



Annual Report 2021 - 22

Great Southern
Development Commission



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This report is available in alternative formats on request. We encourage readers to access the report online through our website and to use recycled paper if they print a copy. The online annual report is in PDF format.

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ACKNOWLEDGEMENT OF COUNTRY

**Ngala kattidj nidja Noongar moort boodja wer gorah-gorah
wer yy-i wer mila.**

**Ngala koort-kwab nidja boodja-k wer kattidj netingar wer
bee-dee-eer wer gorah-gorah wer yy-i wer mila.**

We acknowledge this is Noongar people's country from long,
long ago to now to the future.

We are happy to be on this country and acknowledge ancestors
and elders from long, long ago to now to the future.



Indigenous filmmaker Karla Hart (centre) and elders Averil Dean and Annette Eades lead Noongar dancers during the CinefestOZ Albany event Kinjarling Koort.

STATEMENT OF COMPLIANCE

Hon. Alannah MacTiernan MLC

Minister for Regional Development; Agriculture and Food; Hydrogen Industry

In accordance with Section 63 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament the Annual Report of the Great Southern Development Commission for the financial year ended 30 June 2022.

In the performance of its functions, the Commission complies with all relevant written laws including but not limited to:

- *Regional Development Commissions Act 1993 (as amended)*
- *Corruption and Crime Commission Act 2003*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Minimum Conditions of Employment Act 1993*
- *Occupational Safety and Health Act 1984*
- *Public Interest Disclosure Act 2003*
- *Public Sector Management Act 1994*
- *Royalties for Regions Act 2009*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *State Supply Commission Act 1991*

In the financial administration of the Commission, we have complied with the requirements of the *Financial Management Act 2006* and every other relevant written law. We have exercised controls which provide reasonable assurance that the receipt and expenditure of moneys, and the acquisition and disposal of public property and incurring of liabilities have been in accordance with legislative provisions.

At the date of signing, we are not aware of any circumstances which would render the particulars in this statement misleading or inaccurate.



Bruce Manning

Chair

28 October 2022



Natasha Monks

Chief Executive Officer

28 October 2022

OVERVIEW

From the Chair

A record harvest underpinned a solid performance by the Great Southern economy in 2021-22. Grain receivals reached an all-time high and pushed the limits of the region's agricultural workforce, drawing particular attention to the need for seasonal farm workers and road transport drivers. In the year to June 2022, the Port of Albany shipped more than three million tonnes of grain. Shipping services faced challenges in getting the grain to international markets to take advantage of high prices before the northern hemisphere harvest came off – a situation that became complicated by conflict between grain giants Russia and Ukraine.

Western Australia's labour force, and that of the Great Southern, continued to be affected by COVID-related border restrictions, which only started to ease after the end of the harvest. However, after border restrictions lifted, rising case numbers took over as a constraint on the supply of labour as close contacts isolated. The upshot was that our strong performance in agriculture belied continuing stresses in other sectors of the regional economy, such as tourism, hospitality, and care settings.

Some hospitality businesses set restricted hours due to the lack of staff, and some even shut down for periods when insufficient staff were available due to COVID-19 cases and contacts but the sector showed overall resilience by continuing to operate as close as possible to normal trading hours.

Tourism demand remained strong, attracting investment, and the region welcomed the opening of a major hotel at the Albany Waterfront. This development complements Katanning's boutique hotel, which opened in 2018 and has enjoyed healthy occupancy rates. The region's tourism accommodation will be augmented by a hotel set for construction at the revitalised Binalup / Middleton Beach precinct in time for Albany's bicentenary in 2026. Tourism accommodation enterprises support regional employment and contribute to the wider economy, and may leverage benefits from market developments such as travellers mixing annual leave with remote working.

Interest in regional living continued to rise as a consequence of the pandemic, which resulted in higher real estate prices and shorter times on the market. Before the pandemic, real estate in Albany would be on the market for an average of about 90 days before sale but by 2022 that had shortened to 30 to 40 days.

Productive seasons with good winter rains are welcome, but drought is part of the weather cycle and may become more so in the future. The Great Southern Development Commission (GSDC) is taking a long-term strategic approach to agriculture, including the development of a Regional Drought Resilience Plan. The plan is part of a cross-regional collaboration with the Mid West and Wheatbelt Development Commissions, in partnership with the Department of Primary Industries and Regional Development (DPIRD) and under the Future Drought Fund. Developing the plan has involved extensive consultations in the inland areas of the region.

In related work, we engage in the WaterSmart farms partnership with the Wheatbelt Development Commission. The partnership helps to address climate change and deliver improved water management on farms, thanks to work led by DPIRD's Dr Richard George, to whom the region owes significant gratitude.

Such State Government investments with long lead times are sometimes essential for major regional development projects. In another example, the Commission's investments of \$35,000 in 2008 and \$100,000 in 2010 to validate wind resources and assist with development approvals for a 150MW wind farm at Flat Rocks, near Kojonup, has produced tangible progress as the first stage of the project is set to start. Similarly, our long lead work on aquaculture continues to underpin growth in the sector that supports regional employment.

In February 2022, it was an honour to host a visit to Katanning by the Honourable Kim Beazley AC, Governor of Western Australia. On his final visit to the region before ending his term of office, the Governor took the opportunity to meet Katanning's Muslim community, who welcomed him to the mosque. We represented the region to the Governor and, along with the Shire of Katanning, assisted with arrangements for an enjoyable and informative visit.

I am pleased to see the way the Commission is leading the region, particularly in bringing the quality of our produce (food, wine and other beverages) to broader attention in a highly competitive environment at State, national and international level.

CEO Natasha Monks' leadership and trade development experience have enabled bold steps forward in this area. At the end of my tenure as CEO, much remained to be achieved in this area, despite years of effort, but Natasha and key staff have made significant advances at an opportune time as Australia reopens to international engagement.

Delivering the activities of the Commission over the year requires clear direction from the Board. I acknowledge the input and contributions from my fellow Board Members in 2021-22 and thank them for their commitment. I also express appreciation to outgoing Board Member Vernice Gillies for her contribution to regional development as a Board Member from 2019 to 2022. In this context, I mention the passing in 2021 of Tony Smith, the revered founder of Plantagenet Wines and a pioneer of Western Australia's wine industry, and a GSDC Board member from 1996-2002.

I acknowledge and thank the Minister for Regional Development, Hon. Alannah MacTiernan MLC, and her staff for their valued support in 2021-22 for the work of the Commission.



Bruce Manning
Chair

From the Chief Executive Officer

In 2021-22, the GSDC continued to focus on delivering growth and development in the Great Southern, and a key priority is diversification of the regional economy. Some of our significant economic diversification work unfolded through our strategic partnerships with Australia's South West and the Australian Trade and Investment Commission (Austrade). By building on the alignment and potential of trade and tourism, our region has opportunities to leverage its comparative advantages in natural and built attractions, and value-added premium food and beverage products.

One of the highlights arising from this work was our initiative to develop and deliver the successful Taste Western Australia Buyers' Mission in May 2022, a week-long trade mission of buyers from Asia, UK and the Middle East. We led a strategic partnership with Austrade, DPIRD, the South West Development Commission and the Chamber of Commerce and Industry WA to successfully deliver the buyer's mission, which was the first such trade-related event in Australia since the COVID-19 pandemic disrupted international travel from the start of 2020.

Our proactive approach ensured that the Great Southern hosted a major part of the itinerary, which also included Perth and the South West region.

Outcomes of the trade mission included substantial export orders for premium food products and beverages from our region, and promising leads developed for further growth activity

Strategic planning continues in other areas of endeavour, including the approach to Albany's bicentenary in 2026. Albany is the traditional lands of the Menang Noongar people and in 1826 became the first European settlement in Western Australia. We are engaging in sensitive planning for this notable event, which precedes Perth's 2029 bicentenary, by working closely with partners and stakeholders at all levels of government. We aim to ensure that this significant milestone for Albany and the Great Southern has meaningful legacy outcomes encompassing all communities in the region.

Regional Economic Development (RED) Grants continue as an important strand of our support for regional growth. In 2021-22, we continued to work with proponents to deliver projects funded in the early rounds of RED Grants and we took on new grants announced during the year along with applications for the fifth round in the program. In the first four rounds of RED Grants, 33 Great Southern projects have been supported with total funding of more than \$3 million, supporting a total project value of more than \$16 million. RED Grants focus on projects delivering jobs, industry diversification, productivity, skills development or new investment.

Apart from grant funding, we engaged with the region's employment needs through close consultation with communities and businesses. We delivered events such as the Great Southern Workforce Development Roadshow, which canvassed issues and opportunities for employers and workers in the region. This has enabled the Commission to develop projects and programs in alignment to current needs of industry and growing our capacity to support in this important area of need.

We continued to support a range of regional events to maintain and build our attractiveness as a tourism, arts and culture destination, and for premium food and beverage provenance. We seed-funded the development of new major tourism events designed to attract visitors and showcase our region to a global audience. We supported and were heavily involved in events such as the Great Southern Treasures Bloom Festival, Taste Great Southern and CinefestOZ.

Within those events, we targeted some of our support to Aboriginal economic development included tourism-related events in the upper Great Southern, such as Kaat-Nyiny Yorga Yarning as part of Taste Great Southern, and the Kambarang Tour in the Bloom Festival program. Complementing our support for events, we engaged with Aboriginal leadership programs including the Great Southern Aboriginal Leadership Network Conference and the Great Southern Noongar Forum.

We supported a bold local connection to the international thought leadership platform TED Talks in which people from the region took their thoughts to the world. Our support for TEDx Kinjarling, although modest, was symbolic of a year in which we aimed to excel in being locally grounded with flourishing global connections and perspective.

Alongside the efforts of our brilliant team, who have remained adaptable and agile in their approach throughout continuing uncertain times, I acknowledge and am grateful for the support of Bruce Manning, Chair and the Board of the Commission. We are also appreciative of the collaboration with our 11 local governments, DPIRD and our other partner agencies and stakeholders.



Natasha Monks
Chief Executive Officer



Our Region

We are one of nine regions in Western Australia. The Great Southern takes in several hundred kilometres of the State’s southern coastline, stretching from Nornalup in the west to the Fitzgerald River National Park in the east, and it extends north to the Shires of Woodanilling and Kent.

Our population is more than 61,000 people and our annual economic output is \$10.5 billion, generated by a workforce of more than 25,000.

Our region is divided into 11 local government areas.



POPULATION
61,890



INDIGENOUS
POPULATION
2,492



AVERAGE AGE
45 YEARS



HOME
OWNERSHIP
69.7%



EDUCATION
ENROLMENTS
10,433



GROSS REGIONAL
PRODUCT
\$5.2 B



JOB
S
25,042



UNEMPLOYMENT
3.7%



BUSINESSES
6,868



ANNUAL VISITORS
679,000

MAJOR COMMODITIES



WHEAT
\$263 M



FOREST PRODUCTS
\$207 M



WOOL
\$197 M



BARLEY
\$190 M

MAJOR EMPLOYERS



AGRICULTURE,
FORESTRY & FISHING
16.4%



HEALTHCARE &
SOCIAL ASSISTANCE
12.3%



RETAIL
TRADE
11.0%

About Us

Who We Are

The Great Southern Development Commission is a statutory authority of the West Australian Government, set up in 1994 under the *Regional Development Commissions Act 1993*. We are one of nine such agencies, each serving a different region of Western Australia.

The Commission is run by a Board of Management appointed in membership categories of community, local government and Ministerial representation.

Enabling Legislation

Our objectives, as set out in the *Regional Development Commissions Act 1993*, are to:

- Maximise job creation and improve career opportunities in the region
- Develop and broaden the economic base of the region
- Identify infrastructure services to promote economic and social development; provide information and advice to promote business development
- Provide information and advice to promote business development within the region
- Seek to ensure that the general standards of government services and access to those services in the region is comparable to that which applies in the metropolitan area; and
- Generally take steps to encourage, promote, facilitate and monitor the economic development of the Great Southern.

To achieve those objectives, we promote the Great Southern and work with the private sector, employment organisations, educational bodies and others to support the growth of businesses to increase job opportunities. We identify opportunities for investment in the region and encourage that investment. We identify infrastructure needs, and encourage the provision of that infrastructure. Finally, we work with the State and Commonwealth governments, local governments and other organisations to promote the equitable delivery of services in the region. In summary, we:

- Connect our region, people and communities to opportunities, services, and funding.
- Cultivate the development, investment and growth in our region's jobs and economic activity.
- Champion our region, its brand, assets and identity, and its successes, opportunities, and solutions to its challenges.
- Collaborate to develop effective relationships and partnerships that enable us to proactively monitor, inform and respond to opportunities and challenges influencing our region's prosperity

What We Do

Our purpose is to coordinate and promote the economic and social development of the Great Southern. We work to make our region an even better place to live, work, do business and invest by partnering with government, communities, business and industry to identify and support projects that benefit the region.

What We Value

Underpinning all our decisions and actions are our core values:

Leadership

We are “thought leaders”, understanding the Great Southern’s potential and striving to achieve it.

Knowledge

We hold deep knowledge of our region and distil insights that we share with the community, industry, and government.

Empowerment

We advocate for our region, and work alongside our stakeholders to achieve the aligned purpose of regional prosperity.

Relationships

We actively build meaningful relationships with our stakeholders.

Agility

We are flexible, responsive, focused and resilient.

Integrity

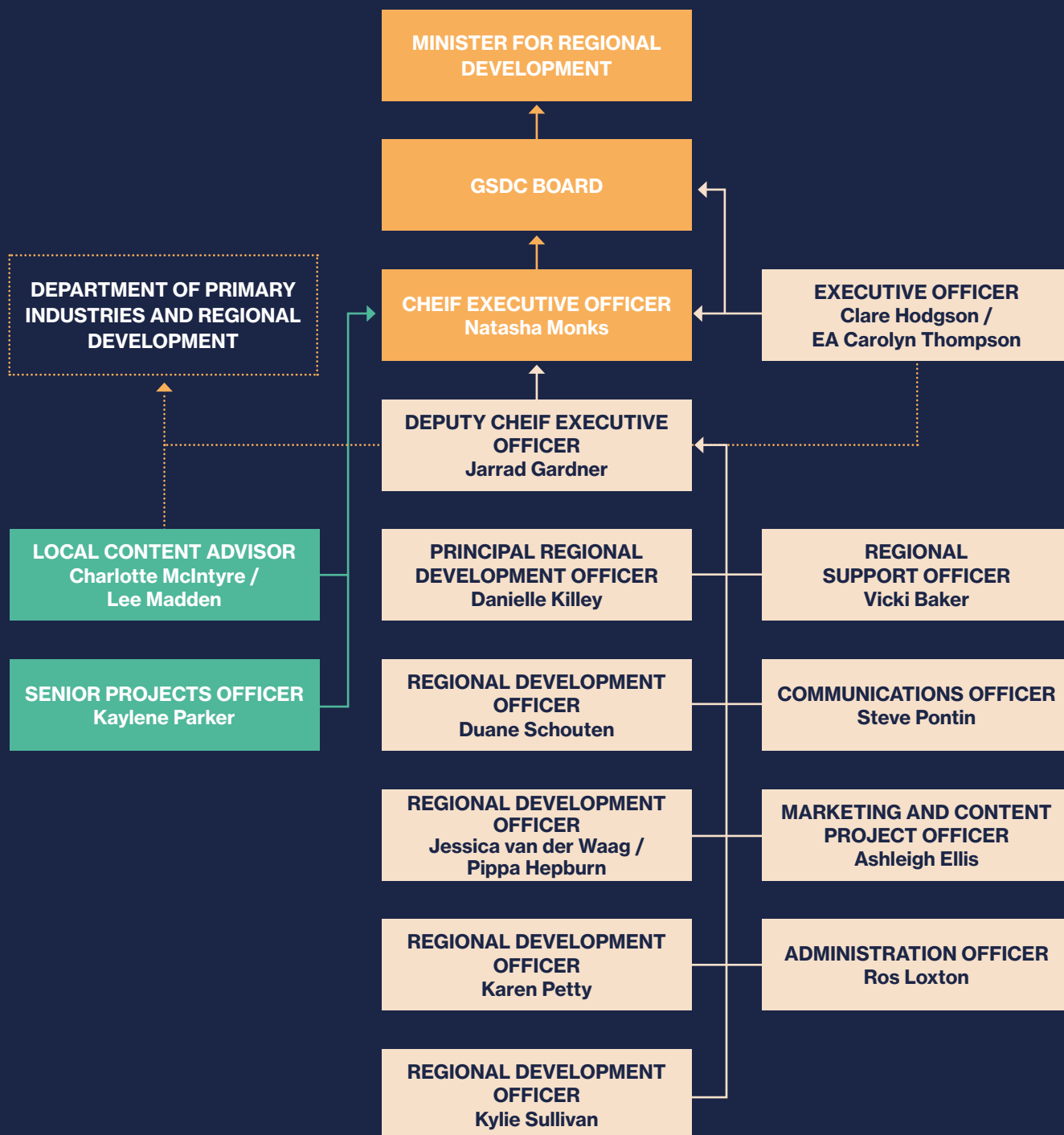
We are honest, transparent, and accountable for our actions.

Responsible Minister

We report to the Hon. Alannah MacTiernan MLC, Minister for Regional Development; Agriculture and Food; Hydrogen Industry. The Minister has the power to direct the Commission either generally or with respect to a particular matter on the exercise and performance of its powers, functions and duties under the Act.

Our Organisation

At 30 June 2022



The Chief Executive Officer is an employee of the GSDC; all other GSDC-based staff are employees of DPIRD). Other DPIRD staff supporting the GSDC included officers in the fields of information technology, human resources and finance.



Our Board

The Board of Management is the governing body of the GSDC and meets regularly to set policy directions including budgets, major expenditure approvals and advice to the Minister on regional matters. Two Board members are nominated by the Minister for Regional Development, two by the community and two by local government. The Chief Executive Officer of the Commission is a member ex officio.



Chair Bruce Manning

Ministerial representative appointed February 2021

Mr Manning was Chief Executive Officer of the GSDC from 2000 to 2021. He holds an Executive MBA from the University of Western Australia (UWA), has extensive experience in regional development and has won several related awards.



Deputy Chair Annie Roberts

Community representative appointed April 2019, appointed Deputy Chair November 2020

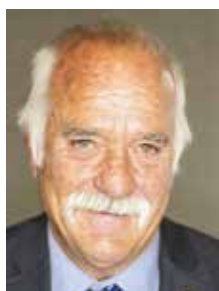
Ms Roberts is Australia Post's Postal Manager, Regional and Rural Post Office Network. Through Australia Post, Ms Roberts has taken up roles as a small business champion, community advocate and supporter of traineeships for diversity and Aboriginal students. She is president of the Australia Postal Institute Albany branch, and has supported Albany Headspace and networking group Great Southern Women.



Liz Guidera

Local government representative appointed November 2020

Councillor Guidera is the President of the Shire of Katanning. Cr Guidera has experience in community health and event management, as well as volunteer involvements with rural youth, community sports, land care and others.



Robert Lester

Local government representative appointed November 2020

Councillor Lester is the President of the Shire of Jerramungup, where he has farmed since 1975. His involvements in the district include sports, marine rescue and volunteer firefighting.



Darren Moir

Ministerial representative appointed June 2021

Mr Moir is the director and manager of a farming business in the Amelup district in the Shire of Gnowangerup. He has a long history of involvement in sporting and community groups in the district. Mr Moir's experience includes membership or Board membership of industry groups including Stirlings to Coast Farmers and the WA Producers Co-op.



Vernice Gillies

Community representative, April 2019 to April 2022

Ms Gillies is a Noongar elder and part of Kurrah Mia, an Aboriginal-owned tour and retail business in Albany. Ms Gillies was formerly an Aboriginal Learning and Community Liaison Officer with the Museum of the Great Southern. She has served on committees including the Aboriginal Heritage Reference Group, the South Coast Natural Resource Management (SCNRM) Heritage Committee and the WA Aboriginal Justice Committee.



Natasha Monks

Ex officio, Chief Executive Officer of the GSDC

Before taking up the CEO role in February 2021, Ms Monks was Australia's Trade Commissioner to Peru and Education Sector Lead for the Americas, working with a team across the continent. She has previously managed Austrade's International Education sector team, was Australia's Trade Commissioner to the Philippines, and led the destination brand development and global marketing for international education in WA. Prior to that Ms Monks accumulated diverse professional management, business development and marketing communications experience in the private sector across South-E. Originally hailing from the Great Southern, Ms Monks is a speaker of Thai, Spanish and Italian.

Performance Management Framework

Relationship to Government Goals

The Commission's guiding framework is the *Regional Development Commissions Act 1993* and the Government's strategic framework and goals.

Our outcomes align with the government goals of:

- WA Jobs Plan: local manufacturing and production, creating Western Australian jobs and training for the jobs of the future; and
- Growing our communities: protecting our environment with thriving suburbs and regions.

Outcomes based management

We measure our effectiveness against the Government's desired outcomes through an annual client perceptions survey, conducted by an independent market research company. Our clients include local governments, Commonwealth and State government agencies, community groups and private organisations.

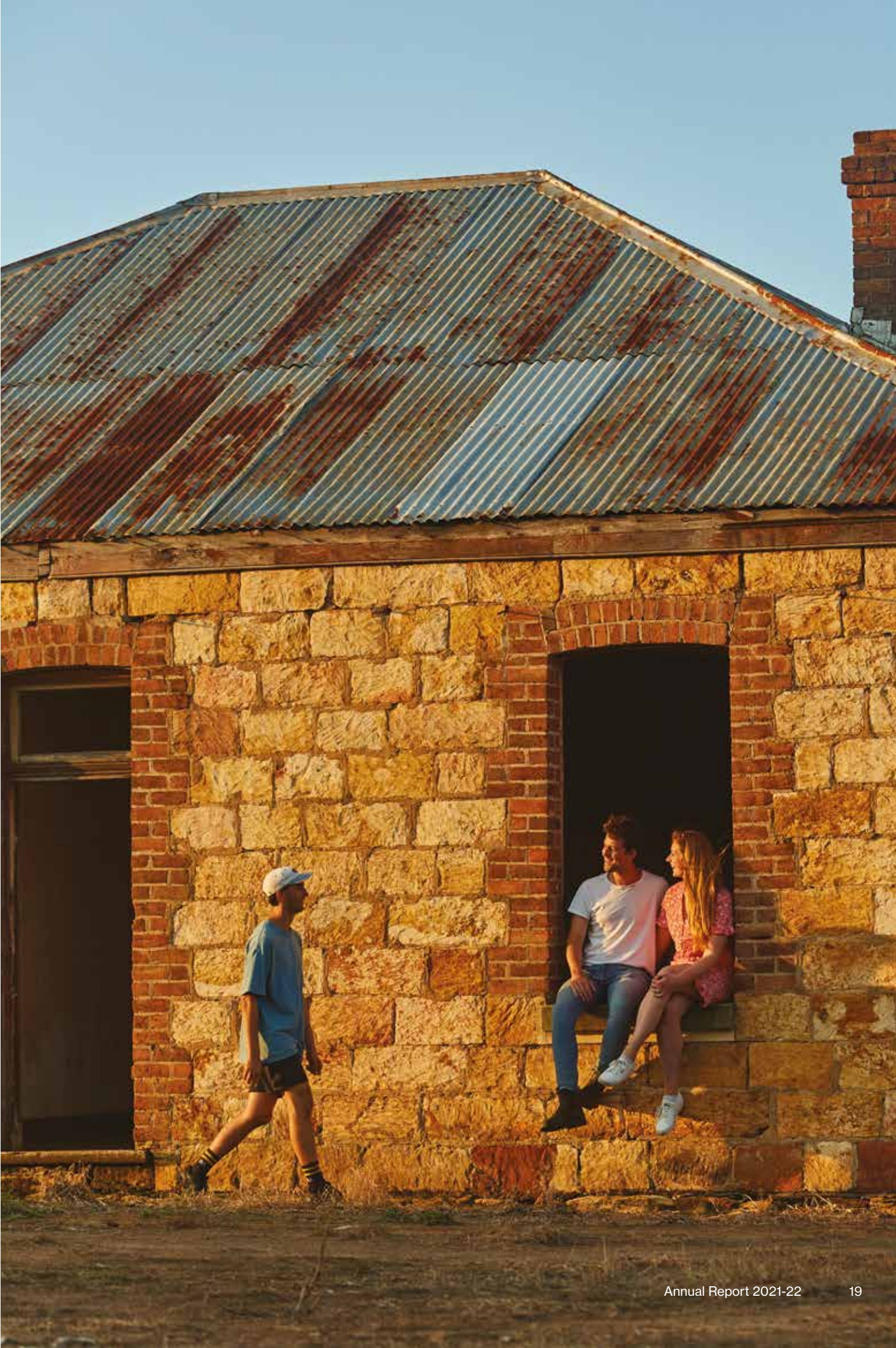
This service incorporates project management work, the facilitation and support of new and existing enterprises and businesses, promotional and information services, and the development of strategic partnerships with government, business and community groups to ensure the development of the Great Southern.

Shared responsibilities with other agencies

We share responsibility for achieving these government goals with DPIRD. The majority of the resources available to the Commission are supplied by DPIRD, including all of the staff except the Chief Executive Officer. Additionally, our financial and human resource services are largely provided by DPIRD under a Service Level Agreement.

The Great Southern region includes eleven local government areas and we work closely with these local authorities to support strategic partnerships and projects that will make the area a better place to live and visit. We also work closely with other government agencies, both State and Commonwealth, and other regional organisations.

We work to build the Great Southern as a recognised place of choice for opportunity and lifestyle by addressing the four key strategic areas of focus outlined in our Strategic Plan. In each of these areas, we have developed priority actions and activities to deliver outcomes that will serve to achieve these aims.



Little Beach

OUR PERFORMANCE

Overview of what we do

To fulfill our statutory responsibilities to the State Government and to the people of the Great Southern, we distil our strategy into four strategic areas of focus:



Strong and Diverse Economy



Regional Liveability



Strong Communities



Organisational Excellence

Our strategic areas of focus are the foundation of our Strategic Plan, which guided our activities throughout the reporting period.

Within each strategic area, we set aims and develop priority actions and activities to deliver outcomes that will serve to achieve the aims.



Strong and Diverse Economy

Our region is highly valued as a place to live, work, visit and invest, with a strong and resilient economy. As an export-focused primary producer, the region is well placed to take advantage of continued growth in global demand for food as the world's population expands. Significant growth is also available through diversification of production, downstream processing of produce and expansion of industries including tourism, manufacturing and tertiary education.

Aims

- Promote growth in sustainable regional jobs
- Expand existing industries
- Develop and grow new industries
- Maintain and improve essential infrastructure and services.

Priority Actions and Activities

- Develop projects that leverage the region's comparative advantages
- Facilitate sustainable, supported, economic development
- Encourage innovation and creativity in the development and implementation of projects
- Build on the propulsive sectors of primary production, manufacturing, construction and education
- Encourage and facilitate collaboration on regional issues and projects
- Support investment in critical infrastructure
- Promote local content in contract processes
- Encourage diversification of the region's economic base
- Ensure appropriate workforce skills and knowledge development.



Regional Liveability

In the Great Southern, we enjoy many advantages in our natural environment and our cultural and heritage assets. Effective management of our natural resources and environments, coupled with innovative approaches to the creation and marketing of niche lifestyle offerings, will ensure these assets draw new arrivals to diversify the region's community and visitor base.

Aims

- Champion education, knowledge, creativity and innovation
- Respect and enhance our environment, heritage, and cultural assets
- Develop the community assets and capacities that make the region a preferred place to live, work, visit and invest
- Improve health and wellbeing outcomes in the region
- Strengthen regional resilience against disruptive events.

Priorities and Activities:

- Support maintenance and enhancement of the region's environmental values
- Promote initiatives that grow the region's cultural, heritage and natural products
- Support communities to acquire and maintain assets, skills and knowledge
- Monitor and advocate for metro parity outcomes in delivery of health, education and other services
- Support a regional culture of innovation and creativity
- Encourage research and best practice in the management of natural resources
- Support maintenance and improvement of essential regional resources for response to major disruptive events
- Monitor and advocate for effective regional disaster management capability.



Strong Communities

The Commission recognises the intrinsic social and economic value of inclusive communities. This strategic priority encompasses a focus on hard-to-reach segments of the community, including Aboriginal people, young people, seniors, people with disabilities and people from culturally and linguistically diverse backgrounds, who in some cases face barriers to accessing education, employment and other economic opportunities. We undertake initiatives that will grow economic and employment opportunities for these residents and build overall community strength.

Aims

- Build strong and inclusive communities
- Enhance Aboriginal wellbeing and economic development
- Enable and empower Aboriginal communities to set their own path to health and prosperity.

Priorities and Activities:

- Monitor and respond to the South West Native Title Settlement
- Facilitate the growth and viability of Aboriginal enterprises
- Support initiatives that promote the cultural heritage of the Noongar people
- Support initiatives that engage senior members of the community
- Support initiatives that increase the opportunities available to our culturally and linguistically diverse communities
- Support initiatives that deliver youth focused outcomes.



Organisational Excellence

Collaborative engagement with a wide range of stakeholders is essential to the success of regional development and growth in the Great Southern. We are committed to building and sustaining partnerships based on mutual trust and respect to share knowledge and inform decision making.

Aims:

- Lead with integrity and professionalism
- Maintain a region-wide focus
- Be strategic and effective
- Deliver evidence-based advocacy
- Build strong partnerships

Priorities and Activities

- Train and develop staff skills
- Meet audit standards
- Communicate effectively

OUR OPERATIONS



Strong and Diverse Economy

Our activities to build a strong and diverse economy included advocacy, facilitation or funding aimed at growing regional employment opportunities, providing infrastructure, developing strategic and innovative initiatives, boosting local content and enhancing productive capacity.

2021-22 Achievements

Regional jobs

- We worked with regional business organisations and employment services providers to address workforce constraints.
- Our Local Content Advisers continued their engagement with Great Southern businesses to build skills and capacity on submitting competitive quotes and tenders for government work and established registers of potential subcontractors to maximise local content in major projects in the region.
- With our support, a Regional Communications Forum outlined State Government departments' planned annual spend and project opportunities in the region.
- We engaged extensively with programs to attract workers to the region and address key skill gaps.

Expand existing and new industries

- We developed partnerships with Tradestart and Australia's South West as a foundation for increased activity in trade and tourism development.
- We hosted the major part of a multi-region visit by a group of trade buyers in May 2022, the first such trade mission to Australia since travel restrictions were imposed at the beginning of the COVID-19 pandemic.
- Harvest Road is investing in the production of Albany rock oysters, Akoya oysters and mussels at Emu Point under the Leeuwin Coast consumer brand, building on strategic foundations we helped to develop in the Albany Shellfish Hatchery and South Coast Aquaculture Development Zone.
- We continued to engage with the proponents of the Southdown Magnetite Project to mine iron ore at Wellstead for export through the Port of Albany.
- RED Grants supported industry and jobs growth in pottery and ceramics equipment manufacture, construction of modular homes and delivery of small business advice services.



During a break in negotiations, buyers enjoyed lunch at The Dam.

Essential infrastructure and services

- We engaged with the government's infrastructure and services delivery agencies on our region's needs and welcomed budget announcements such as the new Albany General Dental Clinic and upgrades for secondary freight roads.
- Work continued on significant infrastructure projects such as the \$175 million Albany Ring Road, a new oncology unit at the Albany Health Campus, with initiatives established by our Local Content Adviser helping to optimise outcomes for regional businesses.
- The Social Housing Economic Recovery Program brought opportunities for local contractors to benefit from infrastructure maintenance and renewal. Our Local Content Advisers offered guidance and support.

How We Build a Strong and Diverse Economy

Primary production is the core strength of the Great Southern economy, contributing 17.5 per cent of the region's turnover. We seek to maintain the strength of this important sector, even as we aim to diversify the economy to build our region's resilience. Adding value to primary production is important for diversification and resilience.

Our region boasts many value-adding producers at the premium end of food and beverage.

Strategic government investments can lead to productivity gains in the private sector, such as the growth in aquaculture following the establishment of the Albany Shellfish Hatchery. The hatchery's operations underpin the premium positioning and marketing of Harvest Road's Leeuwin Coast aquaculture products. In turn, enhancement of a sector such as aquaculture can promote benefits across agrifood categories in the region.

We sought to further strengthen premium products from the agrifood sector when we worked in partnership with Austrade, State Government agencies and the Chamber of Commerce and Industry WA to bring a trade delegation into the state in May 2022 (see Strong and Diverse Economy Highlight page 30).

The success of this trade mission complemented other activities in trade development during the year, including hosting WA Investment and Trade Commissioners for a familiarisation tour of the region in August 2021. In conjunction with our partnerships with Austrade and Australia's South West, we hosted an inaugural Tradestart conference in Kinjarling / Albany in February 2022 to develop a coordinated approach across Western Australia for export growth services.

Agriculture's strength was evident in 2021-22 when a favourable season delivered a record harvest. However, the welcome harvest underscored pressures on the agricultural workforce. Our region experienced a shortage of low to skilled workers across all industry sectors, most prominent in primary industries, hospitality, construction, health and care services. Labour market shortages were exacerbated by COVID-related border closures during which Western Australia recorded a net loss of workers. Shortages of affordable housing put further pressure on workforce shortages, which impeded migration to the region to take up job opportunities.



WA Trade Commissioners took a trip on a work boat to inspect the Harvest Road aquaculture operations.

From left Juan Lu, Chris Bandy, Joe Donaldson (Harvest Road), Simon Millman MLA, Krista Dunstan and Nicole Fasana.



TradeStart advisers gathered in Kinjarling / Albany in February 2022 to coordinate trade development activities

Our responses to these pressures on the regional economy included:

- A Great Southern Workforce Development Roadshow to help regional businesses find alternative workforce cohorts
- Working with the office of Home Affairs to source information for regional businesses on skilled and regional visa migrant visa options
- Working with the Office of Multicultural Interests and Home Affairs to scope regional humanitarian settlement options
- Working collaboratively with regional partners and other Regional Development Commissions to identify short-term housing solutions
- Contributing as a member of the Department of Training Workforce Development Regional Coordinating Committee for the Great Southern

In support of developing further diversity in our economy, we continued to engage with the proponents of the Southdown magnetite project. We hosted a briefing session for key stakeholders in May 2022, following Grange Resources' release in March of a prefeasibility study into a rescaled version of the original project. The new parameters for the project include reducing water requirements and transshipping the ore concentrate in King George Sound rather than berthing Capesize vessels at the Port of Albany. A definitive feasibility study was initiated following the March announcement.

Maintaining and building strength and diversity in the Great Southern economy requires continued attention to infrastructure requirements. The region's biggest infrastructure project in the region in 2021-22, one that we advocated for over many years, was the \$175 million Albany Ring Road, a Main Roads WA project funded by the State Government and the Commonwealth Government. The project achieved a major milestone in April 2022 when the Albany Highway-Menang Drive interchange was opened to traffic. Work continues on the final stages of the project, including a major interchange on Hanrahan Road, and is expected to finish in 2023.

Throughout the project, we sought to maximise the benefits for the region.

An initiative by our Local Content Advisers encouraged the engagement of regional businesses as subcontractors to the lead contractor, Decmil. The Local Content Advisers based at the GSDC are part of a nine-strong network in Western Australia focused on optimising regional benefits from State Government expenditure.

This approach also applies to other major projects in the region, such as the Oncology Unit at the Albany Health Campus and the Performing Arts Theatre at Albany Senior High School. Lead contractors for these projects have engaged local suppliers but state-wide labour and materials shortages have impacted on local delivery. Some local suppliers are at capacity now and possibly unable to take full advantage of future opportunities.

Nevertheless, we take a proactive stance on maximising local content in State government contracts. Data provided by Department of Finance enables our Local Content Advisers to identify upcoming contracts and work with buyers and suppliers to increase the potential for local content by preparing businesses to tender competitively and helping them work through any barriers with past contracts which would disadvantage local suppliers.

Local content activities in 2021-22 also included:

- Informing artists about public art opportunities associated with major projects and investigating capacity building for supplying public art
- Engaging with potential contractors in diverse fields including wave energy and school bus services
- Delivering a Regional Communications Forum in partnership with the Department of Jobs, Tourism, Science and Innovation to inform local businesses about forward plans for procurement and supply opportunities.

In September 2021, our Local Content Advisers ensured more than 90 community housing providers were informed about opportunities for refurbishment grants in the Social Housing Economic Recovery Program. Our Local Content Advisers liaised with the Department of Communities to ensure information regarding the program scope, eligibility and closing dates was available and that housing provider queries were adequately addressed. In a positive outcome for the Great Southern, \$860,721 was awarded to three organisations for refurbishments of properties within the region. See more about the Social Housing Economic Recovery Program on page 43.



WA Trade Commissioner Juan Lu explains her role to guests at the Albany Entertainment Centre.

Strategic government investments can lead to productivity gains in the private sector, such as the growth in aquaculture following the establishment of the Albany Shellfish Hatchery.

Venco Products

Claycore Pty Ltd secured a \$190,000 RED Grant to purchase land and construct a new Venco Products manufacturing facility in Albany. The funding will be invested in the construction of the new facility. The project outcomes include an increase in the production of wholesale ceramics and pottery equipment for export from the region to national and international markets, and a consequent increase in business activity that will support regional jobs.

\$190,000

Aspect Modular

Aspect Modular Pty Ltd will relocate its modular building operations from Perth to Denmark with the support of a \$190,000 RED Grant. The project includes purchase of industrial land from DevelopmentWA in the Denmark Light Industrial Area and the construction of a manufacturing facility on the land. RED funding will be invested in aspects of the construction project, which will allow the region to tap into the rapidly expanding prefabricated residential housing market.

\$190,000

Albany Business Centre

The Albany Enterprise Group Inc secured \$50,000 in RED Grant funding to progress the Albany Business Centre Redevelopment Plan. Funding will be used to redevelop the centre's existing buildings to increase space for start-ups, improve accessibility and enable increased workshops and education. Over the duration of its operations the Albany Business Centre has supported more than 3,000 businesses establish themselves in the Great Southern.

\$50,000



A talented team served up regional produce at the buyers' mission welcome event.



Strong and Diverse Economy Highlight International buyers taste premium food and beverages

Our team led the development and delivery of a multi-region visit by a group of trade buyers in May 2022, the first such trade mission to Australia since travel restrictions were imposed at the beginning of the COVID-19 pandemic. Premium food and beverage producers, the focus of the visit, reported solid export outcomes.

Part of the strategic foundation for the success of the mission was laid in 2021 when we secured trade and tourism partnerships with Austrade and Australia's South West. These partnerships were the first of their kind for Western Australia and were aimed at strengthening and diversifying the regional economy.

When Western Australia opened its borders to national and international travellers in March 2022 and the opportunity arose to host a trade mission, the GSDC and our partner agencies had the staff and networks in place to maximise the outcomes. The GSDC team delivered the event through collaboration with Austrade, DPIRD, the South West Development Commission and the Chamber of Commerce and Industry WA. The buyers' mission delegates represented South East Asia, the Middle East and the Gulf Region.

We named the visit Taste Western Australia Premium Food and Beverage Buyers' Mission, and strategically timed it to overlap the major tourism event Taste Great Southern, a celebration of our regional produce. We ensured that the buyers experienced the best of Great Southern premium food and beverages, not only at Taste Great Southern events but also at a welcome reception and buyer matching day.

Among the highlights of their visit to our region, the buyers boarded a boat to look over Harvest Road's Oyster Harbour operations.

They embraced the opportunity to shuck freshly caught oysters on the water.

On returning to land, they stepped into a Taste Great Southern marquee where globally renowned chefs were preparing gourmet dishes featuring the products they had just sampled.

At the buyer matching event, 22 producers presented their products to the buyers and, over the course of the day, engaged directly with individual buyers to explore trade opportunities. Having introduced their wares, producers explained their readiness and capacity to fill export orders.

Buyers laid out their requirements for volume, frequency, packaging, quality assurance and other matters.

Export orders were secured for Great Southern food and beverages, along with beverages, beef and pantry products from other regions. Buyers signalled their intention to collaborate on a consolidation warehouse in Perth for direct shipments overseas. At the end of the reporting period, further outcomes were pending.

On their tour through the regions, the buyers were exposed to WA tourist attractions and we encouraged them to promote their experiences to their international networks. On the south coast, they visited The Gap, Natural Bridge, Oyster Harbour and vineyards. In the South West, they took in a truffle farm, caves, surfing and karri forest.

Ancillary benefits of the trade mission included substantial media and social media coverage. A radio report by ABC Great Southern led to exposure on a national television news bulletin, including a live interview with our Tradestart Adviser Glen Thompson – probably a first for a regional trade mission.



Winemaker Richard Bunn introduces his products to buyers on the Taste Western Australia Premium Food and Beverage Buyers' Mission at a buyer matching event at The Dam in Denmark.



Regional Liveability

Living in the Great Southern offers many lifestyle advantages in the region's natural assets, cultural life and heritage.

Maintaining and enhancing the Great Southern's ability to draw people to live, work, visit and invest in the region is essential to sustaining our workforce and therefore our productivity.

2021-22 Achievements

Natural assets, culture and heritage

- We continued to chair the advisory committee developing a region-wide arts, culture and heritage strategy, a first for Western Australia.
- A new trail terminus for the Bibbulmun Track and the Munda Biddi Trail, which we supported, opened in November 2021, bringing the start/finish points for both iconic long-distance trails into the heart of Kinjarling / Albany next to the visitor centre.

Regional draw

- We continued our long-term support for Taste Great Southern, our region's celebration of our fantastic food, wine and other beverages, and leveraged opportunities to promote regional produce to international trade buyers.
- Support was provided for the establishment of two major future events, one celebrating contemporary art and culture with an embedded focus on Noongar culture, and the other championing our region's premium seafood and wines.
- We are participating in Tourism WA's long-term strategic planning for tourism development.



Hay bales for stock fodder on a farm south of the Porongurup Range.

Education, knowledge and innovation

- We continued to maintain links with tertiary education and research centres in the region, including the University of Western Australia Albany Centre and the Great Southern Marine Research Facility, which houses Marine Energy Research Australia (MERA, formerly the Wave Energy Research Centre).
- A Great Southern Universities Centre was established in Albany by the Federal Government in a welcome approach to needs identified in a study we supported.

Management of natural resources

- In partnership with the Australian Government's Future Drought Fund and DPIRD, we began developing a Regional Drought Resilience Plan for inland parts of our region.
- We observed the first environmental dividends from extensive works to improve Katanning's Lake Ewlyamartup.



How We Enhance Regional Liveability

Our activities to enhance regional liveability focus on the benefits of initiatives that build on the Great Southern's community, cultural, heritage and natural assets.

In 2021-22, we continued our partnership with other organisations to develop a Great Southern Arts, Culture and Heritage Strategy, which will be the first of its kind for Western Australia. We chair the strategy advisory group, through which we collaborated with the City of Albany, local governments, creative groups and the Department of Local Government, Sport and Cultural Industries. The group's work sets a strategic framework for the region to strengthen our programs and assets, prioritise new opportunities and attract funding and partnerships.

The aim is to bring social and economic benefits to the region, strengthen creative communities, grow capacity, and celebrate our indigenous heritage and regional identity.

In 2021-22, the group undertook substantial work identifying assets and seeking feedback from our diverse communities on our identity, experience and capacity across the arts, culture and heritage sectors. The strategy is due to be released in early 2022-23.

We also maintain long-term engagement with organisations centred on the region's natural environment, such as the Great Southern Marine Research Facility, housing Marine Energy Research Australia (formerly the Wave Energy Research Centre). In 2021, the State Government invested \$1.55 million in a \$4.8 million project to test King George Sound as a suitable site for wave-driven energy devices.

In inland waters, we observed the value of engineering works undertaken to improve the water quality in Lake Ewlyamartup, near Katanning. The works were completed in September 2020 but were not tested until substantial winter rains filled the lake in the winter of 2021. In July 2021, the lake management group conducted the first flushing operations to release saline water layered deep in the 10-hectare water body, improving the overall water quality of the remainder. Further flushing started in June 2022.



Katanning's Lake Ewlyamartup filled and overflowed in the 2021 winter, improving the lake's water quality following the release of saline water from low in the water column.



Michelle Berrigan and Bev Lockley serve it up for the environment at Lakeside Eco Cafe.

We supported the working group and Katanning Landcare over a decade of preparation and implementation of the engineering works. Lake Ewlyamartup is becoming a healthier water body that attracts visitors, encourages inland water recreation and is even becoming a selfie destination for travellers.

Similar long-term strategy was also evident in a major strand of our work in 2021-22 as we supported the development of a regional drought resilience plan for our inland shires and southern parts of the Wheatbelt, as detailed in the Regional Liveability Highlight on page 38.

Another environmental dividend was evident at Katanning's Piesse Lake, where we supported the development of the Lakeside Eco Café. A State Government investment of \$50,000 through the GSDC supported the refurbishment of premises for the café run by the Katanning Piesse Park Community. The group returns the proceeds of the café to environmental education, scientific research and volunteering. In early 2022, their observant researchers spotted three bird species not previously recorded in the area, taking advantage of lakeside reed habitat that had been established by the community's volunteers, led by GSDC Medallist Bev Lockley. The bird sightings are evidence of the health of the newly-established wetland.

A new southern terminus for the Munda Biddi Trail and the Bibbulmun Track was formally opened in November 2021. We provided funding support of \$30,000 for the \$178,000 project by the Department of Biodiversity, Conservation and Attractions. The terminus provides improved arrival and departure amenities with decking, signage, bike racks and seating. The Munda Biddi Trail and the Bibbulmun Track are the State's two iconic long-distance trails, each appealing to a broad market and attracting mass visitation. We work with State Government agencies and the private sector to maximise investment in trails across the Great Southern.

Bringing visitors to the region is a continuing focus for us.

We support events and promotions that help to draw people to the Great Southern. In 2021-22, we provided funding support to the Great Southern Treasures Bloom Festival, Taste Great Southern and CinefestOZ Albany, among others. We also supported TEDx Kinjarling, a program of Great Southern speakers connected to the international TED Talk platform. The event was the first TED event in Australia to carry an Indigenous name.

Our initiatives in 2021-22 included groundwork for future events. We awarded a tender to AHOY Management to develop a premium seafood and wine weekend event for the region, to take place in 2024. This will align with regional positioning and seeks to highlight the region's connection to premier seafood, particularly oyster varieties, and fine wines from the Great Southern. The event has gained significant funding support through Tourism WA and Leeuwin Coast.

In further event development, Perth Festival Special Projects will develop a creative concept for an iconic and contemporary arts and culture festival in the winter and off-peak in the lead-up to and following on from Albany's bicentenary in 2026. The aim is to significantly raise the reputation and profile of the Great Southern through a range of unique impactful arts and culture experiences, complemented by our region's produce and wine and its rugged, natural beauty. The creative concept, curation and content is to focus on and embed interpretation and curation of Noongar culture through complementary contemporary and traditional mediums to ensure this can become a signature international event. This festival represents a pivotal opportunity for truth-telling and reconciliation through story-telling and celebration of culture.

Our activities to draw visitors include a long-term strategic approach by contributing to Tourism WA's development of a Tourism Destination Management Plan in partnership with us, Australia's South West (ASW) and the South West Development Commission. The plan will support and guide sustainable tourism development for the ASW tourism region over the next decade. A key priority of the project is to reflect stakeholder visions and aspirations for the region's future as a sustainable, well-managed destination. The management plan will be the first for the state, with other regions to follow. When complete, the plan will inform decision-making, infrastructure priorities, investment and capacity development for the ASW region, considering:

- Demand, including competitive positioning, brand proposition and market segmentation
- Supply, such as the depth and diversity of attractions, access and connectivity, infrastructure and experiences
- Capability, such as workforce and skills development, funding and partnerships.

Wave energy research took a step forward with the deployment of a moored test device called a multimodal, multibody attenuator. Pictured with a model of the device are, from left, Member for Albany Rebecca Stephens MLA, MERA manager Wiebke Ebeling, MERA director Christophe Gaudin, Regional Development Minister Alannah MacTiernan and Blue Economy research director Irene Penesis.



Quirky tractor-based art in the Shire of Gnowangerup won two gold awards and one silver award in the Australian Street Art Awards in March 2022.





A wheat crop awaits harvest north of the Stirling Range.



Regional Liveability Highlight Climate Resilience Planning

We are working to deliver a regional drought resilience plan for the inland Great Southern, with support from DPIRD and the Australian Government's Future Drought Fund.

Developing the plan is a long-term strategic approach to better prepare the region for natural variability in rainfall and for future impacts of climate change.

Our aim is to minimise adverse effects on the regional economy by strengthening drought resilience before extreme events occur.

Plans are also being developed for the Mid West and Wheatbelt, and we are collaborating with the relevant Regional Development Commissions.

The Great Southern drought plan covers the Shires of Broomehill-Tambellup, Cranbrook, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup and Woodanilling.

Drought resilience planning also brings together regional organisations, communities and industry to prepare for future drought risk and identify priority projects and actions to build resilience against drought.

Our process has gone beyond the reach of a standard public consultation. In our region, we have directly engaged with farming businesses, Aboriginal community members, grower groups, community members, agronomists, natural resource management organisations, local governments and elected council members and a range of technical specialist from across the State. The overall project includes drought resilience planning for the Wheatbelt and Midwest, so we collaborated with those regions to consult with 19 state agencies, 6 peak agricultural organisations, 34 agribusinesses, 3 universities and the CSIRO.

Our consultations in the Great Southern included workshops, a community forum, regional survey, targeted interviews, and one-on-one meetings.

Planning for drought resilience in the inland Great Southern features:

- **Drought Vulnerability Assessment:** A combination of expert input and extensive stakeholder consultation, which will provide a science-based approach, also incorporating the economic, social and environmental resilience factors for each region.
- **Regional Drought Resilience Plan:** Strategic plans prepared with stakeholders, focusing on innovative ways (projects and actions) to build resilience across the region's agricultural sector and allied industries.
- **Investment Framework:** A framework of investment-ready Drought Resilient Actions, allowing for targeting of public and private sector investment.

Long-term outcomes of the project include:

- Stronger social capital in rural, regional and remote communities
- Greater shared learnings related to drought resilience between communities

- More primary producers adopting whole of system approaches to natural resource management to improve the natural resource base, for long-term productivity and landscape health
- Improved natural resource management capability across the region
- Greater capacity for regions to take advantage of opportunities to build economic and social resilience.

Project ideas are being considered across a range of categories, including social and community resilience, agricultural resilience, innovation and transformation, local and indigenous drought resilience projects. The purpose is to develop a pipeline of investable drought resilience projects that address the specific needs and priorities of agriculture and allied industries. This information will inform future investments in drought resilience and agricultural adaptation in the region.

This project is jointly funded through the Australian Government's Future Drought Fund and DPIRD.



Poronogrups

Strong Communities

Our activities in 2021-22 to build strong, inclusive communities and advance economic and employment opportunities for Aboriginal people included broad-based initiatives in housing and early childhood education as well as targeted strategic engagement with Aboriginal organisations.

2021-22 Achievements

Community strength

- Our partnerships with other agencies continued to advance the Spencer Park neighbourhood renewal, including new and refurbished social housing.
- We supported early childhood education in the region through the A Smart Start Great Southern program.
- Community consultation proceeded for design refinement of the Katanning Early Childhood Hub, which was allocated \$5.7 million of State Government funding in June 2021.
- We administered State Government funding that invested in a wide range of initiatives for community groups, school organisations, sporting clubs, youth and seniors.

Aboriginal opportunities

- We engaged with the South West Aboriginal Land and Sea Council to work towards high-level outcomes from the South West Native Title Settlement, bringing opportunities for Great Southern Noongar individuals, families, and businesses.
- Our funding supported leadership development, including emerging leaders, among Noongar people.
- Indigenous expression through film-making was encouraged through CinefestOZ Albany, in which we supported an industry program.
- We worked closely with regional Aboriginal corporations to deliver programs such as Seeding Great Southern Noongar Enterprises and further development of the Badgebup Aboriginal Corporation's Mungart Seed Enterprises Nursery.

Minister Alannah MacTiernan at Kinjarling Koort Day. Photo by Krysta Guille



How We Build Strong Communities

A strong regional economy is founded on strong communities, which exhibit cohesion and inclusiveness. We support the strength of our communities by seeking to ensure they have fair access to services comparable to those in the metropolitan area.

Inclusion of Aboriginal people is an important strand of a strong community fabric, and underlies our close interest in the progress of the South West Native Title Settlement. In July 2021, formal activities under the settlement progressed to the incorporation of Wagyl Kaip Aboriginal Corporation (WKAC), the corporate body arising from the Wagyl Kaip and Southern Noongar Indigenous Land Use Agreement. In 2022, the first member directors of WKAC and members of the Cultural Advice Committee were elected.

We welcome the opportunity to work with WKAC and all stakeholders to ensure the settlement translates into local opportunities for Great Southern Noongar individuals, families and businesses.

Local opportunities arising in 2021-22 included two local Aboriginal seed and seedling projects supported by RED grants. We supported a partnership between Gnowangerup Aboriginal Corporation and Tambellup Aboriginal Progress Association under the auspices of SCNRM with a \$94,000 RED Grant and the Badgebup Aboriginal Corporation secured a \$62,100 RED Grant. For the full story, see the Strong Communities Highlight on page 45.

Apart from RED Grants, we facilitated opportunities for Aboriginal businesses to develop greater capability to participate in government procurement, thereby creating jobs and economic growth. We also continue to support regional Aboriginal corporations in project planning and partnership development where these align with economic outcomes for Noongar people in the Great Southern.

In further support for indigenous development, we sponsored and supported community conferences and events and engaged in discussions with Aboriginal corporations and community representatives about their plans and vision for the future. In 2021-22, we supported the Great Southern Aboriginal Leadership Network Conference, delivered in Albany by the Great Southern Noongar Emerging Leaders, and the Great Southern Noongar Forum, delivered in Gnowangerup by the Gnowangerup Aboriginal Corporation.

Our support for Noongar development complemented our engagement with CinefestOZ Albany, which returned in April 2022. The 2022 program included a focus on Aboriginal involvement in film. We supported an industry program that presented insights into including and respecting Indigenous culture in screen production, producing self-funded films, developing ideas for the screen and how to progress in the industry. The CinefestOZ program of festival films included Indigenous short films and promoted Aboriginal expression through film as part of the lead-up to the Albany bicentenary in 2026.

We also supported two celebrations of Aboriginal food and culture in the Taste Great Southern program in May 2022. The Kaat-Nyiny Yorga Yarning lunch and the Six Seasons on a Plate degustation dinner showcased the talents of our locals and received glowing reviews from the guests, including visitors who travelled from afar to enjoy the events.

Participants at the Great Southern Aboriginal Leadership Network Conference developed connections and examined matters related to the South West Native Title Settlement and the upcoming acknowledgement of Albany's bicentenary.



Great Southern Development Commission



GSDC Medallist Bev Lockley shows the healthy fringe of reeds around Piesse Lake, which is now a habitat for the spotted craik, little grassbird and pink-eared duck.

The proponents, Badgebup Aboriginal Corporation and Jeert Mia Aboriginal Corporation, raised the profile of the region's rich Indigenous culture and promoted future visitation to the area.

Since 2016, we have partnered with the Department of Communities and the City of Albany under a Memorandum of Understanding to collaborate on a regional renewal in the Kinjarling / Albany suburb of Spencer Park to develop the precinct into a vibrant neighbourhood centre. The initiative is one of several priority regional renewal sites identified in the State Government's Affordable Housing Action Plan, which aims to improve housing options in ways that are responsive to local needs. On 6 September 2021 the Spencer Park Neighbourhood Centre Local Development Plan, which was developed in close collaboration with the project partners, achieved a major milestone when it was formally endorsed by the City of Albany.

The project was subsequently allocated \$4 million as part of the State Government's \$875 million injection into social housing. This component of the project has an anticipated completion date of mid-2024, and will involve:

- Construction of up to eight new one- and two-bedroom units
- Refurbishment of existing social housing properties
- Construction of new road connections and footpaths, street and landscaping and new public access ways around Mokare Park.

A community reference group of local advocates and other stakeholder representatives was established and held its first meeting in May. The group will play an important consultative role, leveraging local knowledge to maximise the community benefits delivered by the project.

Our engagement with housing needs took a very different turn in September 2021 when a slow landslip in the Kinjarling / Albany suburb Mira Mar destroyed two houses and threatened more, creating considerable distress for the affected households.

Homeowners were left uncertain about their rights for compensation or insurance. We could not directly alleviate the residents' distress at losing their homes but we engaged consultants in geotechnical engineering to provide expert advice on the landslip to support informed decision-making to follow.

Through 2021-22, we continued to work with and support the A Smart Start Great Southern (ASSGS) committee. As of May 2022, the ASSGS program of early childhood health and development courses and parenting workshops was being delivered across seven local government areas and supported the family situations of 600 children.

Following the approval of \$5.7 million of funding for the Early Childhood Hub in June 2021, the Shire of Katanning progressed its design of the hub and successfully conducted community consultation. It received positive and productive responses and will revisit and enhance aspects of the design based on the feedback. To complete the facility as it was originally envisioned, the Shire will develop further sources of funding for a family centre on the hub site.

Community needs in our region continued to be supported by State Government commitments for initiatives for community groups, school organisations, sporting clubs, youth and seniors.

We administered grants investing \$1.3 million across the region, supporting projects such as school playgrounds, specialist sports equipment, speedway lighting, men's shed tools and disability access facilities. Among the projects under way or delivered in 2021-22 were refurbishments to the Albany premises of Solaris Cancer Care Great Southern, refurbishments to the premises of Lakeside Eco-Café in Katanning, air-conditioning and insulation for Mount Barker's Aboriginal Community Centre, and audio-visual equipment for the Kojonup Sports Complex.



RED Grants 2021-22 for Strong Communities

Gnowangerup Aboriginal Corporation & Tambellup Aboriginal Progress Association Seeds of the Great Southern

\$94,000

Gnowangerup Aboriginal Corporation & Tambellup Aboriginal Progress Association Seeds of the Great Southern secured \$94,000 (auspiced by SCNRM) to transition two pilot-scale enterprises into established commercial businesses. The project will boost the capacity and capability of Noongar people from the Gnowangerup and Tambellup communities. This is a partnership project between the Gnowangerup Aboriginal Corporation and Tambellup Aboriginal Progress Association, with support from SCNRM. Both enterprises will provide local provenance seed and seedling services into the State's rapidly expanding restoration economy.

Badgebup Aboriginal Corporation

Badgebup Aboriginal Corporation was awarded a \$62,100 RED Grant to support the establishment of a nursery enterprise. Mungart Seed Enterprises Nursery is operated by the corporation and supports its growing land-based enterprises in carbon offsetting, land regeneration, bushfoods and cultural tourism. The funding will be used to purchase a commercial greenhouse.

\$62,100



Gnowangerup Aboriginal Corporation Chair Robbie Miniter tends seedlings at the organisation's nursery.



Strong Communities Highlight Indigenous enterprise development

RED Grant funding through the GSDC supports several initiatives building on Noongar knowledge of native plants and bushfoods. Gnowangerup Aboriginal Corporation and Tambellup Aboriginal Progress Association are sharing a \$94,000 RED Grant, under the auspices of SCNRM, to work in partnership to advance two enterprises servicing land restoration in the region.

The project provides infrastructure, support and training for a commercial native seed enterprise in Tambellup and a native seed nursery in Gnowangerup. Noongar people collect seeds from bush areas and taken them to Tambellup, where there is a seed tunnel used to ready the seeds for germination. The prepared seed is taken to a nursery at the Gnowangerup Aboriginal Corporation where it is sprouted and transferred to seed raising pots. The project will double the nursery's capacity to more than 50,000 plants.

Sheoak, acacia and other seedlings from the project have been used to replant degraded land on a local farm. In 2021, participants in the enterprise planted 20,000 seedlings in ground that is too saline or rocky for conventional farming, providing productive land use for carbon capture.

Building on the successful delivery of seed drying and plant nursery infrastructure in these towns, this project will establish business systems and trained staff to place the delivery of seeds and seedlings for revegetation on a strong commercial basis, as well as realising the opportunities presented by the developing carbon economy.

East of Katanning, the Badgebup Aboriginal Corporation secured a \$62,100 RED Grant to support the development of a seed nursery to service activities in carbon-offsetting, land regeneration, bushfoods and cultural tourism. The funding will support the provision of a greenhouse for the Mungart Seed Enterprises Nursery and the aim is to develop the capacity to produce up to two million seedlings a year.

Badgebup Aboriginal Corporation has established a Noongar Ranger workforce of 24 people whose work has previously been seasonal.

The nursery will create opportunities for more sustainable employment with less seasonal variation, and lead to downstream work opportunities.

The nursery installation will be a major step in the group's development of its revegetation and bush foods business arms. The business expansion will provide employment opportunities for locals, and avenues for celebrating and communicating the rich Indigenous culture of the area. Badgebup Aboriginal Corporation is working with major businesses and community groups to realise the benefits of commercial investment for the local community.

Organisational Excellence

Our core values include leadership, integrity and efficiency. We strive to create and work in an organisation that delivers optimum outcomes in regional development while exemplifying a culture emphasising good governance, teamwork and quality of service.

2021-22 Achievements

Regional leadership

- We championed the Great Southern to visiting dignitaries and decision-makers, providing information about the region's interests and needs.
- We took leadership and support roles on a wide range of decision-making groups including project steering committees, advisory groups and boards.
- We promoted opportunities to enhance diversity and inclusion in the region, including for women, culturally and linguistically diverse communities and Indigenous people.

Strategic, effective partnerships

- We ask our stakeholders to take part in a customer survey reflecting on our performance during the year. In 2021-22, we were rated effective or very effective in coordinating and promoting Great Southern regional development by 80.2 per cent of our clients.
- We continue to develop the professional expertise of our staff to maintain our effectiveness.
- Through social media, news media and our email newsletter, we keep stakeholders and members of the public informed about our activities.



Elephant Rocks
Tourism Western Australia

Efficiency

- We administer grants on behalf of the State Government in accordance with governance processes that ensure the grant is used for the approved purpose.
- Annual audits examine our activities and procedures to identify gaps and areas for improvement.



GSDC staff at the Lonnie Awards for annual reporting, from left: Marketing and Content Project Officer Ashleigh Ellis, Communications Officer Steve Pontin, Deputy CEO Jarrad Gardner and Chief Financial Officer Carolyn Gibbon.

How We Strive For Excellence

Our regional leadership role includes liaison with all levels of government to champion the Great Southern. In 2021-22, this included hosting a visit to Katanning by the Honourable Kim Beazley AC, Governor of Western Australia. On his final visit to the region before ending his term of office, the Governor took the opportunity to meet Katanning's Muslim community, who welcomed him to the mosque. We represented the region to the Governor and, along with the Shire of Katanning, assisted with arrangements for an enjoyable and informative visit.

In a more operational setting, we represented the region to a delegation from Treasury WA, among other key metro-based staff.

We sought to ensure that our region's needs and interests were conveyed with clarity and evidential support to key government staff.

Our commitment to organisational excellence in 2021-22 included work on the next iteration of our strategic plan, which will guide our work from 2022 to 2025. We undertook direct development of the document by senior officers and also took in contributions from all officers in the context of broader staff development.

Our professional approach and teamwork were recognised in the annual W.S. Lonnie Awards by a bronze award for last year's Annual Report. We achieved the honour in the category for agencies with fewer than 100 employees. Delivering the Annual Report involves everyone in our organisation and it is gratifying to gain recognition for our efforts.

In 2021-22, our staff development also included our nomination of Regional Development Officer Pippa Hepburn for a course delivered online by the Harvard Kennedy School of Government. For the full story, see the Organisational Excellence Highlight on page 51.

We monitor our performance by surveying our stakeholders and customers, seeking feedback on our service levels and our effectiveness in our regional development activities. The client survey is conducted by an independent market research company and canvasses responses from the three tiers of government, community groups and private organisations.

Where we find opportunity for improvement, we seek to implement appropriate changes. In the latest survey, 80.2 per cent of our customers indicated that we were effective or very effective in coordinating and promoting development in the Great Southern. This figure exceeds our targeted performance for this measure.



Our Complaints Management Policy is part of the way we value our working relationships and partnerships. Through the complaints process, any concerns received are investigated and, if necessary, we make the appropriate improvements. Our policy accords with Government policy and its provisions are accessible through our website. Contact details for the complaints officer are:

Chief Executive Officer
Great Southern Development Commission
PO Box 280
ALBANY WA 6331

The GSDC received no complaints during 2021-22.

Our commitment to integrity and ethical operations means that we establish strong governance around our management of public funds. This is most visible to our customers in our management of grant funding, where we maintain and continually improve highly effective grant agreements and acquittal processes.

We take a strategic risk-based approach to the management of the organisation and have established the Risk Management and Audit Committee, a subcommittee of the Board. All recommendations from the Risk Management and Audit Committee are referred to the full Board.

In addition to an annual review of our Risk Management Plan and regular reassessment of all business risks, the Risk Management and Audit Committee oversees the implementation of internal audit arrangements.

The scope of audit is to cover the assessment of the adequacy and effectiveness of the following core business risk management areas:

- Grant programs
- Projects
- Financial management
- Assets
- Information systems
- Board governance.

In 2021-22, we undertook an annual reassessment of the approved Strategic Internal Audit Plan. Our internal audit scope included:

- Credit card purchasing procedures
- Delegations register
- CEO and Board Member travel claims
- Procurement policies and procedures compliance.

We report our efficiency as average cost per project. The target cost was \$24,339 and the actual average cost per project in 2021-22 was \$21,230.

Actual Results Versus Budget Targets

Financial targets 2021-22

	2021-22 Target ⁽¹⁾ \$000	2021-22 Actual \$000	Variation ⁽²⁾ \$000
Total cost of services (expense limit)	2,118	2,538	420 ^(a)
Net cost of services	2,118	2,428	310 ^(b)
Total equity	301	371	70 ^(c)
Net increase / (decrease) in cash held	0	116	116 ^(d)
Approved salary expense level	212	216	4 ^(e)

(1) As specified in the Minister approved Section 40 estimates.

(2) The variation is the difference between the Target and Actual for each line item.

(a) Total cost of services is higher than budget estimates by \$420,000. This is mainly due to Commonwealth funding provided under the Federal Drought Fund for the completion of Regional Drought Resilience Plan for the Inland Great Southern .

(b) Net cost of service is higher than budget estimates target by \$310,000. This is mainly due to Commonwealth funding provided under the Federal Drought Fund for the completion of Regional Drought Resilience Plan for the Inland Great Southern, partially offsets by the return of funding attached to expiring memorandums of understanding and grant agreements.

(c) The variance of \$70,000 is the difference between the actual and target surplus for the period.

(d) The increase in cash in the period mainly relates to the delays in program spending attached to the Regional Drought Resilience Plan for the Inland Great Southern.

(e) Variance in approved salary expense level arises from the leave provision accrual to recognise the unused annual leave entitlement.

Working Cash Targets

	2022 Agreed limit \$000	2022 Target ⁽¹⁾ / Actual ⁽²⁾ \$000	Variation \$000	Explanation of Variation
Agreed working cash limit (at Budget)	32	32	N/A	N/A
Agreed working cash limit (at Actuals)	26	126	100	

(1) Target to reflect the Commission's anticipated working cash for the 2021-22 financial year.

(2) Actual is the actual working cash held at the close of the financial year.



Organisational Excellence Highlight

Tapping global expertise on economic growth

Professional development took on a global connection for GSDC staff member Pippa Hepburn in early 2022. Pippa is a Regional Development Officer who works with communities in the inland Great Southern. We nominated Pippa as the GSDC representative in the 2022 intake of Leading Economic Growth, a ten-week online course offered by the Harvard Kennedy School of Government.

Leading Economic Growth has a strong focus on the development of economic complexity through a model developed by the Harvard Growth Lab. It assesses the development performance and potential of nations by examining the diversity and complexity of its industries and trade. Harvard representatives visited Western Australia in 2020 and developed analysis of the economic complexity and product space concept for WA. Relevant information can be found in the Atlas of Economic Complexity at <https://atlas.cid.harvard.edu/>.

Pippa was one of more than 80 participants from around the world enrolled in the 2022 course, including from Europe, North and South America, Africa and the Middle East.

Countries represented include Azerbaijan, Jordan, Panama, Namibia, Ethiopia, France and USA. The Australian contingent was from Western Australia, mostly DPIRD enrolments but also with participants from Intercontinental Energy.

Each course participant identified an economic problem that personally concerned them for their city, region or country. Over their 10 weeks of study, students applied the teachings from the course to their own problem. This enabled the students to better understand and define their problems and identify approaches for addressing the problem, including 'first steps' for action.

Pippa focused on the availability of opportunities in small inland towns of the Great Southern and her concern about opportunity loss leading to emigration and population decline. The Harvard analysis suggests that the small towns exist in a regional economy that is insufficiently complex, with only a few simple exports and poor access to the inputs that provide opportunities for growth. Pippa also posits that economic growth in Western Australia is not inclusive and there is potential for further State investment to improve access to regional growth inputs.



Regional Development Officer Pippa Hepburn joined a global cohort of students in the online Leading Economic Growth course.

Key inputs that may help to deliver further economic growth in the region include improvements in water supply, power grid access and digital connectivity. It will also assist the economy if there is continued strategic investment in a few new industries or products which build on existing knowhow, as exemplified by value-add food products initiatives.

Pippa said further insights from the course included the potential of the GSDC to develop as a 'high-bandwidth organisation', given its organisational structure and connections with a broad cross-section of stakeholders. She said she looked forward to examining key measures of economic growth and diversification in the region such as job creation in new industries, gross regional product growth outside the primary production sector, uptake of tertiary education and growth in populations of families with school-age children. However, the ultimate qualitative measure will continue to be people moving their families from larger population centres into the small towns to take up opportunities available to them in the Great Southern.

SIGNIFICANT ISSUES

In 2021, total gross revenue generated by businesses and organisations in the Great Southern was estimated at \$10.5 billion or 1.6 per cent of total state output. Of this, 60 per cent of was generated in the City of Albany, 10 per cent in the Shire of Plantagenet, 7.8 per cent in Katanning, and 7.3 per cent in Denmark. Across the Great Southern, the largest industry sectors were primary production (\$1.8 billion), manufacturing (\$1.4 billion) and construction (\$1.3 billion). The total value of our tourism output was estimated at \$400 million.

Abundant rain in 2021 led to the delivery of a record harvest in the Great Southern. Road and rail transport brought the harvest to the Port of Albany, which shipped more three million tonnes of grain in the year to June 2022. Our harvest was welcome and contributed to strong economic performance, but it also exposed the impacts of the COVID-19 pandemic on the regional workforce.

Farmers and road transport operators reported difficulties in sourcing sufficient labour to deal with the harvest. People wanting to move to the region to work faced problems securing adequate housing as rental vacancies continued near record lows. Similar labour and housing issues curtailed activity in other sectors such as hospitality and care settings. We undertook a range of activities during the year to mitigate these potential economic constraints.

These issues were in play before the WA Government reopened the state's borders. However, once the borders reopened, the incidence of COVID-19 infections rose, continuing the pressure on businesses as staff had to isolate because of infection or close contact.

Broader geopolitical pressures included conflict in Ukraine and tariffs imposed by China. The Ukraine conflict contributed to high grain prices, a plus for the region, but also to high fuel prices which led to direct pressure on households and on freight-dependent activities. China's tariffs continued to affect the regional economy but were mitigated by strategies adopted earlier, such as farmers reducing the acreage of barley and finding other barley markets, and winemakers engaging in online promotions into other international markets.

A final significant issue impacting the agency in 2021-22 was a slow landslide in the Kinjarling / Albany suburb of Mira Mar. The landslide destroyed two houses and threatened others. The event created considerable distress for householders, who fervently sought information about their rights for compensation or insurance. The Commission assisted as an independent body to source expert advice from geotechnical consultants. Technical and legal complexities involved in the matter led to significant commitments of staff time.



DISCLOSURES AND LEGAL COMPLIANCE

Certification of Financial Statements

For the reporting period ended 30 June 2022

The accompanying financial statements of the Great Southern Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2022 and the financial position as at 30 June 2022.

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



Carolyn Gibbon
Chief Finance Officer
12 September 2022



Bruce Manning
Chair
12 September 2022



Natasha Monks
Chief Executive Officer
12 September 2022

Auditor General's decision

Under section 14 of the *Auditor General Act 2006*, the Auditor General has decided to dispense with the audit of the Great Southern Development Commission for the year ended 30 June 2022. As required by the *Auditor General Act 2006*, the Auditor General consulted with the Treasurer prior to making this decision.

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Statement of Comprehensive Income

For the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	263	306
Supplies and services	2.3	2,216	1,641
Depreciation and amortisation expense	4.1, 4.2	11	10
Grants and subsidies	2.2	29	127
Other expenses	2.3	19	13
Total cost of services		2,538	2,097
Income			
Other income	3.2	110	21
Total income		110	21
NET COST OF SERVICES		2,428	2,076
Income from State Government	3.1	553	499
Income from other public sector entities	3.1	1,943	1,432
Resources received		2,496	1,931
Total income from State Government		68	(145)
SURPLUS/(DEFICIT) FOR THE PERIOD			
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		68	(145)

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

Statement of Financial Position

As at 30 June 2022

	Notes	2022 \$'000	2021 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.2	127	111
Restricted cash and cash equivalents	6.2	114	14
Receivables	5.1	8	17
Total Current Assets		249	142
Non-Current Assets			
Amounts receivable for services	5.2	226	226
Property, plant and equipment	4.1	-	2
Right-of-use assets	4.2	19	-
Total Non-Current Assets		245	228
TOTAL ASSETS		494	370
LIABILITIES			
Current Liabilities			
Payables	5.3	46	23
Lease liabilities	6.1	18	-
Employee related provisions	2.1(b)	60	5
Total Current Liabilities		124	28
Non-Current Liabilities			
Employee related provisions	2.1(b)	-	39
Total Non-Current Liabilities		-	39
TOTAL LIABILITIES		124	67
NET ASSETS		370	303
EQUITY			
Accumulated surplus/(deficit)		371	303
TOTAL EQUITY		371	303

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

Statement of Changes in Equity For the year ended 30 June 2022

	Notes	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2020		<u>448</u>	<u>448</u>
Surplus/(deficit)		<u>(145)</u>	<u>(145)</u>
Total comprehensive income for the period		<u>(145)</u>	<u>(145)</u>
Balance at 30 June 2021	8.9	<u>303</u>	<u>303</u>
Balance at 1 July 2021		<u>303</u>	<u>303</u>
Surplus/(deficit)		<u>68</u>	<u>68</u>
Total comprehensive income for the period		<u>68</u>	<u>68</u>
Balance at 30 June 2022	8.9	<u>371</u>	<u>371</u>

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

Statement of Cash Flows

For the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		553	499
Net cash provided by State Government		553	499
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(243)	(410)
Supplies and services		(253)	(235)
Grants and subsidies		(29)	(127)
GST payments on purchases		(22)	(24)
Other payments		(19)	(14)
Receipts			
GST receipts on sales		11	-
GST receipts from taxation authority		19	19
Other receipts		110	21
Net cash used in operating activities		(427)	(770)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(10)	(7)
Net cash used in financing activities		(10)	(7)
Net decrease in cash and cash equivalents		116	(278)
Cash and cash equivalents at the beginning of the period		125	403
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.2	241	125

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

Notes to the Financial Statements

1. Basis of Preparation

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

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

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 12 September 2022.

Statement of compliance

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

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

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

Basis of preparation

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

Accounting of Goods and Services Tax (GST)

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

- (a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.
- (c) Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed Equity

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

Comparative information

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

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

Judgements and estimates

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

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2022 \$'000	2021 \$'000
Employee benefits	236	269
Superannuation - defined contribution plans	27	37
Total employee benefits expenses	263	306
Add: AASB 16 Non-monetary benefits	10	8
Net employee benefits	273	314

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

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

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

2.1. (b) Employee related provisions

	2022 \$'000	2021 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	15	5
Long service leave	44	-
	<u>59</u>	<u>5</u>
<u>Other provisions</u>		
Employment on-costs	1	-
Total current employee related provisions	<u>60</u>	<u>5</u>
Non-Current		
<u>Employee benefits provisions</u>		
Long service leave	-	38
<u>Other provisions</u>		
Employment on-costs	-	1
Total non-current employee related provisions	<u>-</u>	<u>39</u>
Total employee related provisions	<u>60</u>	<u>44</u>

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

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

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

2.1 (b) Employee related provisions (continued)

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

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

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

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

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

	2022 \$'000	2021 \$'000
Employment on cost provision		
Carrying amount at start of period	1	2
Additional/(reversals of) provisions recognised	-	(1)
Carrying amount at end of period	1	1

Key sources of estimation uncertainty- long service leave

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

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

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

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

2.2. Grants and Subsidies

	2022 \$'000	2021 \$'000
Non Public organisations	29	56
Public sector organisations	-	15
Local Government agencies	-	56
Total recurrent grants and subsidies	29	127

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

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

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

2.3. Other expenditure

	2022 \$'000	2021 \$'000
Supplies and services		
Board fees	69	57
Communications	1	2
Consultants and contractors	173	109
Consumables	10	9
Travel	15	17
Other	5	15
Resources provided free of charge by DPIRD ^(a)	1,943	1,432
Total supplies and services expense	2,216	1,641
Other expenses		
Building and infrastructure maintenance	3	2
Donations and sponsorships	14	11
Employment on-costs	-	(1)
Other expenses	2	1
Total other expenses	19	13
Total other expenditure	2,235	1,654

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

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

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

Employment on-costs includes workers' compensation insurance and other employment on-costs. The on costs liability associated with the recognition of annual and long service leave liabilities is included at Note 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

3. Our Funding Sources

How we obtain our funding

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

	Note
Income from State Government	3.1
Other income	3.2

3.1. Income from State Government

	Office and other equipment \$'000	Total \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	553	499
Total grants and subsidies	553	499
Resources received from other public sector entities during the period:		
- Services received free of charge ^(a)	1,943	1,432
Total resources received	1,943	1,432
Total income from State Government	2,496	1,931

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

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

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

3.2. Other income

	2022 \$'000	2021 \$'000
Other sundry income	102	21
	102	21
Return of unspent grant monies	8	-
	8	-
Total other income	110	21

4. Key Assets

Assets the Commission utilises for economic benefit or service potential

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

	Note
Plant and equipment	4.1
Right-of-use assets	4.2

4.1. Plant and equipment

	Office and other equipment \$'000	Total \$'000
Year ended 30 June 2022		
1 July 2021		
Gross carrying amount	68	68
Accumulated depreciation	(66)	(66)
Accumulated impairment loss	-	-
Carrying amount at start and end of period	<u>2</u>	<u>2</u>
Depreciation	(2)	(2)
Carrying amount at 30 June 2022	-	-
Gross carrying amount	<u>68</u>	<u>68</u>
Accumulated depreciation	<u>(68)</u>	<u>(68)</u>

Initial recognition

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

Subsequent measurement

Plant and equipment is stated at historical cost less accumulated depreciation and accumulated impairment losses.

4.1.1. Depreciation and impairment

	2022 \$'000	2021 \$'000
Depreciation		
Office and other equipment	<u>2</u>	<u>3</u>

As at 30 June 2022, there were no indications of impairment to plant and equipment. All surplus assets at 30 June 2022 have either been classified as assets held for sale or have been written-off.

Finite useful lives

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

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the office and other equipment for current and prior years is 5 years.

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

4.1.1 Depreciation and impairment (continued)

Impairment

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

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

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

4.2. Right-of-use assets

	2022 \$'000	2021 \$'000
Vehicles	19	-
Net carrying amount	19	-

Additions to right-of-use assets during the 2022 financial year was \$26,794 (2021: \$nil).

The Commission has leases for vehicles.

The Commission has also entered in a Memorandum of Understanding Agreements (MOU) with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense incurred.

Initial recognition

At the commencement date of the lease, the Commission recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising of:

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

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

Subsequent Measurement

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

Depreciation and impairment of right-of-use assets

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

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

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

4.2 Right-of-use assets (continued)

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

	2022 \$'000	2021 \$'000
Vehicles	9	7
Total right-of-use asset depreciation	9	7

The total cash outflow for leases in 2022 was \$10,362 (2021: \$8,102).

The corresponding leases liabilities in relation to these right-of-use assets have been disclosed in note 6.1.

5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3
Other liabilities	5.4

5.1. Receivables

	2022 \$'000	2021 \$'000
GST receivable	5	14
Other debtors	3	3
Total current receivables	8	17

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

5.2. Amounts receivable for services (Holding Account)

	2022 \$'000	2021 \$'000
Non-current balance at end of period	226	226

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability. Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

5.3. Payables

	2022 \$'000	2021 \$'000
Trade payables	-	7
Accrued expenses	40	14
Accrued salaries	4	2
Total current payables	46	23

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

6. Financing

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

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

6.1. Lease Liabilities

	2022 \$'000	2021 \$'000
Current	18	-

At the commencement date of the lease, the Commission recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

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

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

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

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

This section should be read in conjunction with note 4.2 Right-of-use assets.

Subsequent measurement

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

6.2. Cash and Cash Equivalents

	2022 \$'000	2021 \$'000
Current non-restricted Cash and cash equivalents	127	111
Other Restricted cash	108	8
Royalties for Regions Fund - Community Chest Grants Scheme	6	6
Current restricted cash and cash equivalents	114	14
Total cash and cash equivalents	241	125

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

6.3. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements.

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1. Financial Instruments

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

	2022 \$'000	2021 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	241	125
Financial assets at amortised cost ^(a)	229	229
Total financial assets	470	354
<u>Financial liabilities</u>		
Financial liabilities at amortised cost ^(b)	64	23
Total financial liabilities	64	23

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

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

7.2. Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate and presented inclusive of GST receivable or payable respectively.

There were no contingent assets or liabilities which would affect the Commission at the end of June 2022 (2021: None).

8. Other Disclosures

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

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

8.1. Events occurring after the end of the reporting period

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

8.2. Initial application of Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2022:

- *AASB 1060 – General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*
- *AASB 2020-5 Amendments to Australian Accounting Standards – Insurance Contracts*
- *AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures*
- *AASB 2021-1 – Amendments to Australian Accounting Standards – Transition to Tier 2: Simplified Disclosures for Not-for-Profit Entities*
- *AASB 2021-3 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions beyond 30 June 2021*

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

8.3. Key management personnel

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

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

Compensation band (\$)	2022	2021
Compensation of members of the accountable authority		
50,001 - 60,000	1	-
30,001 - 40,000	-	1
10,001 - 20,000	1	1
0 - 10,000	4	5
Senior officers of the accountable authority		
240,001 - 250,000	1	-
140,001 - 150,000	-	1
170,001 - 180,000	1	-
90,001 - 100,000	-	1
90,001 - 100,000		
	2022	2021
	\$'000	\$'000
Short-term employee benefits	419	260
Post-employment benefits	43	27
Other long-term benefits	39	22
Total compensation for members of the accountable authority and senior officers	501	309

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

8.4. Related party transactions

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

Related parties of the commission include:

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

Material transactions with other related entities

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



8.5. Related bodies

The Commission had no related bodies during the reporting period.

8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.7. Special purpose accounts

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

8.8. Remuneration of auditors

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

	2022 \$'000	2021 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	-	26

The Auditor General has dispensed with the audit for the year ending 30 June 2022 under section 14 of the *Auditor General Act 2006*.

8.9. Equity

The Commission had no contributed equity or reserves in the current or prior reporting period.

8.10. Supplementary financial information

(a) Write-offs

There were no write-offs during the financial year.

(b) Losses through theft, defaults and other causes

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

(c) Gift of public property

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

8.11. Explanatory statement

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

Key Performance Indicators

Certification of Key Performance Indicators

For the year ended 30 June 2022

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Great Southern Development Commission's performance, and fairly represent the performance of the Great Southern Development Commission for the financial year ended 30 June 2022.



Bruce Manning
Chair
12 September 2022



Natasha Monks
Chief Executive Officer
12 September

Key Performance Indicators

Treasurer's Instruction 904 requires the disclosure of performance information in the Commission's Annual Report. This information assists interested parties such as Government, Parliament, the community and client groups to assess agency performance in achieving a government desired outcome and obtaining value for public funds from services delivered.

The following illustrates the relationship between the Commission's service and desired outcome, and the Government goal to which it contributes.

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Commission's service and desired outcome, and the government goal it contributes to. The key effectiveness indicator measures the extent of impact of the delivery of services on the achievement of desired outcome. The key efficiency indicator monitors the relationship between the service delivered and the resources used to produce the service.

Government Goal

WA Jobs Plan: local manufacturing and production, creating Western Australian jobs and training for the jobs of the future

and

Growing our communities: protecting our environment with thriving suburbs and regions

Desired Outcome

The sustainable development of our region's natural and built environment for the wellbeing of all of our region's natural and built environment for the wellbeing of all

Service

Regional Development

Key Effectiveness Indicator

The Commission measures its effectiveness indicators through an annual client perceptions survey, conducted by an independent market research company. The Commission's clients include local governments, Commonwealth and State government agencies, community groups and private organisations.

Client Satisfaction Survey 2021-22

As part of the performance management component of the Commission's strategic planning process, independent research consultancy firm, Perth Market Research, was employed to undertake the 2021-22 GSDC Client Satisfaction Survey. Key stakeholders were surveyed to determine their views and understanding of the Commission's role, activities and performance.

A database of 299 clients was provided to Perth Market Research. Both online self-completion and telephone interviews were used to obtain a total of 133 client responses from the 232 clients surveyed, representing a response rate of 57.3%. This results in a maximum possible sampling error of +/- 5.6% at the 95% confidence level.

In prior years, respondents were asked if the Commission is effective or very effective in its coordination and promotion of development in the Great Southern, with the effectiveness indicator being a favourable responses from a minimum of 75% of client from the client survey. The reported result reflects the percentage of clients that rates the Commission as 'very effective' or 'effective'.

	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual
Favourable responses from a minimum of 75% of clients from the Client Survey	83%	N/A*	85%	80%	80.2%

* Due to COVID-19 restrictions, and pursuant to Treasurer's instruction (TI) 904 para (3)(i) the Commission sought and obtained an exemption from reporting the key effectiveness indicator for the 2019-20 financial year

Key Efficiency Indicator

Service: Regional Development

This service incorporates project management work, the facilitation and support of new and existing enterprises and businesses, promotional and information services, and the development of strategic partnerships with government, business and community groups to ensure the development of the Great Southern.

Key Efficiency Indicator	Actual 2019-20	Actual 2020-21	Target 2021-22	Actual 2021-22	Variation 2021 to 2022 Actuals ^(b)	Variation 2021 to 2022 Target to Actual ^(c)
Average cost per project ^(a)	\$17,364	\$17,670	\$24,339	\$21,230	\$3,560	\$3,109

(a) Average cost per project is calculated by dividing the net cost of services (as reported in the Income Statement), less grants and subsidies, by the number of projects completed or progressed by the Commission in the year.

(b) The variation between 2020-2021 and 2021-22 actual average cost per project is due to a 21% increase in the net cost of services. The increase in the net cost of services relates mainly to Commonwealth funding provided under the Federal Drought Fund for the completion of Regional Drought Resilience Plan for the Inland Great Southern. The overall increase in average cost per project is 20%.

(c) The 2021-22 target to actual variation is attributed to a total cost of services of 13% above target and the actual projects progressed or completed during the year exceeding the target number by 30%. The combination of these two factors has resulted in the actual average cost per project being 12% below the target average cost per project. This is mainly driven by the ongoing small grant election commitments allocated to the GSDC post the 2021 election, new project associated with the Regional Economic Development Grants scheme and Commission initiated projects.

Ministerial Directives

No Ministerial Directives were received during the financial year.

OTHER FINANCIAL DISCLOSURES

Pricing Policy of Goods and Services Provided

The GSDC provides no chargeable goods and services for its core business.

Capital Works

Capital projects incomplete

The GSDC did not have any incomplete capital works projects at the end of 2021-22.

Capital projects complete

The GSDC did not complete any capital works projects during 2021-22.

Employment and Industrial Relations

Staff Profile (at 30 June 2022; includes GSDC staff and GSDC-based DPIRD staff)		
	2020-21	2021-22
Full-time permanent	5	6
Full-time contract	2	4
Part-time permanent (FTE)	2.56	1.1
	9.56	11.1

Workers' Compensation and Rehabilitation

The GSDC did not have any new workers' compensation claims in 2021-22.

OTHER STATUTORY INFORMATION

Contracts with Senior Officers

At the date of reporting, other than normal contracts of employment of service, no Senior Officers, or firms of which Senior Officers are members, or entities in which Senior Officers have substantial interests, have had any interests in existing or proposed contracts with the GSDC and Senior Officers.

Board remuneration

Position	Name	Remuneration type and rate	Period of membership 2021-22	Appointment date	Gross/actual remuneration 2021-22 (\$)
Chair	Bruce Manning	Stipend \$47,250	12 months	8/02/2021	51,809
Deputy Chair	Annie Roberts	Stipend \$5,000 Sitting Fees \$790 full day \$513 half day	12 months	29/04/2019	10,699
Member	Vernice Gillies	Sitting Fees \$622 full day \$403 half day	10 months	29/04/2019	3,421
Member	Liz Guidera	Sitting Fees \$622 full day \$403 half day	12 months	23/11/2020	4,105
Member	Robert Lester	Sitting Fees \$622 full day \$403 half day	12 months	23/11/2020	2,053
Member	Darren Moir	Sitting Fees \$622 full day \$403 half day	12 months	8/06/2021	4,105
Member / CEO	Natasha Monks*	Not applicable	12 months	N/A	-
Total					76,191

* Full-time WA Public Sector employees are not eligible to receive Board sitting fees.

The total remuneration includes the superannuation expense incurred by the Commission in respect of members of the Commission.

Unauthorised use of credit cards

Officers of the Commission hold corporate credit cards where their functions warrant usage of this facility. Cardholders sign a 'conditions of use' declaration and are reminded periodically of their obligations under the Commission's Corporate Purchasing Card Holders Policy and Procedures.

For the year ended 30 June 2022, there was one incidence of personal use of a credit card in which an officer mistook the card for their own and made three minor personal purchases. The matter was not referred for disciplinary action as the Chief Financial Officer noted that the card user promptly reported and settled the amounts, and that the nature of the expenditure was characteristic of honest mistakes.

Personal use expenditure (aggregate)	\$44.74
Personal use expenditure settled by due date (within five working days)	\$44.74
Personal use expenditure settled after the period (after five working days)	\$0
Personal use expenditure outstanding at balance date	\$0
Number of referrals for disciplinary action in 2021-22	\$0

Compliance with Public Sector Standards and Ethical Codes

1. In the administration of the Great Southern Development Commission, I have complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and internal Codes of Conduct. All Great Southern Development Commission staff have been made aware of the necessity to comply with Western Australian Public Sector Code of Ethics and the Great Southern Development Commission Code of Conduct. In May 2017 the Department of Primary Industries and Regional Development produced a Code of Conduct and Guide for all DPIRD employees. All current and new staff working at the GSDC were advised of the new Code and other control policies on such topics as internet and email use and travel allowances. The Great Southern Development Commission Code of Conduct for Board Members was updated in August 2021.
2. I have put in place procedures designed to ensure such compliance by all staff of the Great Southern Development Commission and conducted appropriate internal assessments to satisfy myself that the statement made in Paragraph 1 is correct. These assessments have included obtaining confirmatory advice from central agencies such as the Public Sector Commission, comparison of proposed activities to relevant public sector standards and reports by our Risk Management and Audit Committee.
3. With respect to the number of applications made against breach of standards review and corresponding outcomes for the 2021-22 year, I advise the following:

Number lodged	0
Breaches found (including multiple breaches)	0
Applications still under review	0



Natasha Monks
Chief Executive Officer
26 October 2022

Electoral Act compliance

In accordance with Section 175ZE of the *Electoral Act 1907*, the GSDC reports that it incurred the following expenditure in advertising, market research, polling, direct mail and media advertising. Total expenditure (ex-GST) for 2021-22 was \$3,720. Expenditure was incurred as shown in the table.

Expenditure class	Organisation	(\$)	Total (\$)
Advertising Agencies	Nil	0	0
Market Research Agencies	Perth Market Research	3,720	3,720
Polling Organisations	Nil	0	0
Direct Mail Organisations	Nil	0	0
Media advertising	Nil	0	0
		Total	3,720

Disability Access and Inclusion Plan

The Commission is committed to promoting an inclusive environment in which all people can access our services and facilities. In this regard, we supported the development of DPIRD's Disability Access and Inclusion Plan (DAIP) 2018-23, which was implemented in 2018.

The DAIP was developed in consultation with the DAIP Working Group, Department of Communities, Regional Development Commissions, peak bodies and people with disability and the DPIRD Communications branch.

Our approach complements our commitment to ensuring an inclusive region in which all people enjoy a high quality of life and can take part in community life and pursue interests without restriction based on ability. We are supportive of agencies and businesses that facilitate the employment of people with disabilities and we regularly engage the services of enterprises that employ people with disabilities.

Record Keeping Plan

We updated our Record Keeping Plan (RKP) in 2015, and the State Records Office endorsed the updated plan on 10 March 2016, as required under section 19 of the *State Records Act (2000)*. The RKP was reviewed in 2021, with minor amendments provided to the State Records Office in early 2022. These amendments are still under consideration by the State Records Office.

All staff are aware they have a responsibility to create and maintain public records in a manner which not only complies with legislative requirement, but also allows for quick and easy location, identification and retrieval of such documents or electronic data.

As in previous years, the Commission provided regular ongoing in-house training on record-keeping to assist staff with clear procedures on records management functions and ensured induction processes for new staff members incorporated record awareness training and information.

Freedom of Information

We hold information in hard copy and electronic form. Documents held include inward and outward correspondence, contracts, agreements, reports, administrative files, personnel records, project files, financial records, internal manuals, statistical information, minutes of meetings, promotional material, pamphlets and brochures, human resource information and asset records.

We do not charge for brochures. Except for requests lodged under the *Freedom of Information Act 1992*, no charge is levied on requests for information or for access to files, although the agency reserves the right to recoup costs in accordance with the *Freedom of Information Act 1992*. The contact details of the Freedom of Information Coordinator are:

Director Regional Development
Great Southern Development Commission
PO Box 280
ALBANY WA 6331

The GSDC received one request for information under the *Freedom of Information Act 1992* in 2021-22.

Substantive Equality

In accordance with the Public Sector Commissioner's Circular 2015-01 Implementation of the Policy Framework for Substantive Equality, the GSDC is committed to eliminating systemic forms of discrimination in the provision of its services and is sensitive to the different needs of client groups.

We implement substantive equality by regularly reviewing structures and policies to ensure that the specific needs of Aboriginal people, ethnic minorities, people of different age groups and religious beliefs, as well as those with impairments, are considered in our work.

All new employees undertake WA Cultural Competency training as part of induction processes.

In 2021-22, the GSDC continued to support diverse community groups:

- We liaised with the Hazara community in Katanning as they expressed their desire to gain Australian citizenship.
- We delivered State Government funding that supported community initiatives for people with Alzheimer's disease and seniors with limited mobility.
- We administered grants that provided disability access at a youth camp and supported surfers with disabilities.

Multicultural Framework

The GSDC operates under the DPIRD Multicultural Plan 2021-2026, which sets out ways in which we will work to achieve the priorities, outcomes and strategies of the Western Australian Multicultural Policy Framework.

The plan's priorities are:

- Harmonious and inclusive communities.
- Culturally responsive policies, programs and services.
- Economic, social, cultural, civic and political participation.

Staff development initiatives in 2021-22 included Noongar cultural awareness visits.

We supported events and programs that promoted cultural awareness, including the Katanning Harmony Festival and several projects and events focused on Aboriginal leadership development.

Occupational Safety and Health

The Commission recognises its duty to ensure the safety and health of its employees, GSDC-based staff, contractors and visitors and in meeting this duty will comply with the requirements of the *Occupational Safety and Health Act 1984* and any other legislation and supporting documents that apply to its operations.

We are committed to achieving the highest standards of occupational safety and health (OSH) in accordance with best practice. We aim to:

- Meet OSH statutory requirements and standards to provide and maintain a safe workplace, plant and system of work.
- Foster ownership of resolving OSH matters through effective employee and management consultation.
- Provide employees with sources of OSH information and guidance

We canvass OSH issues at our fortnightly management and fortnightly team meetings, which are chaired by the CEO or delegate. All OSH-related procedures and forms are easily accessible on the DPIRD intranet and the GSDC file server.

The GSDC has a documented Injury Management System (IMS) in place, which is in accordance with the Workers' Compensation and Injury Management Act 1981 and is accessible for all staff on the Commission's file server. The IMS is implemented at the time a worker reports a work-related injury or illness and continues until a full return to work is achieved or is no longer a realistic goal as determined in consultation with the staff member, the GSDC, the treating medical practitioner and RiskCover. All return-to-work programs are developed in accordance with the Act.

OSH results are reported in the following table.

Measure	Results 2019-20 Base year	Results 2020-21 Prior year	Results 2021-22 Current year	Targets	Comments toward targets
Number of fatalities	0	0	0	0	
Lost time injury and disease incidence rate	0%	0%	0%	0	
Lost time injury and disease severity rate	0	0	0	0	
Percentage of injured workers returned to work: (i) within 13 weeks	N/A	N/A	N/A	100%	
Percentage of injured workers returned to work: (ii) within 26 weeks	N/A	N/A	N/A	100%	
Percentage of GSDC-based managers trained in occupational safety, health and injury management responsibilities, including refresher training within 3 years	100%	100%	100%	Greater than or equal to 80%	





Annual Report 2021-22

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