Annual Report
2020-21
Great Southern Development Commission
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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement Of Compliance</td>
<td>4</td>
</tr>
<tr>
<td>Chair’s Foreword</td>
<td>6</td>
</tr>
<tr>
<td>Chief Executive Officer’s Report</td>
<td>8</td>
</tr>
<tr>
<td>Overview of Agency</td>
<td>10</td>
</tr>
<tr>
<td>Who We Are</td>
<td>10</td>
</tr>
<tr>
<td>What We Do</td>
<td>10</td>
</tr>
<tr>
<td>Responsible Minister</td>
<td>11</td>
</tr>
<tr>
<td>How We Work</td>
<td>11</td>
</tr>
<tr>
<td>Organisational Structure</td>
<td>12</td>
</tr>
<tr>
<td>Board Membership</td>
<td>14</td>
</tr>
<tr>
<td>Performance Management Framework</td>
<td>16</td>
</tr>
<tr>
<td>Relationship to Government Goals</td>
<td>16</td>
</tr>
<tr>
<td>Outcomes based management</td>
<td>16</td>
</tr>
<tr>
<td>Shared responsibilities with other agencies</td>
<td>16</td>
</tr>
<tr>
<td>Agency Performance</td>
<td>17</td>
</tr>
<tr>
<td>Report on Operations</td>
<td>24</td>
</tr>
<tr>
<td>1. Strong and Diverse Economy</td>
<td>24</td>
</tr>
<tr>
<td>2. Regional Liveability</td>
<td>32</td>
</tr>
<tr>
<td>3. Strong Communities</td>
<td>40</td>
</tr>
<tr>
<td>4. Organisational Excellence</td>
<td>46</td>
</tr>
<tr>
<td>Significant Issues</td>
<td>52</td>
</tr>
<tr>
<td>Audit Opinion</td>
<td>58</td>
</tr>
<tr>
<td>Disclosures And Legal Compliance</td>
<td>63</td>
</tr>
<tr>
<td>Financial Statements</td>
<td>64</td>
</tr>
<tr>
<td>Key Performance Indicators</td>
<td>80</td>
</tr>
<tr>
<td>Certification of Key Performance Indicators</td>
<td>80</td>
</tr>
<tr>
<td>Key Performance Indicators</td>
<td>80</td>
</tr>
<tr>
<td>Relationship to Government Goals</td>
<td>80</td>
</tr>
<tr>
<td>Key Effectiveness Indicator</td>
<td>81</td>
</tr>
<tr>
<td>Key Efficiency Indicator</td>
<td>81</td>
</tr>
<tr>
<td>Ministerial Directives</td>
<td>81</td>
</tr>
<tr>
<td>Other Financial Disclosures</td>
<td>82</td>
</tr>
<tr>
<td>Pricing Policy of Goods and Services Provided</td>
<td>82</td>
</tr>
<tr>
<td>Capital Works</td>
<td>82</td>
</tr>
<tr>
<td>Employment and Industrial Relations</td>
<td>82</td>
</tr>
<tr>
<td>Workers’ Compensation and Rehabilitation</td>
<td>82</td>
</tr>
<tr>
<td>Governance Disclosures</td>
<td>83</td>
</tr>
<tr>
<td>Contracts with Senior Officers</td>
<td>83</td>
</tr>
<tr>
<td>Board and Committee Remuneration</td>
<td>83</td>
</tr>
<tr>
<td>Unauthorised use of Credit Cards</td>
<td>83</td>
</tr>
<tr>
<td>Other Legal Requirements</td>
<td>84</td>
</tr>
<tr>
<td>Compliance with Public Sector Standards and Ethical Codes</td>
<td>84</td>
</tr>
<tr>
<td>Annual Estimates</td>
<td>84</td>
</tr>
<tr>
<td>Electoral Act Compliance</td>
<td>85</td>
</tr>
<tr>
<td>Disability Access and Inclusion Plan</td>
<td>85</td>
</tr>
<tr>
<td>Record-Keeping Plan</td>
<td>85</td>
</tr>
<tr>
<td>Freedom of Information</td>
<td>85</td>
</tr>
<tr>
<td>Government Policy Requirements</td>
<td>86</td>
</tr>
<tr>
<td>Substantive Equality</td>
<td>86</td>
</tr>
<tr>
<td>Multicultural Framework</td>
<td>86</td>
</tr>
<tr>
<td>Occupational Safety and Health</td>
<td>87</td>
</tr>
</tbody>
</table>
Noongar art features on the Genestreams sculpture at Twin Creeks, part of a Gondwana Link project supported by a Regional Economic Development grant.
We acknowledge the Noongar people, the traditional custodians in the Great Southern, and their continuing connection to the region’s land, waters and community. We pay our respects to all members of Noongar communities, and to elders past, present and emerging.
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 2021.

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)
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
7 September 2021

Natasha Monks
Chief Executive Officer
7 September 2021
Tourism facilities were upgraded in the William Bay National Park, which is home to Madfish Bay, Denmark.
The dominant feature of 2020-21 continued to be the impact of the COVID-19 pandemic. Thanks to a combination of factors, including steadfast State leadership, Western Australia remained relatively free of community cases in the reporting period. The few that occurred led to short periods of restrictions in the metropolitan area and the Peel region, leaving Great Southern residents free to pursue business-as-usual during the pandemic. However, the region’s ‘normal’ life was still subject to significant impacts from other parts of the state, the nation, and the world. Consequences for the Great Southern included a sustained increase in inward intrastate travel, a positive, but a concurrent shortage of accommodation and labour that made it challenging for some providers and producers to meet demand.

Thus, paradoxically, at a time when disruption to economic and social conditions continued to feature elsewhere, the regional economy went from strength to strength across the 12 months, culminating in an outstanding start to the current season for agricultural producers, with strong rains recorded. Tight labour conditions continue to impact primary producers, and also those in construction and hospitality.

Nevertheless, it is pleasing to see a major hotel nearing completion near the Albany Marina, which reinforces the value of the Albany Waterfront initiative for the future of the region. Development of the Waterfront was a significant focus of GSDC activity in the early 2000s and its potential to attract further investment continues. The Waterfront project transformed vacant ground into an attractive precinct encompassing the Anzac Peace Park, a marina, a tavern, the hotel and the Albany Entertainment Centre, with an initial State Government investment in excess of $110 million.

In December 2020, the region celebrated the Albany Waterfront and the tenth anniversary of the Albany Entertainment Centre (AEC), drawing many guests who had played significant roles in the delivery of the projects. Individuals and entities providing great partnership support and leadership to the AEC and the Waterfront included then local MLA Peter Watson, the then CEO of the City of Albany Andrew Hammond and DevelopmentWA (formerly LandCorp), under the then Minister for Planning and Infrastructure Alannah MacTiernan MLA. The $68.8 million AEC is the most substantial foreshore investment to date and was the biggest project funded through the GSDC. It is a remarkable regional asset which averaged three shows a week over the years until the COVID disruptions.

The Great Southern Housing Initiative, a partnership led by the GSDC and various local government partners, achieved practical completion in 2021, providing a total of 52 units of accommodation across seven of the region’s local government areas. The project included units for service workers and for independent seniors. However, housing availability remains an issue in the region, with some areas recording their lowest levels of rental vacancies. Initiatives taken by the GSDC and local government partners in years past may have ameliorated the effect to an extent but concerns remain.
In Albany, Advance Housing opened 121 Serpentine, providing a further 40 units of affordable accommodation for tertiary students in TAFE or university courses. The new facility complements a 20-unit project in the Norman House precinct. Affordable student accommodation was identified by the GSDC as a strategic initiative that would boost tertiary education capacity in the region, drawing students from outside the region as well as enabling Great Southern students to study close to home rather than moving to Perth for tertiary courses.

Aquaculture is another strategic direction pursued by the GSDC over many years. We worked with local industry and relevant State Government agencies in the establishment of the Albany Shellfish Hatchery and the South Coast Aquaculture Development Zone. The sector is set for a step change in the Great Southern as a major investor develops Australia’s largest oyster and mussel farm at Emu Point. The GSDC convened and continues to chair a working group to support the project through the development approval process.

Screen productions continued in the region in 2020-21, building on long-term work by the GSDC aimed at boosting the regional economy and raising the region’s profile nationally and internationally. Feature film Rams, starring Sam Neill and Michael Caton, premiered in 2020 and settled in for a long run at the Albany cinema. Itch returned to film a second series in Albany, including scenes shot in the GSDC’s office. Bremer Bay hosted a crew filming Tim Winton’s Blueback under the direction of noted Australian filmmaker Robert Connolly. Kojonup was the setting for web series Homespun, which debuted as a feature at the first CinefestOz Albany program.

Strategic issues ahead of us include two that I highlighted in my parting comments as CEO – the impact of climate change and the implementation of the South West Native Title Settlement.

As the only region in Western Australia without major mining or resources projects, the Great Southern community is acutely aware that seasonal factors can have a significant impact on the regional economy. Our daily winter rainfall has declined since the middle of last century and projections suggest we may be looking at up to a 50 per cent reduction in annual run-off, notwithstanding a wet winter in 2021. Even as we work to reduce carbon footprints, we will need to adapt our region’s agriculture, industry and daily life to a new, drier reality. The task ahead is unavoidable and daunting, but not beyond us. Successfully meeting the challenge will require leadership, scientific expertise and clear communication of reliable information.

Including Aboriginal people in the economic and social development of the Great Southern has always been woven into the work of the GSDC. Now the implementation of the South West Native Title Settlement offers a step change in the way that Noongar people can engage with the overall development of the region. It acknowledges assets and resources that Noongar people are entitled to as original custodians of Western Australia’s south west, including the Great Southern. Ahead lies the challenge and opportunity of making the most of the settlement for current and future generations of Noongar people.

During my time at the Commission, I was fortunate to work with many dedicated staff members, some of whom have given more than a decade of service to the Commission and the region. I take the opportunity here to formally recognise and acknowledge the commitment of current and former staff. Appreciation also goes to my colleagues on the GSDC Board for their contributions in 2020-21, especially Ronnie Fleay who, before her departure from the Board, served as Chair until I took up the role. Further, it is appropriate to recognise the service over seven years of Board Member Jo Iffla, and to welcome new Board Members Rob Lester and Liz Guidera. My appreciation goes to Regional Development Minister Alannah MacTiernan and her staff for their support throughout the year for the work of the GSDC.

Bruce Manning
Chair
Evolving and developing the Great Southern’s communities, business and industry are at the heart of the endeavours of the GSDC. This year, we have continued to do this in an ever-changing environment by connecting, championing and cultivating ideas and business from the people of the region to opportunity within and beyond it.

In my first report as CEO of the GSDC, I acknowledge and thank the many people who helped me scale the learning curve since I had the honour of being appointed in early 2021. Bruce Manning, the Chair of the Commission, gave generously of his time and expertise, and the highly capable and professional team at GSDC have all been unwavering supports to ensure continuity and commitment. I also extend my appreciation to the Hon. Alannah MacTiernan MLC, Minister for Regional Development, her Office, and the GSDC Board for their support in achieving significant and quality regional development outcomes in the Great Southern.

A strong emphasis was placed on establishing the foundations to expand the Great Southern’s trade capabilities, grow export markets and uncover our unique investment value propositions. Many initiatives were already in place supporting growth in exports through the GSDC’s collaborative partnerships with the South West Development Commission, Chamber of Commerce and Industry WA, Austrade and the Department of Primary Industries and Regional Development. As a region with limited extractive industries, such as mining, the Great Southern nevertheless delivers healthy exports exemplified by shipping four million tonnes annually through the Port of Albany. Our exports are based largely on primary production and agricultural value-adding. Maintaining and building on that base means continually searching for ways in which we can better position the region and its goods and services, as well as increase the export readiness of the region’s manufacturers and producers. We now have a new and exciting partnership with Australia’s South West, the regional tourism organisation, to align tourism and trade opportunities in the region.

Challenges related to the changing COVID-19 environment were diverse. Exports continued to be impacted, increased intrastate and interstate visitation to the region led to increasing demands for workers, while border restrictions contributed to shortages of skilled workers in key industry sectors. Adding to these pressures was the availability and supply constraints on housing across the region, affected by the availability and cost of trades and construction materials. Albany, in particular, recorded a 0.4 per cent rental vacancy rate – the lowest vacancy rate in the state during the final quarter of the year, according to the Real Estate Institute of Western Australia. This provided immediate context to some key GSDC initiatives and programs in the region.

We undertook to maximise regional jobs and growth by increasing the opportunities for local content in State Government regional expenditure and in other major projects. Our Local Content Adviser developed registers of regional businesses suited to subcontractor roles in projects such as the Albany Ring Road, South Regional TAFE Trades Unit, Albany
Health Campus Oncology Unit and Albany Senior High School Performing Arts Theatre. The registers were provided to the head contractor for each project, encouraging the involvement of regional subcontractors. The subcontractor register was an adjunct to our standing practice of maintaining a register of tender opportunities, which enables regional firms to check on the availability of State Government and other tenders in their field of work.

Increasing the involvement of Noongar enterprises is part of our local content activities and a core component of GSDC endeavours. We have supported leadership development, including emerging leaders, through initiatives such as the Aboriginal Leadership Network Conference and the Great Southern Noongar Forum, and we supported local Milparanga Leadership Program scholars. The South West Native Title Settlement, the largest in Australian history, formally commenced in February, with the Wagyl Kaip and Southern Noongar Indigenous Land Use Agreement area overlapping the Great Southern.

In 2020-21, the third round of Regional Economic Development (RED) grants was announced, supporting jobs growth, economic diversification, Aboriginal economic development and regional liveability. RED grants have contributed to the region’s export capacity, manufacturing, value-adding, cultural life, events and tourism.

New visitor infrastructure continues to enhance tourist experiences in the region and has been place-making for the community. The Commission also supported key events, which have continued to draw strong visitation to the region and enhanced overall consumer experiences.

Our own event of the year was the presentation of the 2021 GSDC Medal, which built on its legacy to celebrate innovation and best practice in natural resource management – a critical component of the region’s value proposition.

The GSDC works in close collaboration with our 11 local governments and the Department of Primary Industries and Regional Development and continues to build on strong working relationships with the Department of Jobs, Tourism, Science and Innovation, Development WA, Infrastructure WA, Department of Training and Workforce Development, Department of Communities, Department of Planning, Lands and Heritage, and Department of Transport.

Our partnerships and collaborations, and the milestones, highlights and achievements from throughout the year are explored in further detail within this report and pull into the spotlight the region’s uniqueness, resilience, respect for the natural environment and strong sense of community.

Natasha Monks
Chief Executive Officer
OVERVIEW OF AGENCY

Who We Are
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 Commissions, each serving a different region of Western Australia.

The Commission is run by a board of management selected with membership categories of community, local government and Ministerial representation.

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.

Enabling Legislation
Specific objectives of the Commission, 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.

For the purposes of achieving those objectives, the Commission:

- Promotes the Great Southern region
- Works with the private sector, employment organisations, educational bodies and others to support the growth of businesses to increase job opportunities
- Identifies opportunities for investment in the region and encourages that investment
- Identifies infrastructure needs, and encourages the provision of that infrastructure
- Works with the State and Commonwealth government, local councils and other organisations to promote the equitable delivery of services in the region.
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.

To make the Great Southern a natural choice as an internationally recognised place to live, work and invest we develop and support initiatives that align with the following themes:

- Strong and Diverse Economy
- Regional Liveability
- Strong Communities
- Organisation Excellence.

We work in collaboration with other agencies, business, local councils and the community to achieve objectives under each priority area.
At 30 June 2021

Minister for Regional Development

Board - Great Southern Development Commission

Chief Executive Officer - Great Southern Development Commission

Director Regional Development

Senior Executive Officer

Principal Regional Development Officer

Regional Development Officer

Regional Development Officer

Regional Support Officer

Regional Development Officer

Senior Finance and Administration Officer

Communications Officer

Executive Assistant

Local Content Adviser

Department of Primary Industries and Regional Development*

* The Chief Executive Officer is an employee of the GSDC; all other GSDC-based staff are employees of the Department of Primary Industries and Regional Development (DPIRD). Other DPIRD staff supporting the GSDC included officers in the fields of information technology, human resources and finance.
Timber products are part of the Great Southern’s primary production sector, contributing $202 million to the regional economy.
Board Membership

The Board of Management is the governing body of the GSDC and meets regularly to set major 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.

Vernice Gillies
Community representative appointed April 2019

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 Heritage Committee and the WA Aboriginal Justice Committee.
During 2020-21, the GSDC Board was also served by Veronica Fleay, who was Deputy Chair to January 2020 and then served as acting and substantive Chair until the appointment of Mr Manning in February 2021. Board Member Jo Iffla completed her term of service in November 2020.
PERFORMANCE MANAGEMENT FRAMEWORK

Relationship to Government Goals
The Great Southern Development Commission’s guiding framework is the Regional Development Commissions Act 1993 and the Government’s strategic framework and goals.

The Commission’s 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
The Commission’s measures its effectiveness against the Government’s desired outcomes 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.

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
The Commission shares responsibility for the achieving these Government goals with the Department of Primary Industries and Regional Development (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, the Commission’s financial and human resource services are largely provided by DPIRD. To ensure transparency and accountability, the Commission, in partnership with other Regional Development Commissions, has worked intensively with DPIRD to develop a Service Level Agreement (SLA) for the delivery of these services.

The Great Southern region includes eleven local government areas and the Commission works closely with these local authorities to support strategic partnerships and projects that will make the area a better place to live and visit. The Commission also works closely with other government agencies, both State and Commonwealth, and other regional organisations.
Underpinning all our decisions and actions are our core values:

**Leadership**
Provide leadership in the region through effective regional representation and influential strategic advice to our stakeholders.

**Inclusiveness**
Understand and value the diverse perspectives on key opportunities, issues and challenges within the region.

**Efficiency**
Perform our functions in an efficient and economical manner.

**Integrity**
Demonstrate integrity in our actions, decision-making processes and corporate governance.

**Collaboration**
Engage respectfully with all stakeholders within and external to the region.

Fields of canola near the Stirling Range.
We work to build the Great Southern as a recognised place of choice for opportunity and lifestyle by addressing the four goals in our Strategic Plan 2020-2022. In each goal area, we develop aims leading to a set of deliverable outcomes.

1. 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.

We aim to:
• Promote growth in sustainable regional jobs
• Expand existing industries
• Develop and grow new industries
• Maintain and improve essential infrastructure and services.

To do this, our focus of activities includes:
• 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.
2. 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.

We aim to:
- 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
- Champion education, knowledge, creativity and innovation that benefits the region
- Improve health and wellbeing outcomes in the region
- Strengthen regional resilience against disruptive events.

To do this, our focus of activities includes:
- 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.
3. Strong Communities

Aboriginal people are a significant part of the Great Southern community. Initiatives that will grow economic and employment opportunities for Aboriginal residents are fundamental to the long-term prosperity of the region.

We aim to:
- 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.

To do this, our focus of activities includes:
- 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 deliver youth focused outcomes.

SEE PAGE 40

4. 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.

We aim to:
- Lead with integrity and professionalism
- Maintain a region-wide focus
- Be strategic and effective
- Build strong partnerships
- Exercise consistent advocacy.

To do this, our focus of activities includes:
- Provide advocacy and leadership for the region
- Communicate GSDC role and achievements
- Respond to relevant regional opportunities
- Monitor and review economic and regional development publications and resources
- Enable the professional development of staff
- Operate ethically.

SEE PAGE 46
The statue of Mokare watches over recent improvements in and around Alison Hartman Gardens in the centre of Albany, which include the refurbishment of the Albany Town Hall, the provision of affordable student accommodation and the construction of a new terminus serving the Bibbulmun Track and the Munda Biddi Trail.
WA’s premier adventure trails, the Bibbulmun Track and the Munda Biddi Trail, have a new terminus in Alison Hartman Gardens next to the visitor centre.
1. 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.

2020-21 Achievements

**Regional jobs**

- The State Government and the Commonwealth Government brought forward work on the $175 million Albany Ring Road and other infrastructure projects, prompting initiatives from our Local Content Adviser to optimise outcomes for regional businesses.
- We worked closely with Screenwest to attract and then maximise regional job opportunities associated with shooting the feature film *Blueback* and the second series of children’s TV show *Itch*.
- Our Local Content Adviser engaged extensively 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.
- We worked with regional business organisations and employment services providers to address workforce constraints.
- We engaged extensively with programs to attract workers to the region and address key skill gaps, such as the Pacific Labour Scheme and Seasonal Worker Program.
- With our support, a Regional Communications Forum outlined State Government departments’ planned annual spend and project opportunities in the region.
- We worked closely with the State Government to maximise the economic benefit of the Great Southern Recovery Plan.
- We championed the implementation of the revamped WA Buy Local Policy 2020 to ensure State Government agencies prioritise local businesses based where works or services are being delivered.
Expand existing and new industries
- Leeuwin Coast Aquaculture is investing in the production of rock oysters, Akoya oysters and mussels at Emu Point, building on strategic foundations we helped to develop in the Albany Shellfish Hatchery and South Coast Aquaculture Development Zone.
- We worked to enhance the export readiness of regional businesses, working in collaboration with Austrade’s TradeStart Network, the South West Development Commission, the Chamber of Commerce and Industry WA and the Department of Primary Industries and Regional Development (DPIRD).
- Film production continued to boost the regional economy and promote the Great Southern’s identity to national and international audiences.
- RED grants supported industry and jobs growth in boat building, food processing and agricultural machinery manufacture.
- We provided strategic support and assistance to regional businesses looking to add value to the region’s primary production base.

Essential infrastructure and services
- The Great Southern Housing Initiative provided 52 housing units across seven Great Southern shires, including 21 units in the $2.6 million Great Southern Aged Accommodation project in the Shires of Kojonup, Broomehill-Tambellup, Cranbrook, Katanning and Jerramungup.
- We supported a concept study into a proposal to harvest renewable natural gas from the North Bannister Waste Facility, south of Perth, and transport it by road to Albany for use in the Albany reticulated gas network.
- The $15.7 million Katanning Heritage Centre project was completed in 2020-21, providing a welcome precinct, town centre enhancements, residential land development and improvements at Piesse Lake.
- Works were completed in the Shires of Jerramungup, Ravensthorpe, Katanning, Kent and Gnowangerup stages of the $3.1 million Regional Waste Management, and work continues in Kent and on an application for the use of interest on strategic additional works.
- The industrial land component and East River Road upgrade at the Denmark East Industrial Precinct have been completed and the remaining project funds will be used to install a water storage facility and associated reticulation for firefighting to protect the precinct.
- We worked closely with Infrastructure WA to present our region’s requirements and opportunities as IWA developed the State Infrastructure Strategy, which will outline the State’s needs and priorities for the next 20 years. The development process included consultation with industry and the community.
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.

A strong and diverse Great Southern economy requires continued maintenance and development of infrastructure for current needs and future growth. The biggest infrastructure project in the region in 2020-21, 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.

As with many other infrastructure projects, funding for the Ring Road was brought forward in response to the COVID-19 pandemic. One of the ways we sought to maximise the benefits for the region was through an initiative of our Local Content Adviser (LCA).

The LCA based at the GSDC is part of a nine-strong network in Western Australia focused on optimising regional benefits from State Government expenditure.

Contracts for major projects such as the Ring Road may be beyond the scope of our regional enterprises, but many subcontracting opportunities arise for local firms. The Great Southern LCA initiated a register of potential suppliers of goods or services to the head contractor for the Albany Ring Road, canvassing interest from a wide range of regional businesses. The register was supplied to the head contractor to encourage sourcing of subcontractors from the Great Southern. The aim was to harvest the greatest benefit in regional business activity and employment opportunities.

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In further development of the concept, the LCA worked with the Department of Finance to aggregate subcontractor information for three projects in Albany: a Trades Unit at South Regional TAFE, the Oncology Unit at the Albany Health Campus, and the Performing Arts Theatre at Albany Senior High School. The three projects required similar sets of services and suppliers, so a single register was established to link subcontractors to the three head contractors.

Similar work was undertaken as the Social Housing Economic Recovery Package rolled out across the Great Southern. The LCA worked with the head maintenance contractor responsible for the refurbishment and maintenance work to maximise the engagement of local businesses as suppliers.

We sought to further enhance prospects for regional businesses by supporting export readiness among agribusinesses, and wine and beverage producers. Much of this was achieved by working with Austrade’s TradeStart network in collaboration with the South West Development Commission.

State and international travel restrictions presented challenges to trade and investment in the region. These challenges included a significant reduction in air freight traffic to get product to market; the inability of regional businesses to travel overseas to promote their products; and the cancellation of two inbound wine famils for trade and media delegates organised through the GSAC-led International Wine Trade Program.

In response to the disruption of the inbound wine famils, we supported the participation of the Great Southern Wine Producers Association (GSWPA) in the WA Wines to the World project. This project, developed through an Export Growth Partnership between Wines of WA and DPIRD, aims to harness the power of digital technology to: build capacity and export readiness; resolve supply chain limitations and facilitate new channels to market; and align state and national resources to support market access for WA wines.

We also partnered with TradeStart and the GSWPA to host an internationally renowned Australian wine influencer on a tour of the region, providing a first-hand opportunity to authentically understand Great Southern wine, visit Great Southern wineries and discuss all aspects of wine production in the region.
Diversification of the regional economy continues to benefit from regional film productions, which boost our economy and take Great Southern landscapes to national and international viewing audiences. Productions delivered or under way in 2020-21 included Rams, Itch, Homespun and Blueback. Rams, filmed in Mount Barker with Sam Neill and Michael Caton, was well received by critics and recorded an exceptional run in Albany’s cinema. Homespun broke new ground for a Great Southern production, being filmed as a web series. The episodes were combined when it premiered as a feature-length production at CinefestOz Albany, a new initiative bringing a program of festival films to the region. We provided funding support to Homespun and liaised with the crews of other productions. In November 2020, we made our Albany office available to the producers of Itch as a set for a day, exemplifying the film-friendly approach that we encourage within the region.

During 2020-21, Development WA progressed work on a subdivision plan and costed detailed design for Yerriminup Industrial Estate, located seven kilometres south of Mount Barker. The aim is to encourage downstream processing and value-adding agricultural opportunities at the site. The subdivision plan is expected to be ready to submit to the Western Australian Planning Commission for approval in 2021. The State Government provided $300,000 in 2019-20 to support the planning work. GSDC assisted Development WA in preparing the investment proposal that secured project funding.

We aim to ensure that maximum benefit is delivered by the State and Commonwealth Governments’ co-investment in mobile phone base station infrastructure development across the region in partnership with mobile network operators.

We aim to ensure that maximum benefit is delivered by the State and Commonwealth Governments’ co-investment in mobile phone base station infrastructure development across the region in partnership with mobile network operators. We also support our local governments, community and business groups in understanding and taking up the opportunities and options available in digital technology. In 2020-21, new services were committed to under the Regional Telecommunications Project, including Tunney North, Torndirrup, Takalarup and Narrikup. Further projects attracted funding under the Agricultural Technologies Infrastructure Fund, including Frankland River 4G network and South Stirling 4G network.
The web series *Homespun* was filmed in Kojonup and premiered at CinefestOZ Albany. Photo credit: Astrid Volfke.
Westerberg Aluminium Boats
Westerberg Aluminium Boats secured a $93,808 RED grant to support the supply and installation of a computer-controlled router for precision cutting of aluminium and other materials. The router will diversify and streamline boat production and expand the firm’s product range. It will offer advantages to other regional businesses that can access a local provider to shape plastics, timber and composite panel.

Beaufort River Meats
Beaufort River Meats used an $82,000 RED grant to install a fire hydrant and ring main system for fire safety as the final component of an extension of the operation’s cutting room. The project supports long-term growth by diversification of the firm’s product range.

Duraquip
Gnowangerup-based Duraquip secured $160,000 to support the installation of a new assembly shed for a new agricultural seeding bar. Production of the equipment in Gnowangerup will support new full-time jobs in the community.

WA Meat Marketing Cooperative
WAMMCO will expand capacity at its Katanning works with the support of an $80,000 RED grant for installation of a reverse osmosis water treatment plant. The plant will recycle 200 kilolitres of the operation’s wastewater per day to be used in non-food production activities, replacing the previous reliance on potable water.
Strategic foundation supports shellfish aquaculture initiative

Aquaculture is an emerging industry with huge potential in Western Australia and the State Government is focused on accelerating its progress. Shellfish aquaculture has many benefits in a world that has a growing demand for quality foods. Our State’s long coastline borders tropical and temperate waters that are clean and conducive to shellfish production.

Industry demand for shellfish spat has soared since Premier Mark McGowan officially opened the $3.6 million Albany Shellfish Hatchery in December 2017 as part of the Government’s drive to create jobs in Western Australia’s emerging aquaculture industry. The establishment of the hatchery, which is a partnership project between industry and government, has been a key enabler to the growth and development of commercial shellfish farming in Western Australia.

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The range of shellfish aquaculture activities and projects across the regions and our proximity to markets means that existing and emerging industry operations are well positioned to take advantage of growth in consumer demand. The hatchery received a further $700,000 in 2020 through the WA Recovery Plan to expand its production capacity.

The State Government has also worked to identify and establish an Aquaculture Development Zone along the south coast of WA. The new zone off the coast of Albany will offer “investment-ready” opportunities for large-scale commercial shellfish aquaculture. DPIRD, in consultation with the aquaculture industry, identified several areas suitable for shellfish farming and has undertaken environmental studies to ensure the sustainability of commercial shellfish farming in those areas. The zone is expected to be finalised in the second half of 2021.

The Albany Shellfish Hatchery supports aquaculture operations at Emu Point and along the Western Australian coast.

Harvest Road is currently undertaking a staged development of the largest oyster and mussel farm in Australia through its seafood brand Leeuwin Coast at Emu Point. Harvest Road is a large integrated agricultural business and is part of Tattarang, one of Australia’s largest private investment groups.

The proposal at Emu Point will focus on the production of mussels, rock oysters and the hidden local gem that is the Akoya oyster.

Harvest Road has a growing portfolio of fine food brands for domestic and international markets, spanning over 40 countries. This has enabled it to produce a diverse range of high-quality foods exclusively in WA including beef, honey, horticultural and now aquaculture products. The proposal at Emu Point, which is currently progressing through the City of Albany’s development approval process, will focus on the production of mussels, rock oysters and the hidden local gem that is the Akoya oyster.

At the request of the Minister for Fisheries, the GSDC convened a working group to support Harvest Road through the development approval process. The Working Group was chaired by the GSDC and included representatives from the City of Albany, Department of Planning Lands and Heritage, Department of Transport, Department of Water and Environmental Regulation, Department of Biodiversity Conservation and Attractions, and the Department of Fire and Emergency Services.
2. Regional Liveability

Great Southern residents enjoy the many lifestyle advantages of the region’s natural assets, cultural life and heritage. The impacts of a warming climate and regional advantages in times of pandemic restrictions underline the need to maintain and enhance the Great Southern’s ability to draw people to live, work, visit and invest in the region.

2020-21 Achievements

Natural assets, culture and heritage

• We chaired an advisory group to develop an arts, culture and heritage strategy for the region, a first for Western Australia.

• New visitor facilities improved the capacity of William Bay National Park to handle the seasonal influx of tourists, following the completion of a $4.4 million upgrade for which we helped to develop a business case.

• We supported a new trail terminus for the Bibbulmun Track and the Munda Biddi Trail, bringing the start/finish points for both iconic long-distance trails into the heart of Albany next to the Albany Visitor Centre.

• RED grant funding of $100,000 supported digital security and control systems for the $3.2 million refurbishment of the Albany Town Hall as a flagship arts presentation venue.

• New facilities for visitors to the Old Farm Strawberry Hill, supported by a $191,964 RED grant drew accolades for their design values, respecting the heritage buildings on the site, and referencing settler science and Menang Noongar trails.
Regional draw
• Great Southern Treasures presented the 2020 Bloom Festival as an on-line campaign promoting itineraries for springtime visitation, which enabled the organisation to manage COVID-related risk.
• We supported the Albany Classic car race in June 2020 through a $27,000 RED grant for a pedestrian bridge enabling spectators to move more freely around the town centre race course.
• Katanning Harmony Festival 2021 celebrated Western Australia’s most multicultural rural town, with support we provided towards marketing, promotions and entertainment.
• We continued our long-term support for Taste Great Southern, our region’s celebration of our fantastic food, wine and other beverages.
• We also supported the Southern Smash T20 cricket competition, along with other events such as regional agricultural shows.

Education, knowledge and innovation
• Affordable student accommodation opened in Albany in January 2021, supporting the growth of the region’s tertiary education sector.
• 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 the Wave Energy Research Centre.

Management of natural resources
• An extensive process to improve Katanning’s Lake Ewlyamartup was completed in 2020-21 with the finalisation of landscaping and amenities at the lake, complementing engineering works aimed at improving the lake’s water quality.
• We presented the fourteenth GSDC Medal, celebrating leadership, innovation and achievement in managing the Great Southern’s natural resources.

Community members took part in consultations as part of the development of the Great Southern Arts, Culture and Heritage Strategy.
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. We maintain long-term engagement with organisations centred on the region’s natural environment, such as the Great Southern Marine Research Facility. We support events and promotions linked to our natural and built attractions. We champion education, knowledge, and innovation that benefits the region.

The region’s attractiveness came to the fore in the first quarter of 2020-21 when the Great Southern became a favoured destination for intrastate visitors, as COVID-19 restricted interstate and international travel options. Unprecedented bookings stretched accommodation services due to COVID-related labour constraints but the activity still delivered benefits to the region. We continued to explore options for labour and housing to help the tourism sector meet the demand.

Events that promote the region and enhance the lives of our resident community continued for the most part during 2020-21, although a few were changed or cancelled due to the pandemic restrictions. Our support helped to present the Katanning Harmony Festival, Great Southern Treasures Bloom Festival (delivered as on-line visitor itineraries), the Albany Classic car race, Opera in the Valley of the Giants and Taste Great Southern. As part of the Taste program, we provided further support for West Australian Opera to stage Opera in Katanning, a first for the town. We provided support for the Katanning and Kojonup agricultural shows to go ahead with COVID-19 hygiene and social distancing in place.

We celebrate leadership, innovation and achievement in managing the Great Southern’s natural resources through the GSDC Medal, which we established in 2001. Over the years, the medal has been awarded...
Local landholders and stakeholders celebrated in September 2020 when engineering works were completed at Lake Ewlyamartup. Substantial rains in 2021 filled the lake and provided the first opportunity to flush away saline water.

to environmental educators, farm innovators, research scientists and community leaders. In early 2021, we called for and received nominations for the fourteenth GSDC Medal. Three nominations were shortlisted: Hydrologist Ruhi Ferdowsian, consultants and educators Steve and Geraldine Janicke, and environment volunteer Bev Lockley. At the GSDC Medal Dinner in June 2021, Regional Development Minister Alannah MacTiernan presented the GSDC Medal to Bev Lockley. Ms Lockley received $5,000 grant funding for her Katanning community projects and the two runner-up finalist nominations will receive $1,000 grants to further their valuable work in the Great Southern.

Local landholders, a working group and Katanning Landcare celebrated at Lake Ewlyamartup in September 2020 to mark the end of engineering works to improve the water quality of the 10-hectare water body. We supported the process over a decade as local groups prepared plans and sought funding for a flushing channel, culvert and bund to reduce salt levels in the lake. Landscaped recreation facilities were installed to enhance the benefits of a healthier water body that attracts visitors and encourages inland water recreation.

Enhancements of the region’s tourism assets also included the opening of new visitor infrastructure at William Bay National Park, a project for which we advocated and prepared a business case. The $4.4 million funding from the State Government provided more than 200 parking bays in the Greens Pool and

Landscaped recreation facilities were installed to enhance the benefits of a healthier water body that attracts visitors and encourages inland water recreation.

Elephant Rocks area, including 182 standard car bays along with disability bays and provision for long vehicles, coaches and motorcycles. Toilet and change facilities were installed at Greens Pool, Elephant Rocks and Madfish Bay.

Construction of the combined southern terminus for the Munda Biddi Trail and the Bibbulmun Track started in 2020-21. In 2019-20, we provided $30,000 to the Department of Biodiversity, Conservation and Attractions to support the relocation project, which is due for completion in early 2021-22. Our support complements broader activities we engage with in the region to maximise the economic benefits of
trails development. The terminus is being relocated from Proudlove Parade to central York Street and will deliver improved arrival and departure amenities such as decking structure, signage, bike racks and seating. The relocation will also benefit local businesses, visitors and residents. 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. The trails wind their way from the Perth hills through the heart of the scenic South West to Albany.

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We partnered with other bodies 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 will set a strategic framework for the region to strengthen our programs and assets, prioritise new opportunities and attract funding and partnerships, with the aim of bringing social and economic benefits to the region, strengthening creative communities, growing capacity, and celebrating our indigenous heritage and regional identity. In 2020-21, 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. This will continue in 2021-22 through more targeted stakeholder engagement, and the strategy is due to be finalised in late 2021.
Bibbulmun Track hikers have a new terminus for the start or finish of the Albany end of their walk.
<table>
<thead>
<tr>
<th>Company Name</th>
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<tr>
<td>Dune Beer Company</td>
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<tr>
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<td>Bremer Bay Brewing Company</td>
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<td>Raintree Solutions</td>
<td>$53,000</td>
</tr>
<tr>
<td>Shire of Katanning</td>
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**Dune Beer Company**  
Dune Beer Company secured a $150,000 RED grant to support the establishment of a family friendly microbrewery and restaurant at Emu Point. The venue would incorporate a playground and a nature walk featuring Noongar culture and history.

**Beck and Call Coffee**  
Upper Kalgan business Beck and Call Coffee was awarded an $89,945 RED grant for a coffee micro-roastery supplying local hospitality businesses. Associated components of the project include a cellar door experience for tourists and a barista training academy.

**Bremer Bay Brewing Company**  
To meet increasing demand from tourists and locals, the Bremer Bay Brewing Company secured an $80,000 RED grant for three new fermenters and conversion of a storeroom into a new bar area.

**Albany Classic Motorsport Club**  
A new pedestrian bridge was installed at the 3021 Albany Classic car race with the support of a $27,000 RED grant. The bridge enabled spectators to move more freely around the town centre course without having to wait for supervised road crossings during gaps in the race program.

**Taste Great Southern 2021**  
Iconic food and beverage event Taste Great Southern 2021 secured a $15,000 RED grant to support delivery of the popular program celebrating Great Southern produce.

**Raintree Solutions**  
Raintree Solutions was awarded a $53,000 RED grant to support the establishment of the DAM Agri-tourism showcase west of Denmark, comprising a restaurant, cellar door and facilities to process products featuring beef, marron, hemp and truffles.

**Shire of Katanning**  
Tourism experiences and programs in Katanning and surrounds received a boost through the Shire of Katanning’s Destination Development Project, supported by an $80,881 RED grant. The project includes destination marketing development, capacity building and a pilot of a Great Southern Noongar cultural tour.
Students find a new home

Advance Housing opened 121 Serpentine, the second of its Albany student accommodation facilities, in January 2021. Regional Development Minister Alannah MacTiernan officiated at the opening and said the facility would support continuing growth in Albany’s tertiary education sector by providing affordable housing options for students from across the region, the State and the country.

Despite changes to international student movements due to the COVID-19 pandemic, the organisation reported strong interest in the 40-bed facility in the heart of Albany’s CBD. Students started moving in on the day following the opening.

Residents enjoy self-contained rooms, parking and common areas. They have easy access to the Albany Public Library, Alison Hartman Gardens, the UWA Albany Centre and the cultural, commercial and hospitality options in the town centre.

Advance Housing facilities at 121 Serpentine and in the Norman House precinct (a 20-bed facility) are available to post-secondary students attending university or TAFE. Albany’s affordable student accommodation projects were supported by business cases developed with our help. The $16 million 121 Serpentine project was awarded $11 million in State Government funding, augmented by the provision of land worth $4 million from the Department of Education.

Minister MacTiernan lauded the accommodation facility as a key component of enhancements in the centre of Albany, including the redevelopment of the Albany Town Hall, the revitalisation of Alison Hartman Gardens and the Albany Tourism and Information Hub, which opened in April 2018. Further development is under way in the precinct with the construction of a new terminus for the Bibbulmun Track and the Munda Biddi Trail.

Funding through the GSDC has supported several of these initiatives as part of our focus on regional liveability. Behind these investments lies a strategic intent to continue to build on the region’s ability to retain and attract residents. A strong tertiary education sector, contemporary visitor services and liveable urban environments are among many factors complementing the Great Southern’s natural attractions as incentives for families to choose to live and work in the region.
3. Strong Communities

Our activities in 2020-21 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.

2020-21 Achievements

Community strength

- New housing options opened up for seniors and key workers through the Great Southern Aged Accommodation project and the Great Southern Housing Initiative.
- We supported early childhood education in the region through A Smart Start Great Southern.
- Funding was approved for the Katanning Early Childhood Hub, including a 67-place day care.

- We supported important regional agricultural events, including the Kojonup and Katanning Agricultural Shows.
- We worked with various local government authorities and State Government departments to address key community issues, including water and electricity supply, land availability and digital connectivity.
- We advocated for key local government issues at State and Federal levels.

Young Noongar dance troupe Chinjannup performed at the opening of the Albany Town Hall refurbishment in March 2021.
Aboriginal opportunities
- We engage with the South West Aboriginal Land and Sea Council to ensure high-level outcomes from the South West Native Title Settlement, bringing opportunities for Great Southern Noongar individuals, families, and businesses.
- Our funding supports leadership development, including emerging leaders, among Noongar people.
- We worked closely with regional Aboriginal corporations to deliver programs such as Seeding Great Southern Noongar Enterprises and the Milparanga scholarship program.
- We worked with South Coast NRM to deliver the Seeding Great Southern Noongar Enterprises project to establish local provenance seed and seedling propagation businesses.

How We Build Strong Communities
Inclusive and robust communities are built on a foundation of appropriate facilities and services. We engage with a wide range of agencies and organisations in our efforts to enhance the strength of Great Southern communities.

Since 2016, we have partnered with the Department of Communities and the City of Albany under a Memorandum of Understanding to collaborate on Growing Spencer Park, for the urban renewal of the Albany suburb. We chair the project’s steering committee, which includes representatives from both the City and Department of Communities. The urban renewal is one several priority regional urban 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. Spencer Park was identified as an activity centre by the City of Albany. In 2020 the steering committee endorsed the Spencer Park Neighbourhood Centre Local Development Plan, which aims to ensure that future development is coordinated and of a high standard. The plan was released for public comment and is expected to be adopted in early 2021-22.

During 2020-21, we continued our involvement with the Katanning Early Childhood Hub, which was allocated $5.7 million of State Government funding but became subject to a review of its scale and scope. In 2021,
a revised version of the hub was approved by the Minister for Regional Development. The Minister has also approved the use of unspent project funds for maintenance and operational costs associated. The revised hub, which has the potential to be expanded in the future as the need arises, will include:

- A community day care facility with 67 places, including outdoor play area
- Office space for child and family support services (reduced in size)
- Car parking and landscaping.

The hub will complement the work of A Smart Start Great Southern, an early childhood intervention initiative we support, which was developed in the Great Southern to meet locally identified needs. Through 2020-21, we continued to work with and support the Smart Start committee. The program provides families with children from birth to four years with the foundation skills required for lifelong learning and social interaction, plus physical and mental wellbeing. It supports health and development milestones across all five developmental domains and aims to improve outcomes for children in the years before school. In 2020-21 the Committee continued to deliver programs in partnership with their funding bodies, including the provision of First Aid courses and parenting workshops and support to specialised community playgroups. As of June 2020, the program was being delivered to 603 children across seven local government areas.

In further activities building strong, inclusive communities, we take a close interest in the progress of the South West Native Title Settlement, which formally started in February 2021. Under the settlement, six Noongar regional corporations will be established in the second half of 2021, with Wagyl Kaip and Southern Noongar Regional Corporation representing the Great Southern.

Some of the key elements of the Settlement package include:

- A Future Fund of $50 million per annum for 12 years
- An Operations Fund of $10 million per annum for 12 years
- Funding for office spaces for the Noongar Corporations and a Noongar Cultural Centre
- A Housing Land Fund created from the transfer of 121 properties from the WA Housing Authority
- The Noongar Land Estate.

With the creation of the 320,000ha Noongar Land Estate the Noongar Boodja Trust will be a significant land holder and land manager in the region. A Noongar Economic Participation Framework has been developed with the objective of growing Noongar owned businesses.

We continue to engage with the South West Aboriginal Land and Sea Council (SWALSC) and the Department of Premier and Cabinet as expressions of interest processes are run for the various governance structures around the settlement, to advocate for strong, representative membership from the Great Southern. As the process rolls out, we expect to play a role in ensuring that the high-level outcomes sought from the settlement translate into local opportunities for Great Southern Noongar individuals, families, and businesses.

We supported a South Coast Natural Resource Management project to provide training, equipment and mentoring to develop Aboriginal enterprises in Tambellup and Gnowangerup. A RED grant of $149,860 supported the organisation’s Seeding Great Southern Noongar Enterprises project to establish local provenance seed and seedling propagation businesses to respond to growing demand through the emerging native bush food industry and environmental restoration projects.

As the process rolls out, we expect to play a role in ensuring that the high-level outcomes sought from the settlement translate into local opportunities for Great Southern Noongar individuals, families, and businesses.
for community conferences and events such as the Aboriginal Leadership Network Conference and the Great Southern Noongar Forum, and take part in ongoing dialogue with Aboriginal corporations and community representatives regarding their plans and vision for the future.

Following the 2021 election, the State Government identified 41 commitments in the Great Southern providing support for initiatives for community groups, school organisations, sporting clubs, youth and seniors. By the end of the reporting period, grant agreements were completed for five projects and the balance were in progress. The commitments will invest $1.3 million to support projects across the region. The grants range from $1,500 for a sports club public address system to $200,000 for multi-use facilities at the Albany Tennis Centre. Among other projects, clubhouse facilities will be upgraded at the Katanning Country Club with the support of a $100,000 grant and the Albany Mountain Bike Club will use a $150,000 grant to construct a multi-purpose shed with a washdown bay and maintenance equipment for downhill tracks.
We facilitate opportunities for Aboriginal businesses to develop an increased 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.

Kurrah Mia guide, Larry Blight, shares insights into Noongar history and knowledge on cultural tours that take in archaeological sites such as the Oyster Harbour Fish Traps. This particular tour was part of a commitment to improving cultural awareness at GSDC.
Housing boost for key workers and seniors

Following the completion of the 2014 Great Southern Housing Needs Analysis, we helped to develop the business case for the Great Southern Housing Initiative, which became the basis for funding requests to the State Government and Commonwealth Government. The final funding outcomes were:

- $2.6 million State Government funding for aged person accommodation
- $10 million Commonwealth Government funding for key worker accommodation.

Participating local governments and community groups made significant co-contributions that boosted the total project funding to $22 million.

The Great Southern Aged Accommodation Project was funded by the Regional Aged Accommodation Program (RAAP). The participating local governments are the Shires of Katanning, Broomehill-Tambellup, Cranbrook, Kojonup and Jerramungup, with the Shire of Kojonup managing the finances. These proponents have achieved practical completion of all 21 independent living units planned for the project. The units are distributed as follows:

- 4 in Broomehill
- 5 in Cranbrook
- 4 in Katanning
- 3 in Kojonup
- 5 in Bremer Bay.

The Great Southern Housing Initiative (GSHI) key worker accommodation project was funded by the Building Better Regions Fund (BBRF). The participating local governments and community groups are the Shires of Broomehill-Tambellup, Cranbrook, Gnowangerup, Jerramungup, Katanning, Kent and Kojonup, and Ongerup Community Development Inc., with the Shire of Broomehill-Tambellup managing the finances for the project. These proponents have constructed all 31 key worker houses or units planned for the project. These range from large family houses to units in a complex and are distributed as follows:

- 4 in Broomehill
- 4 in Tambellup
- 1 in Cranbrook
- 2 in Gnowangerup
- 2 in Ongerup
- 3 in Jerramungup
- 1 in Bremer Bay
- 3 in Katanning
- 1 in Pingrup
- 3 in Nyabing
- 7 in Kojonup.

More than $9 million in funding was committed by the local government and community group proponents across both projects. The financial management provided by the Shires of Broomehill-Tambellup and Kojonup was a significant in-kind contribution and invaluable for progressing the projects. The sustained efforts of all proponents to source grant funding, provide co-contributions and in-kind support and maintain their commitment to the project through a variety of challenges resulted in an outstanding achievement for their local communities.
4. 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.

2020-21 Achievements

**Regional leadership**
- Our regional leadership role on responses to the COVID-19 pandemic included delivery of timely information to the State Government on the pandemic’s impacts on Great Southern businesses.
- 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.
- Our leadership activities included CEO Natasha Monks participating as a speaker at the 2021 Women’s Leadership Forum.

Regional Development Minister Alannah MacTiernan (centre right) and then Member for Albany Peter Watson (left) with representatives of groups receiving funding in the third round of Regional Economic Development Grants, announced in October 2020.
Noongar troupe Chinjannup presented a lively alternative history of the Albany Town Hall at its reopening in March 2021, featuring author Jon Doust (left). A Regional Economic Development Grant supported the refurbishment of the Albany Town Hall into a multi-purpose arts venue with art galleries, and spaces for events and community projects.

Strategic, effective partnerships
- We ask our stakeholders to take part in a customer survey reflecting on our performance during the year. In 2020-21, we were rated effective or very effective in coordinating and promoting Great Southern regional development by 85.2 per cent of our clients.
- Through social media, news media and our email newsletter, we keep stakeholders and members of the public informed about our activities.

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.
How We Strive For Excellence

As the COVID-19 pandemic extended into a second year, we continued to exercise a regional leadership role to advise the State Government on the local impacts of the pandemic. We maintain a region-wide focus that includes participation in many advisory groups and steering committees for strategic initiatives, as mentioned in other sections of this report.

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 organisation. Where we find opportunity for improvement, we seek to implement appropriate changes. In the latest survey, 85.2 per cent of our customers indicated that we were effective or very effective in coordinating and promoting development in the Great Southern. No survey was conducted in 2020 due to the COVID-19 pandemic, but the figure represents an increase of 2.7 percentage points on the 2019 survey.

Our Complaints Management Policy is part of the way we value our working relationships and partnerships. Through the complaints process, any concerns

We maintain a region-wide focus that includes participation in many advisory groups and steering committees for strategic initiatives, as mentioned in other sections of this report.

Among the Great Southern RED grants, Albany Seafoods received support for new processing facilities and cold storage meeting export standards. The project will enhance the company’s value-adding production of gourmet sardines, wild caught in waters around Albany. Regional Development Minister Alannah MacTiernan is pictured with company director Bryn Westerberg, left, and Member for Albany Rebecca Stephens.
The GSDC received no complaints during 2020-21.

We are committed to maintaining a team of skilled staff who receive professional development in accordance with Government policy guidelines. Development needs are identified by our performance appraisal system. Online, external and in-house training is undertaken throughout the year. Multi-skilling and cross-training are encouraged, particularly in key functional positions. In 2021, professional development days were used to promote a fresh team identity and cohesion under the direction of new Chief Executive Officer Natasha Monks.

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.

On an annual basis, the Committee prioritises the activities to be audited. During 2020-21, audits were finalised on:

- Funding agreement compliance
- Credit card purchasing procedures
- Adherence to delegations registers
- CEO and Board Member travel claims.

We report our efficiency as average cost per project. The target cost was $34,407 and the actual average cost per project in 2020-21 was $17,670.
### Actual Results Versus Budget Targets

**Financial targets 2020-21:**

<table>
<thead>
<tr>
<th></th>
<th>2020-21 Target (1)</th>
<th>2020-21 Actual</th>
<th>Variation (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Total cost of services (expense limit)</td>
<td>2,168</td>
<td>2,097</td>
<td>71 (a)</td>
</tr>
<tr>
<td>Net cost of services</td>
<td>2,168</td>
<td>2,076</td>
<td>92 (b)</td>
</tr>
<tr>
<td>Total equity</td>
<td>278</td>
<td>303</td>
<td>25 (c)</td>
</tr>
<tr>
<td>Net increase / (decrease) in cash held</td>
<td>(166)</td>
<td>(278)</td>
<td>112 (d)</td>
</tr>
<tr>
<td>Approved salary expense level</td>
<td>203</td>
<td>218</td>
<td>15 (e)</td>
</tr>
</tbody>
</table>

(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 lower than budget estimates by $71,000. This is mainly due to resources received free of charge being lower than target due to vacancies. This was offset by minor overspend in employee benefits and grants and subsidies expenses.

(b) Net cost of service is lower than target by $92,000. This is mainly due to the savings from Total cost of services as above, offset by revenue received ($21,000) which was not budgeted.

(c) The variance of $25,000 is the difference between the actual and target surplus for the period.

(d) The decrease in cash in the period mainly relates to the reduction in leave provisions and decreased income for the period.

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

### Working Cash Targets

<table>
<thead>
<tr>
<th></th>
<th>2021 Agreed limit</th>
<th>2021 Target (1) / Actual (2)</th>
<th>Variation</th>
<th>Explanation of Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td></td>
</tr>
<tr>
<td>Agreed working cash limit (at Budget)</td>
<td>29</td>
<td>29</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Agreed working cash limit (at Actuals)</td>
<td>33</td>
<td>110</td>
<td>77</td>
<td>Closing cash balances are higher than the working capital limit due to historical cash balances.</td>
</tr>
</tbody>
</table>

(1) Target to reflect the Commission’s anticipated working cash for the 2020-21 financial year.

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

In April 2009 the asset capitalisation limit was raised from $1,000 to $5,000. During 2020-21, the Commission made equipment purchases to support ongoing operations and to improve capacity surrounding remote working arrangements.

These included:

- Seven Dell personal computers
- One Logitech Video Conferencing System
- One Microsoft personal computer
- One mobile phone device.
In 2020-21, we acquitted six RED grants, including three from the first round of the program. In October 2020, Regional Development Minister Alannah MacTiernan announced the recipients in the third round of RED grants, in which 11 Great Southern projects, referred to in Goals 1 and 2 above, shared a total of $911,634 of State Government funding to deliver more than $4 million in total project value. The first three rounds of RED grants have supported 28 projects with total funding of $2,429,424. In the Great Southern, the program supports a total project value of $14,092,910.

The six RED grants we acquitted in 2020-21 were:

National Trust of WA – Improving Visitor Accessibility and Amenity at Strawberry Hill Farm, in RED round one

Shire of Broomehill-Tambellup – Hidden Treasures of the Great Southern Enabling and Capacity Building, in RED round one

Shire of Katanning – Tourism Attraction and Development, in RED round one

Westerberg Aluminium Boats Pty Ltd – CNC Routing Machine to expand boat production and product offerings, in RED round three

Ausvision Meat Processors t/a Beaufort River Meats – Fire Hydrant and Ring Main System, in RED round three

Great Southern Tourism Events – Taste Great Southern 2021, in RED round three

<table>
<thead>
<tr>
<th>Grant Description</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Trust of WA</td>
<td>$191,964</td>
</tr>
<tr>
<td>Shire of Broomehill-Tambellup</td>
<td>$37,382</td>
</tr>
<tr>
<td>Shire of Katanning</td>
<td>$35,960</td>
</tr>
<tr>
<td>Westerberg Aluminium Boats Pty Ltd</td>
<td>$93,808</td>
</tr>
<tr>
<td>Ausvision Meat Processors t/a Beaufort River Meats</td>
<td>$82,000</td>
</tr>
<tr>
<td>Great Southern Tourism Events</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

Our grant management processes include setting milestones that enable us to monitor the progress of projects. In 2020-21, many RED grant project partners made significant progress by delivering on milestones or advancing almost to acquittal stage. Notable projects include:

- City of Albany – Albany Town Hall Redevelopment, $100,000 in RED round one, acquittal in progress
- Gondwana Link Ltd – Working with biodiversity and cultural values to stimulate inland economies and communities across the Great Southern, $84,212 in RED round one, acquittal in progress
- Himac Attachments – Manufacturing Digital Infrastructure, $47,148 in RED round two, acquittal in progress
- Albany Seafoods – Phase 2 factory extension and renovation, $75,000 in RED round two, acquittal in progress
- South Coast Natural Resource Management – Seeding Great Southern Noongar Enterprises, $149,860 in RED round two, achieved milestones
- Woodlands Distillery – Micro distillery, $98,660 in RED round two, acquittal in progress
- Shire of Cranbrook – Frankland River accommodation project, $150,000 in RED round two, acquittal in progress
- Raintree Estate Pty Ltd – The DAM, $53,000 in RED round three, construction completed
- Bremer Bay Brewing – Mezzanine floor, brew house and bar, $80,000 in RED round three, achieved completion, acquittal in progress
- Albany Classic Motorsport Club – Albany Classic ‘Around the Houses’, $27,000 in RED round three, delivered event, acquittal in progress
- Shire of Katanning – Destination Development Project, $80,881, achieved milestone.
SIGNIFICANT ISSUES

In 2020, total gross revenue generated by businesses and organisations in the Great Southern was estimated at $10.1 billion or 1.6 per cent of total state output. Of this, 60.7 per cent of was generated in the City of Albany, 9.8 per cent in the Shire of Plantagenet, 7.9 per cent in Katanning, and 7.2 per cent in Denmark. Across the Great Southern, the largest industry sectors were primary production ($1.8 billion), construction ($1.3 billion) and manufacturing ($1.2 billion). Gross revenue for the tourism sector was estimated at $400 million.
All industries in the region except primary production recorded a negative change in output through to September 2020 compared to pre-COVID levels (March 2020). Most industries have since stabilised, with the total regional output experiencing 0.51 per cent growth to March 2021 from pre-COVID levels. Some industries experienced notable negative impacts from the pandemic. For example, output in the accommodation and food services sector was still down 10.6 per cent in the Great Southern. Arts and recreation services were also down 5.3 per cent. The highest growth industries between March 2020 and March 2021 were public administration and safety (+4.3 per cent) and healthcare and social assistance (+2.9 per cent).

The impacts to accommodation and food services, and retail trade, steadily reduced as Western Australia eased its restrictions. However, these industries are not expected to make a full recovery in the short term and many businesses have continued to experience reductions to capacity, turnover, and employment, and/or a risk of business failure. There is still a clear risk of a second wave or variant strain of COVID-19 (as has been experienced in several other countries and states within Australia), with much uncertainty around future developments at a global scale. Industry stabilisation is therefore not expected until the medium to long term.

The tourism sector was arguably the most impacted by the COVID pandemic. With international and state borders closed or heavily restricted in early 2020, and regional borders closed for approximately two months during the peak holiday period, associated industries were greatly affected, particularly in key tourism destinations such as Albany and Denmark. Intrastate travel rebounded significantly in the middle of 2020, but constraints such as venue limits, labour supply and accommodation shortages still affected the region. The State Government, through Tourism WA, consequently launched a $14.4 million recovery package to support small tourism operators around the State to adapt and refocus their businesses in the COVID landscape. Travel restrictions, fear, additional health and safety regulations and changes in consumer behaviour may continue to have an impact
on international travel over the medium to long term. International borders are not expected to open until at least 2022, with most indications pointing to 2023-24 as more likely for international visitation.

The region experienced shortages of unskilled, semi-skilled and skilled workers across multiple sectors. The shortages were most pronounced in primary industries, hospitality, tourism, construction, education and health. Access to labour markets to address the shortages was disrupted by COVID-related interstate and international border closures, particularly in those sectors that relied on seasonal workers, such as primary industries and tourism. The local workforce was also impacted by residents attracted to FIFO or relocation to the Pilbara region by mining sector wages. A housing shortage exacerbated labour shortages in the region. Without access to affordable housing, new workers were impeded in moving to the region to take up job opportunities.

Housing demand was driven by several factors, including inward migration linked to major infrastructure projects, lifestyle changers and investors converting long-term rentals to short-stay accommodation. Albany had one of the lowest rental vacancy rates in WA (0.5 per cent), a trend consistent across our other regional towns including Denmark and Katanning.

Record low interest rates and strong demand from buyers fearing rental shortages, metropolitan buyers, and buyers with a fear of missing out reduced the available housing stock for rentals, which placed upward pressure on house prices. Encouraged by increased government focus and support, the housing construction industry experienced a boom with higher costs for new builds due to trade labour and building material shortages. In addition, these shortages meant that affordable land and housing packages, which are traditional ‘entry points’ for first homebuyers,
had a two-year delivery horizon. Homebuyers seeking private rentals during construction also put further upward pressure on rental demand.

The impact of COVID-19 on the international education sector in WA was significant. The combination of border closures, shifting economic and social priorities, and a changing geopolitical landscape resulted in international education providers experiencing a large decline in new enrolments. In terms of its current enrolments of international students, UWA is well placed to steadily increase numbers at its Albany campus post-COVID. With approximately 20 percent of its undergraduates and 40 percent of its postgraduates from overseas, the proportions are in line with those attending the other major Australian universities. If the ratio of national to international students is maintained in future years, a steady expansion of in-demand courses at Albany will lead to a parallel increase in the number of both undergraduates and postgraduates from overseas.

In July 2020, the State Government released the WA Recovery Plan, an important step in WA’s COVID-19 journey aimed at driving economic and social recovery across the State and creating a pipeline of jobs for Western Australians. The WA Recovery Plan identified 21 priority streams and outlined Western Australia’s strategy to reposition itself after the pandemic.

The $5.5 billion investment will create thousands of local jobs in important sectors such as construction, manufacturing, tourism and hospitality, renewable energy, education and training, agriculture, mining and conservation. It will assist in restoring business and consumer confidence and programs and investments to support key sectors, regions and those parts of our society most impacted by the economic impacts of COVID.

As part of the plan, more than $60 million is being invested in ‘shovel-ready’ maintenance upgrades to vital State Government facilities. This includes improvements to disability access at train stations, refurbishments of WA Police stations and upgrades to Volunteer Fire and Rescue Service and Career Fire and Rescue Service stations.

Broader geopolitical tensions and associated tariff decision also presented a new dynamic for many primary producers within the region. Great Southern farmers were concerned that their livelihoods could be impacted given tariffs were imposed after many farmers had already sown their barley crop. However, alternative markets were sourced to mitigate losses and reduce the potential economic impact. Similar concerns arose for the wine industry, although Great Southern winemakers expected relatively lower impacts than other Australian producers.
The State Government’s WA Recovery Plan was released in July 2020 to drive economic and social recovery from pandemic-related disruptions that affected important sectors including agriculture, tourism, hospitality and international education services.
INDEPENDENT AUDITOR’S OPINION
2021
Great Southern Development Commission

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Great Southern Development Commission (Commission) which comprise:

- Notes comprising a summary of significant accounting policies and other explanatory information, including administered transactions and balances.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Great Southern Development Commission for the year ended 30 June 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the Financial Management Act 2006 and the Treasurer’s Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of my report.

I am independent of the Commission in accordance with the Auditor General Act 2006 and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board’s APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the Financial Management Act 2006 and the Treasurer’s Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for:

- assessing the entity’s ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Commission.

Auditor’s responsibilities for the audit of the financial statements

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor’s report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Great Southern Development Commission. The controls exercised by the Commission are those policies and procedures established by the Board to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by the Great Southern Development Commission are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2021.
The Board’s responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the Financial Management Act 2006, the Treasurer’s Instructions and other relevant written law.

Auditor General’s responsibilities

As required by the Auditor General Act 2006, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 Assurance Engagements on Controls issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Great Southern Development Commission for the year ended 30 June 2021. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Great Southern Development Commission are relevant and appropriate to assist users to assess the Commission’s performance and fairly represent indicated performance for the year ended 30 June 2021.
The Board’s responsibilities for the key performance indicators
The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the Financial Management Act 2006 and the Treasurer’s Instructions and for such internal control it determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer’s Instruction 904 Key Performance Indicators.

Auditor General’s responsibilities
As required by the Auditor General Act 2006, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity’s performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer’s Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality control relating to the reports on controls and key performance indicators
I have complied with the independence requirements of the Auditor General Act 2006 and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information
The Board is responsible for the other information. The other information is the information in the entity’s annual report for the year ended 30 June 2021, but not the financial statements, key performance indicators and my auditor’s report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.
Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor’s report relates to the financial statements, controls and key performance indicators of the Great Southern Development Commission for the year ended 30 June 2021 included on the Commission’s website. The Commission’s management is responsible for the integrity of the Commission’s website. This audit does not provide assurance on the integrity of the Commission’s website. The auditor’s report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements, controls or key performance indicators. If users of the financial statements, controls and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version of the financial statements, controls and key performance indicators.

Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
6 September 2021
DISCLOSURES AND LEGAL COMPLIANCE

Financial Statements - Certification of Financial Statements

For the reporting period ended 30 June 2021

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 2021 and the financial position as at 30 June 2021.

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
2 September 2021

Natasha Monks
Chief Executive Officer
2 September 2021

Bruce Manning
Chair
2 September 2021
Financial Statements

Statement of Comprehensive Income
For the year ended 30 June 2021

<table>
<thead>
<tr>
<th></th>
<th>Notes</th>
<th>2021 ($'000)</th>
<th>2020 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST OF SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits</td>
<td>2.1(a)</td>
<td>306</td>
<td>239</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>2.3</td>
<td>1,641</td>
<td>1,453</td>
</tr>
<tr>
<td>Depreciation and</td>
<td>4.1, 4.2</td>
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<td>14</td>
</tr>
<tr>
<td>amortisation expense</td>
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<td></td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>2.2</td>
<td>127</td>
<td>129</td>
</tr>
<tr>
<td>Other expenses</td>
<td>2.3</td>
<td>13</td>
<td>18</td>
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<tr>
<td><strong>Total cost of services</strong></td>
<td></td>
<td>2,097</td>
<td>1,853</td>
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<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
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<tr>
<td>Other income</td>
<td>3.2</td>
<td>21</td>
<td>5</td>
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<tr>
<td><strong>Total income</strong></td>
<td></td>
<td>21</td>
<td>5</td>
</tr>
<tr>
<td><strong>NET COST OF SERVICES</strong></td>
<td></td>
<td>2,076</td>
<td>1,848</td>
</tr>
</tbody>
</table>

Income from State Government
Income from other public sector entities
Resources received
Total income from State Government
**SURPLUS/(DEFICIT) FOR THE PERIOD**
(145)
(104)

**TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD**
(145)
(104)

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

**As at 30 June 2021**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Notes</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
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<td>111</td>
<td>338</td>
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<tr>
<td>Restricted cash and cash equivalents</td>
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<td>65</td>
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<tr>
<td>Receivables</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
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<td>417</td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts receivable for services</td>
<td>5.2</td>
<td>226</td>
<td>226</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>4.1</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Right-of-use assets</td>
<td>4.2</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td></td>
<td>228</td>
<td>238</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>370</td>
<td>655</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>5.3</td>
<td>23</td>
<td>34</td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>6.1</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>Employee related provisions</td>
<td>2.1(b)</td>
<td>5</td>
<td>151</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td></td>
<td>28</td>
<td>192</td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee related provisions</td>
<td>2.1(b)</td>
<td>39</td>
<td>-</td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td>5.4</td>
<td>-</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total Non-Current Liabilities</strong></td>
<td></td>
<td>39</td>
<td>15</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>67</td>
<td>207</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>303</td>
<td>448</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EQUITY</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated surplus/(deficit)</td>
<td></td>
<td>303</td>
<td>448</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td></td>
<td>303</td>
<td>448</td>
</tr>
</tbody>
</table>

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 2021

<table>
<thead>
<tr>
<th>Notes</th>
<th>Accumulated surplus $'000</th>
<th>Total equity $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 July 2019</td>
<td>552</td>
<td>552</td>
</tr>
<tr>
<td>Deficit</td>
<td>(104)</td>
<td>(104)</td>
</tr>
<tr>
<td>Total comprehensive income for the period</td>
<td>(104)</td>
<td>(104)</td>
</tr>
<tr>
<td>Balance at 30 June 2020</td>
<td>8.9</td>
<td>448</td>
</tr>
<tr>
<td>Balance at 1 July 2020</td>
<td>448</td>
<td>448</td>
</tr>
<tr>
<td>Deficit</td>
<td>(145)</td>
<td>(145)</td>
</tr>
<tr>
<td>Total comprehensive income for the period</td>
<td>(145)</td>
<td>(145)</td>
</tr>
<tr>
<td>Balance at 30 June 2021</td>
<td>8.9</td>
<td>303</td>
</tr>
</tbody>
</table>

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 2021

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021 $'000</th>
<th>2020 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASH FLOWS FROM STATE GOVERNMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds from other public sector entities</td>
<td>499</td>
<td>358</td>
</tr>
<tr>
<td>Net cash provided by State Government</td>
<td>499</td>
<td>358</td>
</tr>
<tr>
<td>Utilised as follows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CASH FLOWS FROM OPERATING ACTIVITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits</td>
<td>(410)</td>
<td>(227)</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>(235)</td>
<td>(54)</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>(127)</td>
<td>(361)</td>
</tr>
<tr>
<td>GST payments on purchases</td>
<td>(24)</td>
<td>(18)</td>
</tr>
<tr>
<td>Other payments</td>
<td>(14)</td>
<td>(14)</td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GST receipts on sales</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>GST receipts from taxation authority</td>
<td>19</td>
<td>45</td>
</tr>
<tr>
<td>Other receipts</td>
<td>21</td>
<td>2</td>
</tr>
<tr>
<td>Net cash used in operating activities</td>
<td>(770)</td>
<td>(626)</td>
</tr>
<tr>
<td>CASH FLOWS FROM FINANCING ACTIVITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal elements of lease payments</td>
<td>(7)</td>
<td>(12)</td>
</tr>
<tr>
<td>Net cash used in financing activities</td>
<td>(7)</td>
<td>(12)</td>
</tr>
<tr>
<td>Net decrease in cash and cash equivalents</td>
<td>(278)</td>
<td>(280)</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the period</td>
<td>403</td>
<td>683</td>
</tr>
<tr>
<td>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</td>
<td>6.2</td>
<td>125</td>
</tr>
</tbody>
</table>

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 2 September 2021.

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) - Reduced Disclosure Requirements
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).

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.

Comparative figures
Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

Contributed equity
AASB 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, to be designated as contributions by owners (at the time of, or prior, to transfer) before such transfers can 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.
Notes to the financial statements

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:

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021 $’000</th>
<th>2020 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee related provisions</td>
<td>269</td>
<td>214</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total employee benefits</td>
<td>306</td>
<td>239</td>
</tr>
<tr>
<td>Add: AASB 16 Non-monetary benefits</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Net employee benefits</td>
<td>314</td>
<td>251</td>
</tr>
</tbody>
</table>

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. (a) Employee benefits expenses

2.1. (b) Employee related provisions

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021 $’000</th>
<th>2020 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual leave</td>
<td>5</td>
<td>53</td>
</tr>
<tr>
<td>Long service leave</td>
<td>-</td>
<td>96</td>
</tr>
<tr>
<td>Other provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment on-costs</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Total current employee related provisions</td>
<td>5</td>
<td>151</td>
</tr>
</tbody>
</table>

Non-Current

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021 $’000</th>
<th>2020 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits provisions</td>
<td>38</td>
<td>-</td>
</tr>
<tr>
<td>Other provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment on-costs</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Total non-current employee related provisions</td>
<td>39</td>
<td>-</td>
</tr>
<tr>
<td>Total employee related provisions</td>
<td>44</td>
<td>151</td>
</tr>
</tbody>
</table>

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.
Notes to the financial statements

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’.

![Employment on-cost provision table]

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying amount at start of period</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Additional/(reversals of) provisions recognised</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td>Carrying amount at end of period</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Public organisations</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>Public sector organisations</td>
<td>15</td>
<td>39</td>
</tr>
<tr>
<td>Local Government agencies</td>
<td>56</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total recurrent grants and subsidies</strong></td>
<td>127</td>
<td>129</td>
</tr>
</tbody>
</table>

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.
Notes to the financial statements

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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies and services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board fees</td>
<td>57</td>
<td>39</td>
</tr>
<tr>
<td>Communications</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Consultants and contractors</td>
<td>109</td>
<td>5</td>
</tr>
<tr>
<td>Consumables</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Travel</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>Other</td>
<td>15</td>
<td>(1)</td>
</tr>
<tr>
<td>Resources provided free of charge by DPIRD(a)</td>
<td>1,432</td>
<td>1,386</td>
</tr>
<tr>
<td>Total supplies and services expense</td>
<td>1,641</td>
<td>1,453</td>
</tr>
</tbody>
</table>

Other expenses

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and infrastructure maintenance</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Donations and sponsorships</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Employment on-costs</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td>Other expenses</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Total other expenses</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>Total other expenditure</td>
<td>1,654</td>
<td>1,471</td>
</tr>
</tbody>
</table>

(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:

<table>
<thead>
<tr>
<th>Income from State Government</th>
<th>Other income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes 3.1</td>
<td>3.2</td>
</tr>
</tbody>
</table>
Notes to the financial statements

3.1. Income from State Government

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Income received from other public sector entities during the period:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Department of Primary Industries and Regional Development - operational funding</td>
<td>499</td>
<td>358</td>
</tr>
<tr>
<td>Total grants and subsidies</td>
<td>499</td>
<td>358</td>
</tr>
<tr>
<td>Resources received from other public sector entities during the period:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Services received free of charge(a)</td>
<td>1,432</td>
<td>1,386</td>
</tr>
<tr>
<td>Total resources received</td>
<td>1,432</td>
<td>1,386</td>
</tr>
<tr>
<td>Total income from State Government</td>
<td>1,931</td>
<td>1,744</td>
</tr>
</tbody>
</table>

\(a\) 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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Other sundry income</td>
<td>21</td>
<td>5</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Notes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment</td>
<td>4.1</td>
</tr>
<tr>
<td>Right-of-use assets</td>
<td>4.2</td>
</tr>
</tbody>
</table>

4.1. Property, plant and equipment

<table>
<thead>
<tr>
<th>Year ended 30 June 2021</th>
<th>Office and other equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>1 July 2020</td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>Gross carrying amount</td>
<td>(63)</td>
<td>(63)</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at start of period</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(3)</td>
<td>(2)</td>
</tr>
<tr>
<td>Carrying amount at 30 June 2021</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Gross carrying amount</td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(66)</td>
<td>(66)</td>
</tr>
</tbody>
</table>
Notes to the financial statements

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

Subsequent measurement
Subsequent to initial recognition of an asset, property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

4.1.1 Depreciation and impairment

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Office and other equipment</td>
<td>3</td>
</tr>
</tbody>
</table>

As at 30 June 2021, there were no indications of impairment to property, plant and equipment. All surplus assets at 30 June 2021 have either been classified as assets held for sale or have been written-off.

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

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the 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.

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

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

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

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Vehicles</td>
<td>-</td>
</tr>
<tr>
<td>Net carrying amount</td>
<td>-</td>
</tr>
</tbody>
</table>

There were no additions to right-of-use assets during the 2021 financial year (2020: $nil).

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

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

The Commission has elected not to recognised 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 team 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 is outlined in note 4.1.1.

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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Total right-of-use asset depreciation</td>
<td>7</td>
<td>12</td>
</tr>
</tbody>
</table>

The total cash outflow for leases in 2021 was $8,102 (2020: $10,888).

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

The Commission has leases for vehicles.

The Commission recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

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

5. Other Assets and Liabilities

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

<table>
<thead>
<tr>
<th>Note</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts receivable for services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other liabilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.1. Receivables

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>GST receivable</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Other debtors</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total current receivables</td>
<td>17</td>
<td>14</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current balance at end of period</td>
<td>226</td>
<td>226</td>
</tr>
</tbody>
</table>
Notes to the financial statements

**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

<table>
<thead>
<tr>
<th></th>
<th>2021 ($'000)</th>
<th>2020 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade payables</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>14</td>
<td>33</td>
</tr>
<tr>
<td>Accrued salaries</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current payables</strong></td>
<td><strong>23</strong></td>
<td><strong>34</strong></td>
</tr>
</tbody>
</table>

**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.

### 5.4. Other liabilities

<table>
<thead>
<tr>
<th></th>
<th>2021 ($'000)</th>
<th>2020 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-current grant liability at end of period</strong>(a)</td>
<td>-</td>
<td>15</td>
</tr>
</tbody>
</table>

(a) Grant Liability for Regional Development Scheme grants paid on completion of milestones, as per contract.

### 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

<table>
<thead>
<tr>
<th></th>
<th>2021 ($'000)</th>
<th>2020 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td>-</td>
<td>7</td>
</tr>
</tbody>
</table>

**Initial measurement**

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

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

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

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

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

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

This section should be read in conjunction with note 4.2 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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current non-restricted Cash and cash equivalents</td>
<td>111</td>
<td>338</td>
</tr>
</tbody>
</table>

Non-Royalties for Regions fund restricted cash
- Restricted cash other | 8 | 20 |
- Regional Development Scheme | - | 24 |
Royalties for Regions Fund Projects Restricted cash
- Community Chest Grants Scheme | 6 | 21 |

Current restricted cash and cash equivalents | 14 | 65 |

Total cash and cash equivalents | 125 | 403 |

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

Financial instruments
Contingent assets and liabilities 7.1

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:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>125</td>
<td>403</td>
</tr>
<tr>
<td>Financial assets at amortised cost (a)</td>
<td>229</td>
<td>229</td>
</tr>
<tr>
<td>Total financial assets</td>
<td>354</td>
<td>632</td>
</tr>
</tbody>
</table>

Financial liabilities
Financial liabilities at amortised cost (b) | 23 | 56 |

Total financial liabilities | 23 | 56 |

(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).
Notes to the financial statements

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.

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

There were no contingent assets or liabilities which would affect the Commission at the end of June 2021 (2020: None).

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

<table>
<thead>
<tr>
<th>Note</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1</td>
<td>Events occurring after the end of the reporting period</td>
</tr>
<tr>
<td>8.2</td>
<td>Correction of period errors/changes in accounting policies</td>
</tr>
<tr>
<td>8.3</td>
<td>Key management personnel</td>
</tr>
<tr>
<td>8.4</td>
<td>Related party transactions</td>
</tr>
<tr>
<td>8.5</td>
<td>Related bodies</td>
</tr>
<tr>
<td>8.6</td>
<td>Affiliated bodies</td>
</tr>
<tr>
<td>8.7</td>
<td>Special purpose accounts</td>
</tr>
<tr>
<td>8.8</td>
<td>Remuneration of auditors</td>
</tr>
<tr>
<td>8.9</td>
<td>Equity</td>
</tr>
<tr>
<td>8.10</td>
<td>Supplementary financial information</td>
</tr>
<tr>
<td>8.11</td>
<td>Explanatory statement</td>
</tr>
</tbody>
</table>

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. Correction of prior period errors/changes in accounting policy
The Commission has adopted the following new Australian Accounting Standards in accordance with the transitional provisions applicable to each standard:
- AASB 1059 Service Concession Arrangements: Grantors
- AASB 2018-5 Amendments to Australian Accounting Standards – Deferral of AASB 1059
- AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business
- AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material
- AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework
- AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059
- AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform
- AASB 2019-5 Amendments to Australian Accounting Standards – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia
- AASB 2019-7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations
- AASB 2020-4 COVID-19-Related Rent Concessions

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

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.
Notes to the financial statements

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:

<table>
<thead>
<tr>
<th>Compensation band ($)</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation of members of the accountable authority</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30,001 - 40,000</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>20,001 - 30,000</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>10,001 - 20,000</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>0 - 10,000</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Senior officers of the accountable authority</td>
<td></td>
<td></td>
</tr>
<tr>
<td>230,001 - 240,000</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>140,001 - 150,000</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>90,001 - 100,000</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>70,001 - 80,000</td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term employee benefits</td>
<td>260</td>
<td>297</td>
</tr>
<tr>
<td>Post-employment benefits</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>Other long-term benefits</td>
<td>22</td>
<td>30</td>
</tr>
</tbody>
</table>

Total compensation for members of the accountable authority and senior officers | 309 | 357 |

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.
Notes to the financial statements

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:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditing the accounts, financial statements, controls, and key performance indicators</td>
<td>26</td>
<td>25</td>
</tr>
</tbody>
</table>

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 2021
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 2021.

Bruce Manning
Chair
2 September 2021

Natasha Monks
Chief Executive Officer
2 September 2021

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.

<table>
<thead>
<tr>
<th>Government Goal:</th>
<th>Desired Outcome:</th>
<th>Service:</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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.</td>
<td>Regional Development</td>
</tr>
</tbody>
</table>
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

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 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 271 clients was provided to Perth Market Research. Both online self-completion and telephone interviews were used to obtain a total of 160 client responses (133 key clients and 27 Local Governments representatives) from the 226 clients surveyed, representing a response rate of 70.8%. This results in a maximum possible sampling error of +/- 5.0% 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’.

<table>
<thead>
<tr>
<th>Favourable responses from a minimum of 75% of clients from the Client Survey</th>
<th>2018 Actual</th>
<th>2019 Actual</th>
<th>2020 Actual</th>
<th>2021 Target</th>
<th>2021 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>81%</td>
<td>83%</td>
<td>n/a*</td>
<td>80%</td>
<td>85.2%</td>
<td></td>
</tr>
</tbody>
</table>

* 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.

<table>
<thead>
<tr>
<th>Key Efficiency Indicator</th>
<th>Actual 2018-19</th>
<th>Actual 2019-20</th>
<th>Target 2020-21</th>
<th>Actual 2020-21</th>
<th>Variation 2020 to 2021 Actuals (b)</th>
<th>Target to Actual (c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average cost per project (a)</td>
<td>$29,265</td>
<td>$17,364</td>
<td>$34,407</td>
<td>$17,670</td>
<td>$306</td>
<td>$16,737</td>
</tr>
</tbody>
</table>

(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 2019-20 and 2020-21 actual average cost per project is due to a 15% increase in the net cost of services but a 13% increase in the number of projects. The increase in the net cost of services relates mainly to the filling of previous vacancies and the focused effort on achieving outcomes within the allocated budget. The increase in the number of projects relates mainly to the small grant election commitments allocated to the Commission. The overall increase in average cost per project is 1.7%.

(c) The 2020-21 target to actual variation is attributed to a total cost of services of 4% below target and an increase on target of 87% in the number of projects progressed or completed during the year. The combination of these two factors has resulted in the actual average cost per project being 49% below the target average cost per project. This is mainly driven by the small grant election commitments allocated to the GSDC post the elections.

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 2020-21.

Capital projects complete
The GSDC did not complete any capital works projects during 2020-21.

Employment and Industrial Relations

<table>
<thead>
<tr>
<th>Staff Profile (at 30 June 2021; includes GSDC staff and GSDC-based DPIRD staff)</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time permanent</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Full-time contract</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Part-time permanent (FTE)</td>
<td>0.6</td>
<td>2.56</td>
</tr>
<tr>
<td></td>
<td>10.6</td>
<td>9.56</td>
</tr>
</tbody>
</table>

Workers’ Compensation and Rehabilitation
The GSDC did not have any new workers’ compensation claims in 2020-2021.
GOVERNANCE DISCLOSURES

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 and Committee Remuneration

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Remuneration type and rate</th>
<th>Period of membership in 2020-21</th>
<th>Gross/actual remuneration 2020-21 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Bruce Manning</td>
<td>Stipend</td>
<td>5 months</td>
<td>19,638</td>
</tr>
<tr>
<td>Chair</td>
<td>Veronica Fleay</td>
<td>Stipend</td>
<td>7 months</td>
<td>31,648</td>
</tr>
<tr>
<td>Member / Deputy Chair</td>
<td>Annie Roberts</td>
<td>Sitting Fees / Stipend</td>
<td>12 months</td>
<td>6,624</td>
</tr>
<tr>
<td>Member</td>
<td>Vernice Gillies</td>
<td>Sitting Fees</td>
<td>12 months</td>
<td>2,348</td>
</tr>
<tr>
<td>Member</td>
<td>Liz Guidera</td>
<td>Sitting Fees</td>
<td>7 months</td>
<td>776</td>
</tr>
<tr>
<td>Member</td>
<td>Robert Lester</td>
<td>Sitting Fees</td>
<td>7 months</td>
<td>1,657</td>
</tr>
<tr>
<td>Member</td>
<td>Darren Moir</td>
<td>Sitting Fees</td>
<td>1 month</td>
<td>-</td>
</tr>
<tr>
<td>Member</td>
<td>Joanne Iffla</td>
<td>Sitting Fees</td>
<td>5 months</td>
<td>1,140</td>
</tr>
<tr>
<td>Member / CEO</td>
<td>Natasha Monks*</td>
<td>Not applicable</td>
<td>5 months</td>
<td>-</td>
</tr>
</tbody>
</table>

Total 63,831

* 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 2021, there were no instances of personal use of a credit card.

- Personal use expenditure (aggregate) $0
- Personal use expenditure settled by due date (within five working days) $0
- Personal use expenditure settled after the period (after five working days) $0
- Personal use expenditure outstanding at balance date $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 June 2018.

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 2020-21 year, I advise the following:

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

Natasha Monks  
Chief Executive Officer  
2 September 2021

Annual Estimates

Treasurers Instruction 953 (Item 3) requires the publication of the annual estimates for the coming year (S40 Submission) in the Annual Report. Due to the State Government’s 2021-22 budget schedule, the annual estimates were not available at the time of publication. The estimates will be published on the GSDC website when they become available.
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 2020-21 was $5,621. Expenditure was incurred as shown in the table.

<table>
<thead>
<tr>
<th>Expenditure class</th>
<th>Organisation</th>
<th>($)</th>
<th>Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising Agencies</td>
<td>Nil</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Polling Organisations</td>
<td>Nil</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Direct Mail Organisations</td>
<td>Nil</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Media advertising</td>
<td>Great Southern Weekender</td>
<td>500</td>
<td>2,136</td>
</tr>
<tr>
<td></td>
<td>Albany Advertiser</td>
<td>454</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Denmark Bulletin</td>
<td>318</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Albany Chamber of Commerce and Industry</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Denmark Chamber of Commerce</td>
<td>464</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>5,621</strong></td>
<td></td>
</tr>
</tbody>
</table>

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 early 2021, with minor amendments to be incorporated by 31 December 2021.

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 no direct requests for information under the Freedom of Information Act 1992 in 2020-21.
GOVERNMENT POLICY REQUIREMENTS

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 2020-21, the GSDC continued to support projects designed to meet the needs of diverse community groups including:

- Establishment of a dementia specialist respite cottage in Albany – appropriate overnight respite for people living with dementia has a strong evidence base as a critical community service.
- Norman House Transitional Accommodation – business case for the redevelopment of Albany’s historic Norman House to provide an accommodation option for young people experiencing homelessness or at risk of homelessness.
- Great Southern Housing Initiative – providing 52 housing units across seven Great Southern local government areas (21 units for independent seniors and 31 for regional employees).

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.

In 2020-21, our support for cultural diversity in our workplace included participating in the Public Sector Commission’s Aboriginal traineeship program. Our GSDC Board Member Vernice Gillies is a Noongar elder who provides perspectives on cultural issues related to Aboriginal people. Staff development initiatives in 2020-21 included a Noongar cultural tour.

We supported events and programs that promoted cultural awareness, including the Katanning Harmony Festival and several projects and events focused on Aboriginal leadership development. A $35,960 Regional Economic Development grant supported a Shire of Katanning initiative to provide a food trailer to enable business trials and start-ups by local cooks and caterers from the town’s many cultures.
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 weekly management and fortnightly team meetings, which are chaired by the CEO. All OSH-related procedures and forms are easily accessible on the DPIRD intranet and the GSDC file server.

Our OSH management system was reviewed by an independent external assessor in April 2019 and key recommendations identified to improve the system in line with current best practice approaches, including consolidating OSH documentation in an over-arching OSH Management Plan, providing OSH management training for managers, and formalising OSH induction processes for contractors.

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:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Results 2018-19 Base year</th>
<th>Results 2019-20 Prior year</th>
<th>Results 2020-21 Current year</th>
<th>Targets</th>
<th>Comments toward targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of fatalities</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Lost time injury and disease incidence rate</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Lost time injury and disease severity rate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Percentage of injured workers returned to work: (i) within 13 weeks</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Percentage of injured workers returned to work: (ii) within 26 weeks</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Percentage of GSDC-based managers trained in occupational safety, health and injury management responsibilities, including refresher training within 3 years</td>
<td>0%</td>
<td>100%</td>
<td>100%</td>
<td>Greater than or equal to 80%</td>
<td></td>
</tr>
</tbody>
</table>
GSDC Medal recipient Bev Lockley championed an initiative to plant native vegetation in the wetlands at Katanning’s Piesse Park.
Annual Report 2020-21

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