfer of mega-data around the world in real time.



CHALLENGES

- › Recognition of creative industry value
- › Temporary / disconnected training pathways
- › Start-up costs
- › Piracy / copyright
- › Behavioural / developmental challenges
- › Digital infrastructure
- › Fit for purposes premises
- › Track number of creative industries



ENABLER

PRIORITIES

- | | |
|--|---|
| Infrastructure | <ul style="list-style-type: none"> • Digital Strategy • Major Access Roads Sealed |
| Finance & Investment | <ul style="list-style-type: none"> • Shire Prospectus • Stakeholder Engagement Plan • Leveraging Assets / External Funds • Small Business Friendly Charter |
| Regional Living | <ul style="list-style-type: none"> • Youth Strategy • Community Safety and Crime Prevention Plan • Aboriginal Engagement Plan • Public Health and Wellbeing Plan • Recreation Facilities Upgrade |
| Land & Environmental Assets | <ul style="list-style-type: none"> • Land Asset Management Strategy • Environmental Management Plan |
| Project Delivery | <ul style="list-style-type: none"> • Project Management • Local Content Policy |



OPPORTUNITIES

- › Increase export / production value
- › Global business connections in real time
- › Sustainable Aboriginal engagement
- › Youth pathways
- › Strategic partnerships
- › Sponsor gifted and entrepreneurial people
- › Increase participation of women
- › Free online access to information

3.7 SECURITY

OBJECTIVE

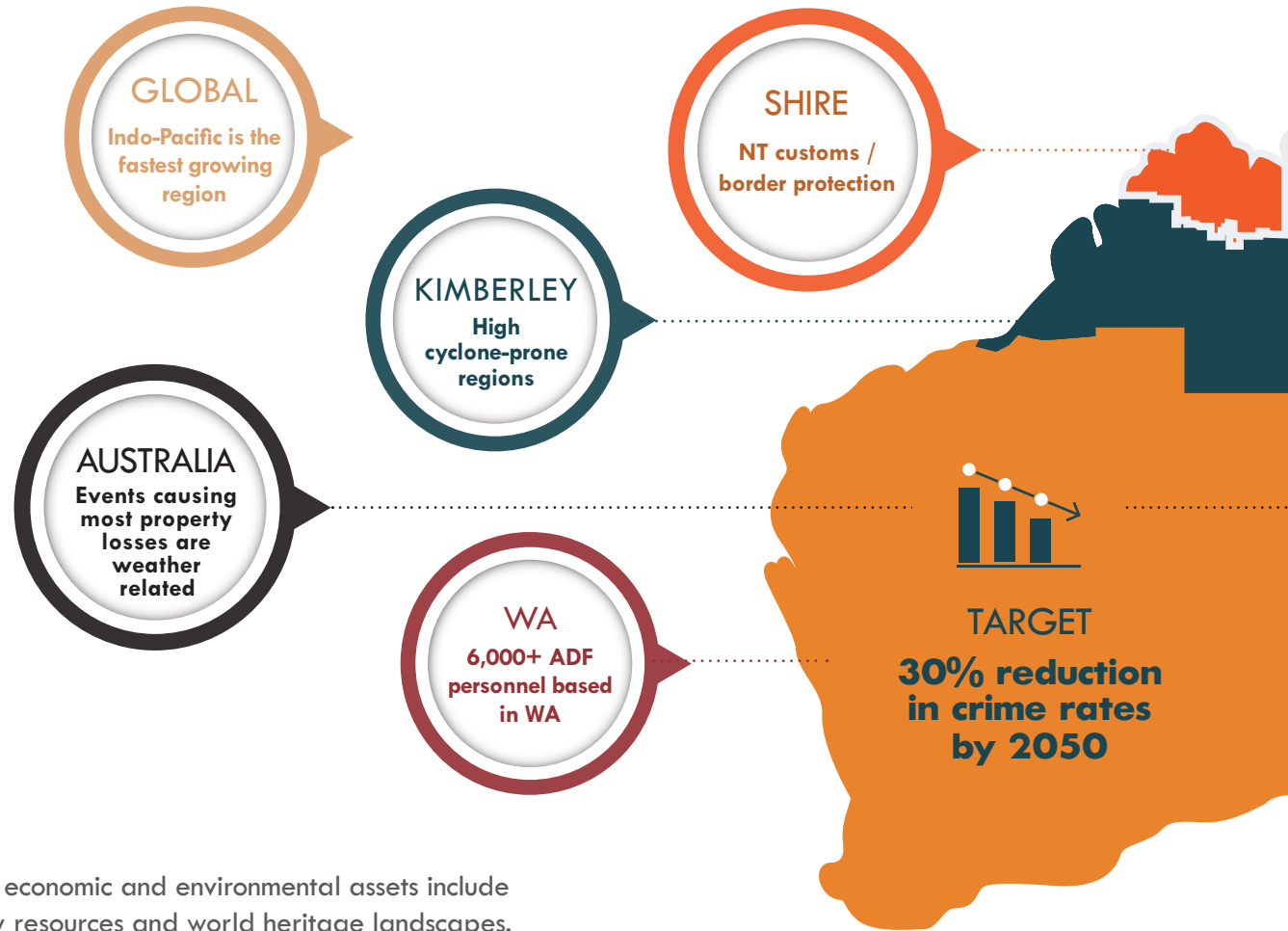
To secure the Shire's strategic economic assets and values

HEADLINE INDICATOR

Security level of the Shire's economic assets

SUPPORTING INDICATORS

- › Number of emergency plans in place
- › Number of bio-security breaches
- › Number and value of insurance claims
- › Cost of repairs due to vandalism
- › Number of police reports on anti-social behaviour



The Shire's economic and environmental assets include rich energy resources and world heritage landscapes. Due to its remote location, it is both well-placed and vulnerable in its potential connection and interaction within the Indo-Pacific region.

In order to manage threats to life and property there is a need to prepare for, and respond to, security issues from within and external to the Shire. The number and predictability of economic security threats is difficult to ascertain, and there are many that the Shire cannot directly control, however it can mitigate the risks to reduce damage and have plans in place for recovery.

To secure its environmental and economic assets, the Shire can also contribute administratively through:

- Good governance, finance and investment
- Capital works and asset management
- Integrated environmental and economic policies
- Approving sustainable economic development
- Major land transactions and Crown leases
- Public health and environmental protection / enforcement



CHALLENGES

- › Cyber / bio-threats
- › Land mass / remoteness / geopolitics
- › Climate change/increased frequency of natural disasters
- › Resilience of physical infrastructure
- › Anti-social behaviour
- › COVID-19 safety requirements



ENABLER PRIORITIES

Infrastructure	<ul style="list-style-type: none"> • Kununurra Heavy-Vehicle By-pass Road • Wyndham Port Precinct • EKRA Upgrades and Runway • Wastewater Treatment Upgrades
Finance & Investment	<ul style="list-style-type: none"> • Shire Prospectus • Stakeholder Engagement Plan • Leveraging Assets / External Funds
Regional Living	<ul style="list-style-type: none"> • Town Revitalisation • Youth Strategy • Community Safety and Crime Prevention Plan • Aboriginal Engagement Plan • Public Health and Wellbeing Plan • Recreation Facilities Upgrade
Environmental & Land Assets	<ul style="list-style-type: none"> • Land Asset Management Strategy • Environmental Management Plan
Project Delivery	<ul style="list-style-type: none"> • Project Management



OPPORTUNITIES

- › Harness global energy and food demand
- › Security by Design principles in approvals
- › Youth pathways into creative industries
- › Secure environment for enterprise
- › Increase digital infrastructure
- › Natural resource research/reporting

3.8 PRIORITY SUMMARY

To meet the objective to be “open for business with a growing and successful economy and jobs for all”, this Strategy has identified informing strategies and investment priorities leading to:

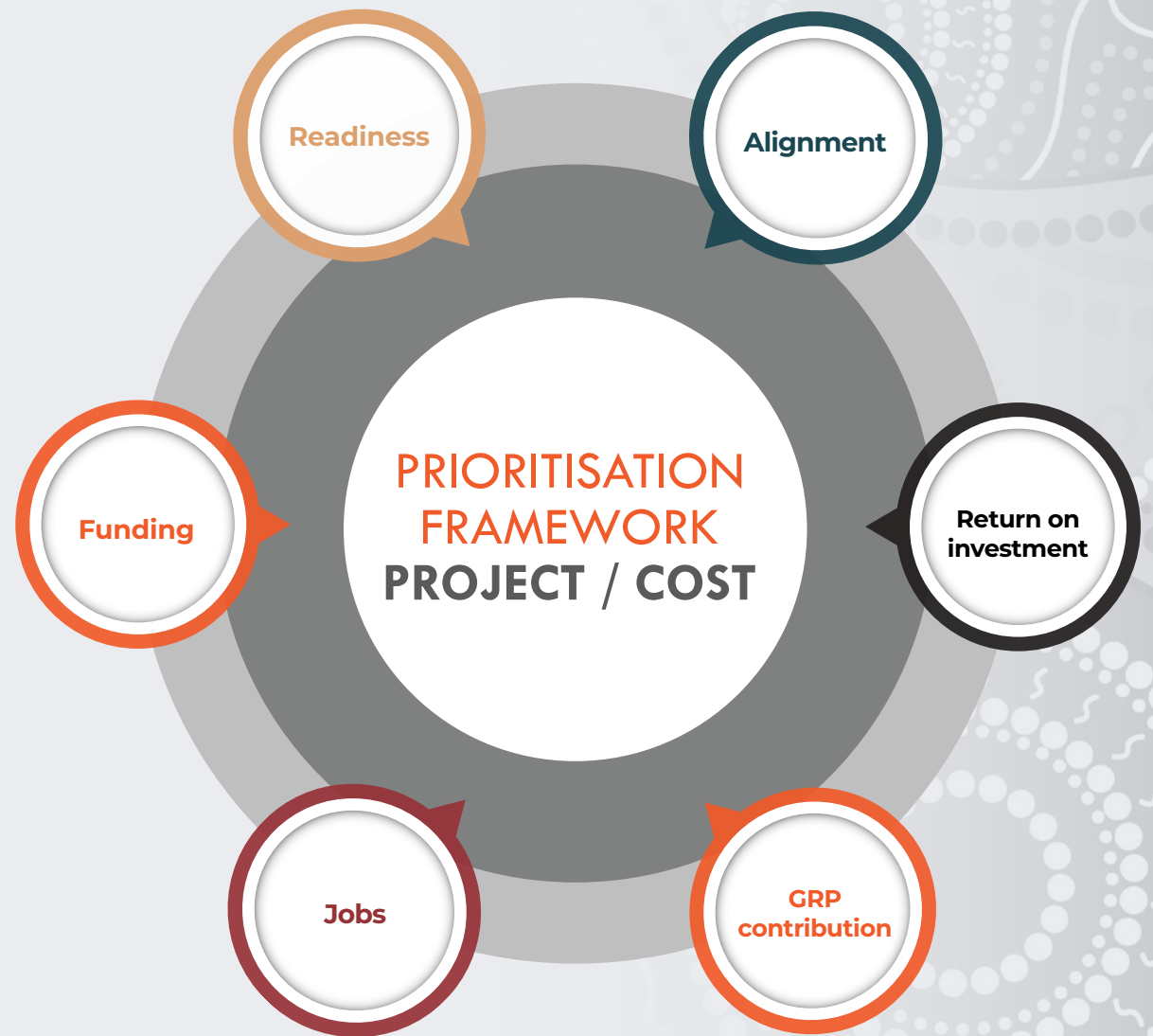
- Critical infrastructure that will stimulate economic growth
- The Shire of choice for investment
- Attraction and retention of skilled people needed for business to succeed



ENABLER	PRIORITIES	
	INFORMING STRATEGIES	INVESTMENTS
Infrastructure	<ul style="list-style-type: none"> • Digital Strategy • Aviation Access Strategy 	<ul style="list-style-type: none"> • Kununurra Heavy-Vehicle By-pass Road • Wyndham Port Precinct • EKRA Upgrades and Runway • Wastewater Treatment Upgrades • Major Access Roads Sealed
Finance & Investment	<ul style="list-style-type: none"> • Shire Prospectus • Stakeholder Engagement Plan • Small Business Friendly Charter 	<ul style="list-style-type: none"> • Leveraging Assets / External Funds
Regional Living	<ul style="list-style-type: none"> • Youth Strategy • Childcare • Community Safety and Crime Prevention Plan • Aboriginal Engagement Plan • Public Health and Wellbeing Plan • Tourism Plan 2022 Review 	<ul style="list-style-type: none"> • Town Revitalisation • Recreation Facilities Upgrade • Kununurra Leisure and Aquatic Centre • Wyndham Oval Upgrades • Lake Kununurra Golf Course Redevelopment • Ord River Sports Club Redevelopment
Environmental & Land Assets	<ul style="list-style-type: none"> • Land Asset Management Strategy • Environmental Management Plan • Trails Masterplan 	<ul style="list-style-type: none"> • Visitors Centre Upgrade
Project Delivery	<ul style="list-style-type: none"> • Project Management • Local Content Policy 	

3.9 PRIORITISATION FRAMEWORK

In determining the priorities across each sector, the Shire will consider which projects can deliver the most value and community satisfaction, given budget and resource constraints. This framework can be applied to existing and future priorities and reviewed as part of the Integrated Planning and Reporting framework.



4

ENABLERS



4.0 ENABLING PRIORITIES






The Shire, in adopting this Economic Development Strategy, will consider how it can work towards seeing the delivery of projects.

In accordance with the Shire's Strategic Community Plan 2020-24 its involvement can broadly be categorised into one of six roles: lead, provide, fund, regulate, partner, advocate.

As the priorities progress, there will be a need to be flexible to changes in the economic climate or changing priorities of the community resulting in differing approaches by the Council.

SHIRE ENABLERS - THE HOW



	LEAD	Plan and provide direction through policy and practices
	PROVIDE	Physical infrastructure and essential services
	FUND	Provide funds or other resources
	REGULATE	Responsible for the enforcement of statutory requirements
	PARTNER	Collaborate with external stakeholders to deliver services and projects
	ADVOCATE	Proactively represent the community

THE HOW

4.1 INFRASTRUCTURE



WHAT	HOW
Digital Strategy	Develop a strategy to map/forecast the Shire's telecommunications and digital infrastructure needs and connectivity
EKRA upgrades and runway	Continue capital investments, project facilitation and advocacy
Aviation Access Strategy	Develop a strategy to unlock: <ul style="list-style-type: none"> • Safe and direct access to new tourism markets • Direct access to world markets • The number, reliability, frequency of air arrivals • Visitor spend and length of stay • Visitor products and packages • Affordability of air travel
Wyndham Port precinct	Continue capital investments, project facilitation and advocacy
Kununurra heavy-vehicle by-pass road	Continue advocacy
Wastewater treatment upgrades	Continue project facilitation, advocacy and partnership
Major access roads sealed	Continue advocacy for the Wyndham by-pass road and sealing of the Tanami Track and Gibb River Road



4.2 FINANCE & INVESTMENT



WHAT	HOW
Shire Prospectus	Develop an advocacy tool for investment into key transformative projects
Stakeholder Engagement Plan	Develop a strategy to map and engage with a diverse network of stakeholders including: <ul style="list-style-type: none"> • Suite of engagement tools / protocols • Regular communications • Sector specific and general business forums • Sector specific online platforms • Federal and State Government engagement
Leveraging Assets / External Funds	Develop a funding strategy to secure a range of investment options across government and industry including: <ul style="list-style-type: none"> • Investment models under the Local Government Act, 1995 • Seed-funding for local start-ups • Shared equity arrangements • Advocate tax reform (zonal/FBT) • Business cases for capital investment • South East Asia export market opportunities • Utilise Trade Commissions as a conduit to investment • Federal agencies e.g. Northern Australia Infrastructure Facility
Small Business Friendly Charter	In collaboration with business institutions, establish the Shire's Small Business Friendly Local Governments' Charter

4.3 REGIONAL LIVING i



WHAT	HOW
Town Revitalisation	Review local planning scheme and masterplans to revitalise town centres incorporating: <ul style="list-style-type: none"> • Security by design • Sustainability principles (road verge planting) • Housing diversity and choices • Modernise public spaces with free wi-fi / local art • Greater use of waterways / native landscapes • Incentives for building improvements • Streetscape beautification / animation • Exempt and complying' for creative enterprises • Parking including heavy vehicles • Childcare
Youth Strategy	Develop a strategy to coordinate, track and leverage the Shire's ongoing youth services, efforts and pathways into local enterprise
Community Safety and Crime Prevention Plan	Continue community safety initiatives including: <ul style="list-style-type: none"> • Alcohol management policy • CCTV installations • Community awareness



4.3 REGIONAL LIVING ii



WHAT	HOW
Review Tourism Plan 2022	Review Tourism Plan 2022 to explore: <ul style="list-style-type: none"> • Extending community events calendar • Measures to increase occupancy rates • Suitable locations for new investment • Incentives for proponent investment • Shire / Visitor Centre website hyperlink • Create a welcoming environment
Aboriginal Engagement Plan	Develop a plan to coordinate, track and leverage the Shire's ongoing efforts, data / measurements, services and partnerships / agreements
Public Health & Wellbeing Plan	Develop a plan to track actions that minimise public health risks and advance wellbeing outcomes for residents
Upgrade Recreation Facilities	Continue to advocate for: <ul style="list-style-type: none"> • Kununurra Leisure and Aquatic Centre / Water Playground Splash Pad • Wyndham Oval Upgrades • Lake Kununurra Golf Course Redevelopment • Ord River Sports Club Redevelopment • Swim Beach renewal

4.4 ENVIRONMENTAL & LAND ASSETS



WHAT	HOW
Land Asset Management Strategy	Develop a strategy to optimise and leverage the Shire’s real property portfolio including: <ul style="list-style-type: none"> • Inventory of land asset classes including Crown leases and reserves • Assets underutilised &/or surplus to requirements • Modernising public buildings / places • Areas of cultural significance • Capability of rural land assets • Reinvestment of land asset funds into an income generating land portfolio • Assets for infrastructure corridors, networks and supply chain connections • Restock barramundi in Lake Argyle
Environmental Management Plan	Develop a plan to protect environmental assets / iconic landscapes with actions that: <ul style="list-style-type: none"> • Minimises environmental risks, bio-diversity threats • Tracks natural resource consumption / carbon emissions • Reinvests benefits towards other environmental outcomes • Management of Ramsar sites
Trails Masterplan	Review Trails Masterplan to address access for active adventure experiences
Visitor Centre Upgrade	Review contributions to the Visitor Centre including: <ul style="list-style-type: none"> • Upgrades to promotional displays • Hyperlink from the Shire website to visitor centre • Incorporating an interpretive centre • Additional support for Aboriginal enterprises

4.5 PROJECT DELIVERY



WHAT	HOW
<p>Project Management</p>	<p>Enhance the Shire’s management of major projects including:</p> <ul style="list-style-type: none"> • Gap analysis of organisational capability and procure external advice and support when required • An integrated economic and environmental policy for project approval assessments • Appoint case manager for key proposals • Adopt project delivery model with timelines and time-limits for key decisions / activities • Apply Kimberley regional water plan allocations • Utilise the Kimberley regional investment plan • Greater engagement with Aboriginal groups • Administrative support structures, tools and networks for emerging enterprises
<p>Local Content Policy</p>	<p>Review buy-local procurement policy that includes:</p> <ul style="list-style-type: none"> • Widening the provisions for engaging local enterprises • Administrative support structures, tools and networks for businesses seeking to participate



5

ACTIONS



5.0 ASSUMPTIONS

The application of this strategy is based on the following assumptions:

- › Business and enterprise are the drivers of economic development through the creation of wealth, jobs, community betterment and other opportunities
- › Collaborative action can unlock economic development more effectively and efficiently than any single stakeholder acting alone
- › The Shire will embed economic objectives and priorities of this strategy within its corporate planning cycle that together with other proactive interventions, can contribute significantly to economic outcomes
- › The Shire will work closely with its strategic partners in Government including Commonwealth and State Government agencies in the pursuit of its economic objectives and priorities
- › The Shire will work with its strategic business partners through the sharing of resources, capabilities and capacity in the pursuit of its economic objectives and priorities
- › The Shire's Risk Management Framework effectively documents and manages risk associated with its economic development

5.1 MAKING IT HAPPEN

The Shire's greatest assets are its people and a rich tapestry of natural resources.

Economic resilience depends on the vitality of the Shire's agriculture, mining, industry and tourism sectors.

Building on existing economic drivers, the Shire's ability to foster and sustain new opportunities will rely on the capacity and extent of supporting infrastructure.

Digital infrastructure will better equip the Shire's people to communicate in real-time their ideas, skills, knowledge, and experience in ways that supports the local economy.

Over the next ten years the Shire is planning for the following key economic developments:

- East Kimberley Regional Airport runway extension
- Wyndham Port enhancement
- Expansion of the Ord Irrigation area
- Second Ord River crossing to secure a national freight link between Darwin and Perth

These transformative projects together with a suite of ancillary economic priorities outlined in this strategy will present the Shire as a dynamic and attractive place to live, invest and visit.

Specifically, the Shire will deliver the objectives, strategies and priorities of this strategy through:

- Collaborations and strategic partnerships
- Integrated planning and reporting framework
- Annual review cycle
- A prospectus to unlock key projects



5.2 COLLABORATIONS & STRATEGIC PARTNERSHIPS

Collaboration brings together the knowledge, experience and skills of people to collectively achieve outcomes that cannot be achieved individually.

A Stakeholder Engagement Plan, including a comprehensive list of key stakeholders and methods of engagement should unlock collaborative opportunities that are currently not being fully realised.

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This Economic Development Strategy promotes the Shire's:

- **Economies of Scale** – producing abundant quality food with good returns on investment
- **Competitiveness** – efficient production systems and global supply chains
- **Knowledge** – research, science and innovation across a range of creative industries



5.3 INTEGRATED PLANNING & REPORTING FRAMEWORK

This Economic Development Strategy is an *'informing strategy'* under the Western Australian Integrated Planning and Reporting Framework (IPRF).

The IPRF ensures Council decisions look to the long-term future and consider the community's aspirations to deliver the best results possible with the resources available.

The primary aims of the Integrated Planning and Reporting Framework are to:

- articulate the community's vision, priorities and desired outcomes
- allocate resources to achieve the vision, striking a balance between aspirations and affordability
- monitor and report on progress

INTEGRATED PLANNING & REPORTING FRAMEWORK



5.4 ANNUAL REVIEW CYCLE

All indicators suggest that there are significant opportunities to grow and expand the Shire's economy.

The Shire is able to track strategic goals and indicators set to strengthen:

- Economic diversity
- Agriculture and food
- Minerals and energy
- Aboriginal enterprises
- Creative industries
- Security of assets



The economic objectives, indicators and priorities within each area will be reviewed under the Integrated Planning and Reporting framework to ensure they are embedded within the Shire's operational plans and daily activities. Reviews can also identify changing priorities and/or new projects



5.5 PROSPECTUS

Key priorities for the Shire have been identified in this Economic Development Strategy. Some of them are for the development of informing strategies, which will ultimately lead to actions or the identification of funding requirements. Others are capital works projects which will require significant investment from the State or Federal Government, industry or overseas investors.

To extend the Shire's willingness to unlock individual investment opportunities, a prospectus has been developed as part of this strategy. It gives a high-level overview of the Shire's prospects and outlines in more detail specific investment-ready 'transformative' projects.

GLOSSARY

'ABS' means the Australian Bureau of Statistics and in particular its regional population growth forecasts, Australia (3218.0)

'Agriculture' Activities connected with growing, harvesting and processing of crops, food and fibre including the breeding, raising and caring for animals, forestry and aquaculture.

'Digital infrastructure' comprises the physical elements such as nano-technologies and computerised use of data / information and electronic devices to enable business agility and improve customer engagement and experiences.

'Geoscience' (also called Earth Science) is the study of Earth, including the processes that form and shape Earth's surface, the natural resources we use, and how water and ecosystems are interconnected.

'Collaborative advantage' is the value of the synergy between participating stakeholders / businesses, measured in terms of financial returns and community outcomes and/or benefit.

'Community infrastructure' Is the mix of facilities, places, spaces, programs, projects, services and networks that maintains and improves the standard of living in a community.

'Creative industries' are enterprises based on intellectual property and knowledge. They include music, performing and visual arts, film, television, advertising, education, training, game development, sports science, agriculture, geoscience research, architecture, design, art and culture.

'Critical infrastructure' are those physical facilities, supply chains, information technologies and communication networks which, if destroyed, degraded or rendered unavailable for an extended period, would significantly impact on the Shire.

'Cultural infrastructure' are places and things that illustrate or show how human life has evolved and currently operates in the Shire.

'EKRA' means the East Kimberley Regional Airport

'Emergency plans' are those plans that the Shire has in place to respond to emergency scenarios, including biosecurity breaches, pandemics, flooding, trade volatility, bushfires, and cyclones.

'FBT' means fringe benefit tax

'SME's' means small to medium sized registered businesses.

'Stranded assets' assets that have suffered from premature or unanticipated write-downs

'Town vibrancy' means the extent and degree of animation, interaction and diversity in a town centre living including designated and/or mixed areas for public parks, civic buildings, facilities and spaces as well as housing and commercial spaces that produce goods and services for modern living and business enterprises.

PHOTO CREDITS

PAGE 29: Image Source: Purnululu National Park/DPAW

PAGE 29: Image Source: Ord River Experience Triple J Cruises

PAGE 31: Image Source: ABC Rural/ Matt Brann

PAGE 31: Image Source: Nickel loading activities taking place on the Wyndham Port/ Chris Green - CGL employee

DISCLAIMER

This Economic Development Strategy has been developed on behalf of the Shire of Wyndham East Kimberley by NAJA Business Consulting Services and associates. It is supplied in good faith and reflects the knowledge, expertise and experience of the consultants involved at the time of providing the strategy. The information, data, opinions, evaluations, assessments and analysis referred to in, or relied upon in the preparation of this strategy have been obtained from and are based on sources believed by us to be reliable and up to date, but no responsibility will be accepted for any error of fact or opinion.

