



Strategic Plan 2024 – 2025

Great Southern
Development Commission



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1. ACKNOWLEDGEMENT OF COUNTRY

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

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

The Board and staff of the Great Southern Development Commission acknowledge the traditional custodians of the lands upon which we operate, the Menang, Kaneang, Goreng, Wudjari and Wilman Noongar peoples. We acknowledge their continuing connection to the lands, waters and sky, and celebrate their almost 50,000 years of life on this land. We pay our respect to elders past, present and emerging.



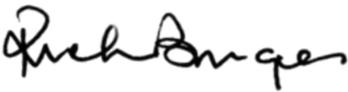
2. MESSAGE FROM THE CHAIR AND ACTING CEO

The Great Southern Development Commission's role is to support our communities to grow, develop and take advantage of the significant benefits our region has to offer including its enviable lifestyle, natural landscape and thriving economy.

By working in partnership with Government, businesses and communities, the Commission aims to coordinate and support endeavours that build an integrated regional economy, foster regional growth, and transform our communities into vibrant places to live, work and grow.

This Strategic Plan is aligned with the State Government's priorities which include, low carbon transition, delivering regional prosperity, building a strong and diversified economy and Aboriginal wellbeing. The Plan is also aligned with the WA Regional Development Framework which guides the State's regional development agenda.

This plan sets out our strategic direction for the period 2024-25, including our values, vision, and strategic initiatives.



Ricky Burges PSM
Chair
Great Southern Development Commission



Jarrad Gardner
Acting Chief Executive Officer
Great Southern Development Commission

3. OUR VISION

Sustainable economic development with lasting prosperity for the Great Southern region and its communities.

The Commission is driving this change by strategically and sustainably building on the region's comparative advantages and knowhow.



CinefestOZ

4. OUR ROLE AND OUR VALUES

4.1 Our role

The Commission is a statutory authority under the *Regional Development Commissions Act 1993* (the Act), which established Regional Development Commissions “to coordinate and promote the economic development of the regions.” This *Great Southern Development Commission Strategic Plan 2024 – 2025* is underpinned by the original objects and functions stipulated in the Act.

We promote sustainable development and growth in the Great Southern region by:

- Leveraging comparative advantages to focus activity that creates impact
- Maximising gains in regional job creation and business activity
- Driving economic development in the region to broaden our economic base
- Identifying and advocating for critical infrastructure that fixes constraints and services communities
- Supporting business development and ambition
- Seeking to normalise regional living standards
- Building strong and inclusive communities, supporting a sense of belonging
- Supporting the economic aspirations of Aboriginal communities
- Respecting and enhancing the region's environmental, arts, culture and heritage assets
- Championing education, knowledge, innovation, and creativity that benefits the region.

4.2 Our values

Underpinning all our decisions and actions are our core values:

Leadership

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

Knowledge

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

Empowerment

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

Relationships

We actively build meaningful relationships with our stakeholders.

Agility

We are flexible, responsive, focused and resilient.

Integrity

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

4.3 Our approach

Regional Development Commissions are critical on-the-ground connectors, advocates, and influencers for regional development. While Regional Development Commissions often have limited implementation roles, we play an important role in identifying and supporting development opportunities and coordinating across government agencies.

The areas Regional Development Commissions influence to drive change include:

- Policy
- Planning, and regulation
- Enabling infrastructure
- Building capability
- Capacity and service delivery.

The Commission uses four 'ways or working' to implement development activities in the region.

The four 'ways of working' are not necessarily a linear progression, and the nature of the response by the Commission within a specific project or sector may change over time.

This approach is similar to the implementation approach set out in the whole of WA Regional Development Framework (align, collaborate, coordinate), and reflects the dynamic nature of the Commission's role, which differs across project lifecycles, and industry sectors at different stages of maturity.

This approach also reflects that some projects or actions may require more resource intensive implementation from the Commission for a period of time to (for example) 'cultivate' a transformative project or opportunity to fruition. At other times, a less intensive implementation role may be appropriate, to 'connect' stakeholders with the right data or funding opportunity.

Figure 1. Ways of working to implement regional development activities



5. REGIONAL DEVELOPMENT PORTFOLIO

Successful regional development is a collaborative endeavour. The Commission is one of nine independent Regional Development Commissions and is part of the Regional Development Portfolio that aims to measurably improve regional development in Western Australia.

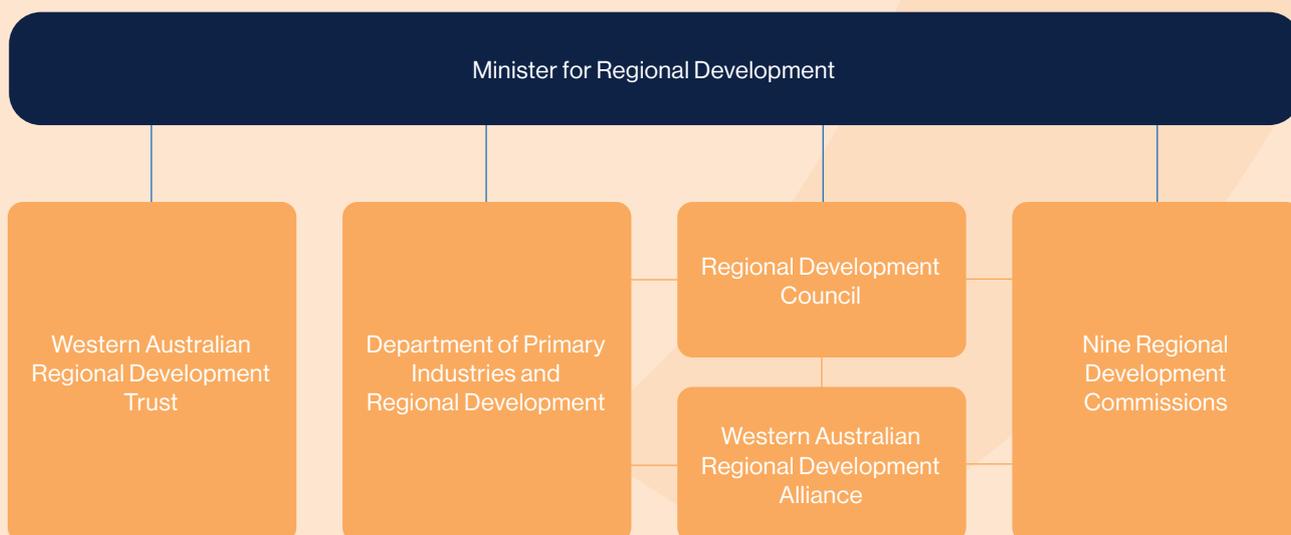
In addition to the nine Commissions, other key bodies in the Portfolio are:

- The Regional Development Trust, an independent statutory advisory body established under the *Royalties for Regions Act 2009* that provides advice to the Minister for Regional Development on the operation of the Royalties for Regions Fund.
- The Regional Development Council, a key advisory body to State Government on regional development issues, comprising of the Chairs of the nine Regional Development Commissions.
- The WA Regional Development Alliance (WARDA), comprising of the CEOs of the nine Regional Development Commissions, working collaboratively to further regional development across the State; and
- The Department of Primary Industries and Regional Development (DPIRD), the State Government department with portfolio responsibility for regional development.

Regional development is most effective when it focuses on important opportunities and barriers to development both at a regional level and at a state-wide level. Therefore, the Commission, as part of the Regional Development Portfolio, works closely with the other Regional Development Commissions and DPIRD to progress strategic initiatives for regional Western Australia.

The Commission provides critical input into the Regional Development Portfolio priorities and ensures strong on-the-ground connection and alignment to the work of the Portfolio.

Figure 1. Regional Development Portfolio



Focus Areas

The Regional Development Portfolio focusses efforts across five strategic areas:

1. Regional Liveability
2. Economic Development, Diversification, and Innovation
3. Climate Resilience and Low Carbon Transition
4. Aboriginal Empowerment and Prosperity
5. Organisational excellence

These areas are applied consistently across the nine Regional Development Commissions' Strategic Plans, with each Commission formulating region-specific priorities and initiatives that align with the Strategic Themes.

In responding to the Regional Development Portfolio Strategic Themes, the Commission has also taken into consideration key State Government Legislation and Policy:

- *Regional Development Act 1993*
- *Royalties for Regions Act 2009*
- *WA Recovery Plan July 2020*
- *Diversify WA & Future State*
- *WA Innovation Strategy*
- *WA Climate Policy*
- *WA Climate Adaption Strategy*
- *WA Sectoral Emission Reduction Strategy*
- *WA Hydrogen Strategy*
- *Aboriginal Empowerment Strategy 2021-2029*
- *Jina Plan (WA Aboriginal Tourism)*
- *State Infrastructure Strategy*
- *WA Planning Commission – Regional Planning Strategies*
- *Primary Industries Plan 2020-2024*



Misery Beach

6. OUR REGION

A strong economic foundation and high liveability factors make the Great Southern a great place to live and work.

Western Australia's Great Southern takes in 250 kilometres of the state's southern coastline, stretching from Nornalup in the west to the Fitzgerald River National Park in the east, and it extends north to the Shires of Woodanilling and Kent. Its ancient geography includes the highest ranges in southern Western Australia, deep forests, productive farmland and spectacular coastal scenery.

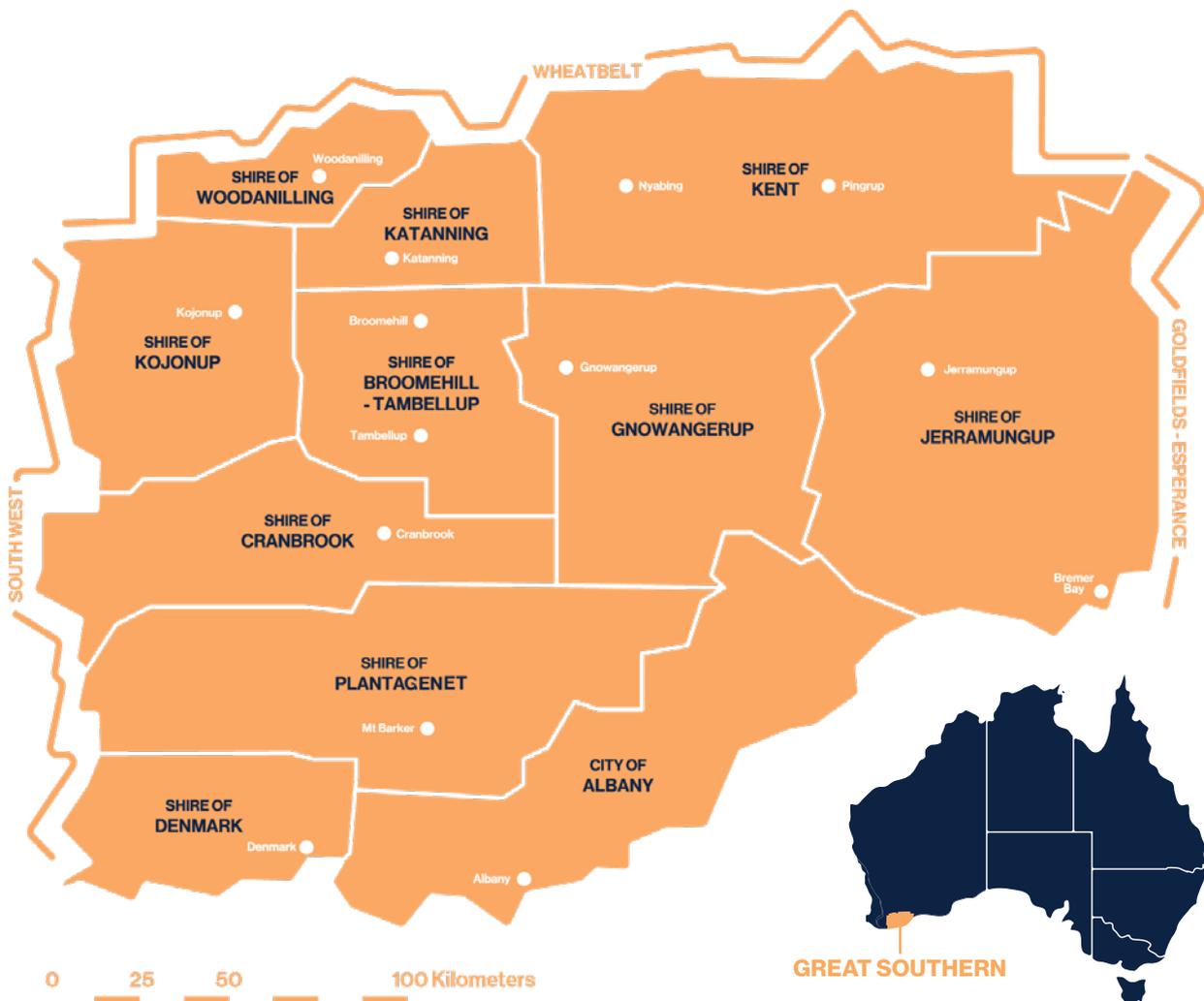
The Noongar people are acknowledged as the traditional custodians of the lands of the Great Southern. The region supported a significant population of Aboriginal people for tens of thousands of years. The Great Southern falls within the Wagyl Kaip Southern Noongar portion of the South West Native Title settlements and covers the ancestral boundaries of the Menang, Kaneang and Goreng Noongar peoples, but also includes parts of Wudjari and Wilman land.

The Great Southern region includes the 11 local government areas of Albany, Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet, and Woodanilling.



More information and data on our region can be found at [REMPLAN](#).

Figure 2. Great Southern Region Map





6.1 Economy

GREAT SOUTHERN REGION

GROSS REGIONAL PRODUCT
\$5.1 BILLION



UNEMPLOYMENT

2.2%

(June 2023)



JOBS

26,889

(Census 2021)



BUSINESSES

7,174

(June 2022)



ANNUAL VISITORS

707,000

(21/22 average)

MAJOR COMMODITY VALUE



BARLEY

\$293.4 MILLION



WHEAT

\$285.8 MILLION



CANOLA

\$273.5 MILLION



WOOL

\$160.4 MILLION

TOP 3 EMPLOYERS



AGRICULTURE, FORESTRY & FISHING

16%



HEALTHCARE & SOCIAL ASSISTANCE

15%



EDUCATION & TRAINING

9.8%

Source: 2021 ABS Census data

6.2 Social Context

POPULATION



64,430

Great Southern's population;

78% of the population residing within Albany, Denmark and Plantagenet.

 **1.2%**

Average annual population growth rate over the past decade.

DEMOGRAPHICS



45

Great Southern's median age;

High proportion of older residents **>55 years**

Low proportion of young adults **15-40 years**

ABORIGINAL PEOPLE



4.0%

of the region's population are Indigenous;

the highest proportions are in: Broomehill-Tambellup **13%**

Gnowangerup **7.7%**

Katanning **8.8%**

MULTICULTURALISM



26.2%

of the population were born overseas;

Katanning's overseas born population is significantly more culturally diverse than other regional towns.

SOCIOECONOMICS



\$1,723

The region's family weekly income;

Perth weekly income: **\$2,259**

WA weekly income: **\$2,214**

6.3 Our Challenges and Opportunities

The Great Southern region faces a variety of challenges that inform the Commission's priorities and projects.



Geographic challenges

- Distance from the metropolitan area
- Transport linkages
- Forecast climate change exposure
- Service delivery and accessibility.

These factors particularly impact the region's tourism and primary production potential and transportation of goods in and out of the region.

Opportunities

- Enhance community assets and social infrastructure to attract and retain residents
- Develop strong economic development initiatives to stimulate key growth sectors
- Enhance transport, business and trade infrastructure to encourage private investment
- Enhance heritage and cultural assets as important drawcards for visitation by promoting the region as a heritage and cultural hub
- Adapt to climate change by promoting primary industry innovation and a knowledge economy
- Leverage the region's growth in population and visitation to seek investment in tourism and transport infrastructure.



Community challenges

- Ageing population
- Outmigration of youth
- Housing provision acting as a barrier to delivery of community services and growth
- Low or negative growth rates in smaller towns
- Lower personal incomes but comparable costs of living compared to state averages.

Opportunities

- Stimulate the region's high value sectors, to create more diversity of skilled employment offerings in the region
- Use our multicultural diversity to reach potential export markets for products such as bushfoods, aquaculture and agricultural products
- Capitalise on our ageing population by developing supporting sectors creating new enterprise and employment opportunities
- Diversify recreational, arts, cultural and educational assets to reduce youth outmigration and cater for multicultural communities
- Build upon the tertiary education offerings to retain and grow skills and knowledge
- Work with local government and the private sector to ensure worker housing priorities are clearly identified and implemented, to meet community services and business needs.



Economic challenges

- Relatively low per capita gross regional product
- Underdeveloped Aboriginal business sector
- Overreliance on a few key industries
- Amalgamation and corporatisation in the primary production sector
- Competition from other regions for tourism visitation
- Ageing population, and current infrastructure limiting industry and business growth.

Opportunities

- Diversify the economy through new industries and more complex products
- Compete effectively for tourists focusing on the domestic market and high spending international markets that were previously growing globally
- Capitalise on the Great Southern's untapped potential in local produce and primary production, with food and beverage manufacturing opportunities for international export markets
- Support the development of the Aboriginal business sector, including economic opportunities from the South West Native Title Settlement, and increasing awareness of State Government procurement opportunities for Aboriginal businesses
- Capitalise on geopolitical trends such as global food security, provenance and ethically sustainable production
- Maximise benefits that flow from the State's low carbon transition to regional business and the community
- Further develop the region as welcoming and attractive for international students
- Capitalise on growing interest in natural experiences through sustainable and sensitively managed ecotourism.



Infrastructure challenges

- Limited secondary and tertiary education outside of Albany
- Changing weather patterns and other climate-related factors
- Lack of serviced industrial land and appropriate transport linkages
- Insufficient power, water and digital service networks with associated high costs of connection and upgrades.

Opportunities

- Grow the market for digital nomads and remote workers by improving digital connectivity and promoting lifestyle advantages
- Enhance energy, water, transport and telecommunications infrastructure and systems to lower cost and reliability barriers to existing industry and attract new business
- Sustain and enlarge educational offerings, including secondary education offerings in the upper Great Southern
- Impactfully engage Government agencies to plan, prioritise and deliver infrastructure improvements that unlock the region's economic capacity and improve service standards
- Address market constraints, identify and prioritise the source of market failures and advocate to implement corrective action to remove economic growth inhibitors.

6.4 Comparative Advantages

A region's comparative advantages reflect what that region excels at. Leveraging comparative advantages is key to creating economic growth.

The Great Southern's comparative advantages have been identified as:



PRIMARY PRODUCTION

Diverse, high quality produce with significant value-add and export opportunities.



TOURISM

Natural and built attractions, Aboriginal heritage assets, unique historical character.



VOCATIONAL & TERTIARY EDUCATION & RESEARCH SECTOR

The significant and growing presence of TAFE, University of Western Australia, research institutions and the Great Southern Universities Centre that can be leveraged to attract innovation.



LIFESTYLE & NATURAL AMENITY

Highly attractive temperate climate, environment, arts, culture, and heritage assets.

7. OUR STRATEGIC PRIORITIES

The Commission has five Strategic Priorities aligned with the Regional Development Portfolio's strategic focus areas.

The Commission's Strategic Priorities are:

- **Regional Liveability**
- **Economic Development, Diversification and Innovation**
- **Climate Resilience and Low Carbon Transition**
- **Aboriginal Empowerment and Prosperity**
- **Organisational Excellence**

'Organisational Excellence' is an overarching organisational commitment to efficiency and effectiveness, spanning across all strategic themes and priorities, with performance indicators to be established as part of an annual business planning process.

The multidimensional nature of regional development means projects often deliver outcomes across more than one area of strategic focus.



7.1 Regional Liveability

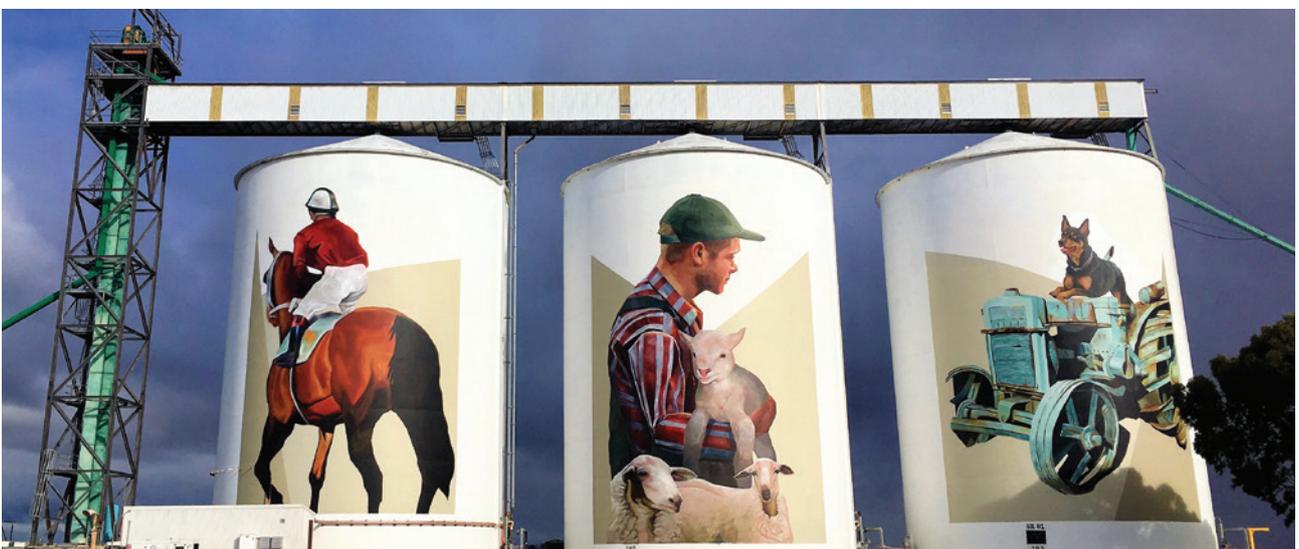
Making our regions good places to live is critical for the wellbeing of regional residents, and underpins labour market and community resilience.

The Commission recognises the critical role that social, community and cultural infrastructure and services play in building regional capacity for economic development. The focus is on improving access to services and experiences that attract people to regional areas and encourages them to stay.

Significant regional development opportunities will be constrained or missed without continued improvement in whole-of-life living standards in the Great Southern. The Commission addresses this by highlighting the unique needs and challenges of local communities, and advocating for place based and effective solutions. The Commission will:

Strategic Initiatives:

- Identify and address key service gaps with regional stakeholders and advocate for provision of services at levels comparable to the metropolitan area
- Support initiatives that encourage vibrant and inclusive regional centres
- Develop and support initiatives that promote diversity, inclusion and belonging in the region
- Strengthen regional resilience against disruptive events and climate change
- Support place-based service provision with buy-local policies that encourage regional populations to deliver services within their own community
- Advocate for infrastructure network upgrades that support the provision of essential services and support industry growth, in particular digital infrastructure
- Champion education, knowledge, creativity and innovation, creating opportunities to attract and retain families and students
- Respect and enhance the environment, heritage and cultural assets of the region.
- Advocate for community infrastructure, assets and capacity to make the region a preferred place to live, work, visit, study and invest
- Develop and delivery initiatives that support the sustainable provision of early childhood care disability and aged care services
- Support government land use planning process that deliver regional focussed land supply outcomes
- Support the development of and investment in community enterprise and social impact projects
- Promote the liveability of the Great Southern through its arts, culture and heritage and natural asset offerings.



Pingrup Silos, Shire of Kent



7.2 Economic Development, Diversity and Innovation

Diversification must leverage existing strengths in resources, primary industries, and tourism, and seek to develop and support new industries and careers.

Research undertaken by the Regional Development Portfolio identifies the importance of economic diversification to ensure economies can better absorb shocks. This aligns with the state's primary economic policy, Diversify WA.

The focus for the Portfolio is on growth of new industries and up-stream diversification of the resource sector to increase the economic complexity of the Western Australian economy. The Commission will seek to achieve this in the Great Southern by driving the expansion of existing industries into new areas with high economic complexity, and growing new industries to help add diversity and resilience to the local economy.

To grow and diversify the economy, the Commission will leverage the region's unique comparative advantages and legacy industries which are highly competitive, scalable and sustainable.

Key potential sectors for growth include manufacturing, regenerative agriculture, renewable energy, tourism, international education and higher education and aged care..

The state's extractive industry sector also represents a significant opportunity for the Great Southern to diversify its economy by building a local METS service sector that services the industry virtually/remotely, attracting and retaining FIFO workers and families to the region, and using the knowhow this brings to the region to kickstart new local industries.

Strategic Initiatives:

- Attract investment for new businesses in the region to grow and diversify
- Leverage the Great Southern brand to capitalise on the region's competitive advantages of culture, history, quality produce, visitor experiences and natural assets
- Create value-add opportunities for the region's propulsive industries
- Support attraction of VET, tertiary and international students to study, work and live in the Great Southern
- Research and development support local industry innovation
- Create new opportunities for enterprise and attraction of global talent
- Connect Great Southern goods, services and tourism products to diversified markets
- Support skills, knowledge and career pathway development
- Strategic promotion of the Great Southern region as a preferred place for trade, and investment
- Support the planning, assembly and activation industrial precincts
- Ensure digital access and inclusion infrastructure supports business and workforce growth
- Assist local businesses and producers seeking to enter new and emerging national and global markets by providing advice and referral connections
- Maximise local content outcomes from increased value of State government and private investment within the region
- Advocate for diverse and high-quality education and training outcomes at all levels, including growing the region's presence in the international education sector
- Foster entrepreneurship and innovation across the Great Southern business sector
- Promote, connect and engage with regional stakeholders on initiatives that facilitate jobs and skills diversification
- Grow regional visitation and tourism product offerings
- Provide direct business growth and diversification opportunities through provision of grant funding.



7.3 Climate Resilience and Low Carbon Transition

A changing climate alongside the global transition to a low carbon economy provide risks and significant opportunity for diversification and job growth in our regions. Global impacts from climate change are resulting in significant challenges for the Great Southern region.

The Regional Development Portfolio is working actively with our stakeholders and partners to understand and quantify the extent of change that is likely, and to develop strategies and initiatives to respond to these changing conditions. The Commission will work with responsible parts of government and industry to identify opportunities associated with low carbon transition and direct those to regional business, whilst supporting community interests.

The state's ambitious targets for low carbon transition require focus and collaboration between all levels of government, and the community. The Commission will work with our key infrastructure partners to map out and coordinate delivery of enabling utilities to enable regional economic growth - anticipating the future needs of growing industry and communities within the Great Southern.

The Commission will also work closely with primary industry to improve readiness for the evolving and changing climate. This will result in a range of coordinated actions to ensure drought resilience within this sector - ensuring a sustainable economic pathway for future growth.

Strategic Initiatives:

- Engage effectively across government to understand the state and commonwealth low carbon transition agenda
- Leverage opportunities and enduring community benefits from the emerging 'carbon economy' within the region
- Support climate resilience and sustainable benefits of major projects
- Support emerging 'low carbon' and Net Zero economy and renewable energy research
- Promote preparedness for changing climate impacts, coastal erosion, drought, bushfires and floods
- Advocate for best practice natural resource management
- Identify and support critical power and water infrastructure investments that enable the development of renewable energy projects
- Support First Nations participation in the low carbon and renewable energy transition.





7.4 Aboriginal Empowerment and Prosperity

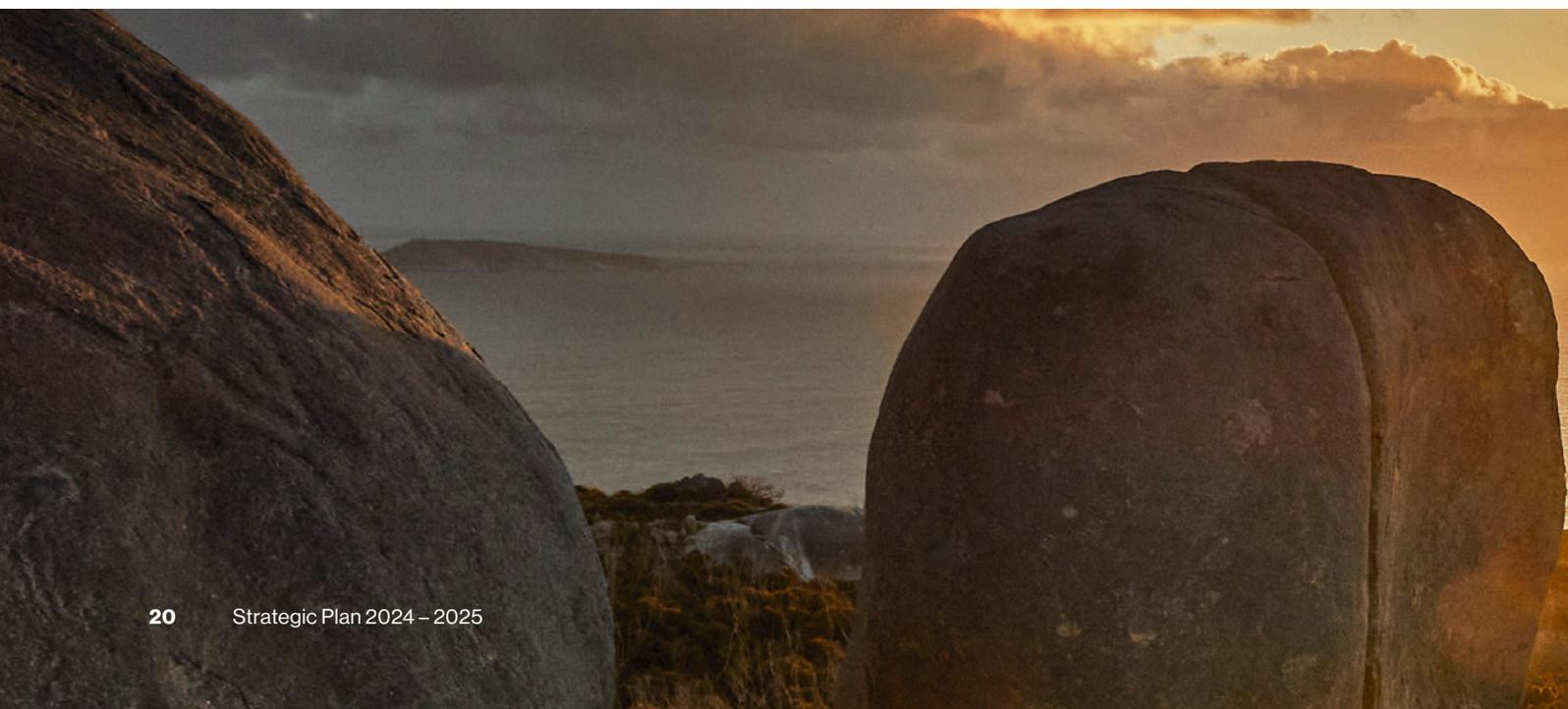
Partnerships and engagement with Aboriginal people, strong accountability and culturally responsive working will enable regions to realise a 'future in which all Aboriginal people, families and communities are empowered to live good lives and choose their own futures from a secure foundation.

The Commission recognises the importance of activating and empowering Aboriginal peoples' human and social capital as it is critical to delivering regional development and to social outcomes for the region.

The Commission is working to support aboriginal empowerment and prosperity by building strong and inclusive communities, enhancing Aboriginal wellbeing and economic development, and empowering Aboriginal communities to determine their own path to health and prosperity. An integrated procurement and support strategy for Aboriginal people and Aboriginal businesses, along with supporting Aboriginal business growth, creating more inclusive workplaces, and providing training programs are key mechanism to achieve this outcome.

Strategic Initiatives:

- Identify, attract and promote programs that assist Aboriginal people to participate in the economy at a range of points including workforce entry, career progression and owning businesses
- Support projects that empower Aboriginal enterprises, business owners and community groups to prosper
- Connect regional Aboriginal enterprises and businesses to state government procurement opportunities
- Foster cultural, social and economic opportunities that arise from the South-West Native Title Settlement
- Ensure growth and viability of Aboriginal enterprises and businesses is leveraged into the region's existing and emerging industries
- Implement the State Government's Aboriginal Empowerment Strategy through support of opportunities for truth-telling, healing and reconciliation
- Activate Aboriginal capital held through interests in land, culture and skills into the mainstream economy
- Promote better understanding, acknowledgement and engagement with Aboriginal people and organisations across the region, through our interaction and economic development initiatives
- Promote regional Aboriginal business growth, capacity and diversification
- Foster co-design and shared decision-making by Aboriginal people in economic and service delivery initiatives.





7.5 Organisational Excellence

The success of the portfolio will be determined by the way it works together to deliver strategic initiatives and build organisational excellence in collaborative and cooperative delivery of regional development.

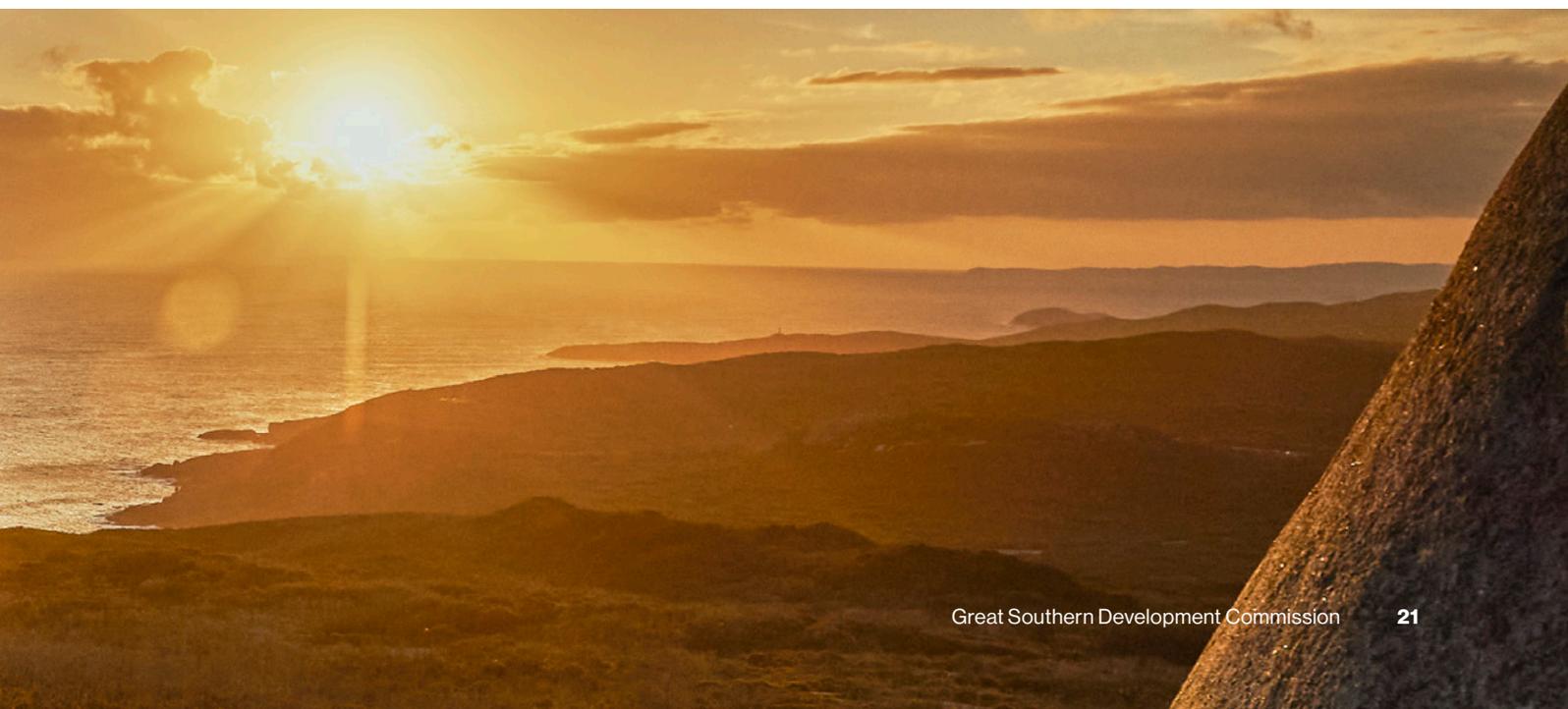
To influence and lead thinking on regional economic development, the Portfolio requires diverse skill sets and a motivated and empowered team working towards a common goal. Using clear evidence to inform regional development decisions will strengthen the Portfolio's reputation as trusted partners, particularly with regard to investment recommendations. Identifying, attracting, and retaining the talent, skills and experience necessary to drive regional economic development is also critical.

Our organisation is committed to a principles-based, evidence-led approach to operations and governance that produces best-practice behaviours. These behaviours drive outcomes in line with the Commission's strategic vision and values.

The Commission's organisational excellence is achieved by leading with integrity and professionalism, maintaining a region-wide focus, being strategic and effective, and using well-developed evidence to advocate strongly for the Great Southern. Building and sustaining partnerships based on mutual trust, sharing knowledge, and informed decision making is also crucial to achieving this outcome.

Strategic Initiatives:

- Demonstrate regional leadership and leverage regional investment funding
- Build collaborative and trusted partnerships to ensure regional intelligence is available to supporting evidence-based decision making
- Build and retain a highly knowledgeable, skilled and empowered workforce
- Effective and trusted communications for regional stakeholders
- Ensure good governance, strong integrity and management of risk
- Contribute to a unified regional voice on cross region development matters.



8. WHAT WILL SUCCESS LOOK LIKE?

The Great Southern is emerging as the place of choice for investment in renewable energy and environmentally sustainable research and practices. The growth of this sector is being supported by the inward migration of people with new technical expertise. Key sectors – including agriculture, forestry, viticulture, and manufacturing – are beginning to reap the benefits of the influx of this new skilled workforce, tapping into the rapidly maturing innovation ecosystem, professional networks, and industry “clusters”. This is beginning to facilitate the transfer of expertise across sectors, growing the “knowhow” of the region.

The region has capitalised on a growing appetite for regional living led by remote work practices and a renewed focus on work/life balance emerging during the COVID pandemic. Digital connectivity, health care and access to education is not a barrier to people seeking to base themselves and their families in the region and enjoy the pristine environment, natural assets and lifestyle. The availability of quality education from early childhood through to tertiary, means that more families and young people are moving and staying in the region. This has invigorated the small business sector and has bolstered the local workforce across a range of service sectors, including for example – hospitality, childcare, care and support and retail.

These workers provide services that underpin regional liveability and, by living and working in the region, contribute to a vibrant, inclusive, and diverse sense of community.

Shared narratives that showcase the region's rich culture, history and heritage form the cornerstone of the Great Southern's identity. In particular, the lead up to the 2026 Albany Bicentenary has been the catalyst for a region-wide reconciliation journey, with the stories and experiences of Traditional Custodians providing opportunities for truth telling and healing. The economic benefits of the South-West Native Title Settlement are becoming evident in the community, and Aboriginal businesses are flourishing.

The Great Southern has a steadily increasing international reputation as a tourist destination with unique, curated experiences – including Aboriginal cultural offerings, self-drive itineraries and adventure and “trails” tourism. A series of annual events showcase the region's provenance, including arts, culture, food and beverages. The region's products continue to gain an international reputation as they diversify and reach new export markets.



9. IMPLEMENTATION, MONITORING AND EVALUATION

9.1 Implementation

The Board of the Commission is accountable for the delivery of the activities within this strategy and delegates responsibility for them to the CEO and Commission staff. The outputs and desired outcomes from this plan are a shared responsibility with key stakeholders across the region. The Board's commitment is to work closely with those stakeholders to ensure the outputs and outcomes are delivered to drive economic and social development for the Great Southern region.

Designing and implementation of the programs and projects constituting the strategic initiatives will be guided by the following principles:

- Alignment - with our vision and values, and the priorities of the State Government and community
- Deliverability - programs and projects will be practical and achievable
- Momentum – programs and projects will mutually support each other to help realise the vision
- Objectives – goals will be clearly defined
- Accountability – roles and responsibilities will be clearly allocated to individuals
- Timelines – clear milestones and deadlines will be identified and agreed on.

Key stakeholders to engage while implementing the Strategic Initiatives will vary, but are likely to include:

- Local governments
- Business and industry
- State Government agencies – DPIRD; Department of Jobs, Tourism, Science, Innovation; Department of the Premier and Cabinet; Department of Treasury
- Government Trading Enterprises
- Peak bodies
- Community groups.

9.2 Monitoring and Evaluation

It is important for the Commission to measure and evaluate the progress in relation to goals, strategies and actions. The Commission's performance is reported each year in its Annual Report, including key performance indicators (KPIs). Two indicators are reported:

- A effectiveness indicator drawn from a client survey rating the Commission's coordination and promotion of development in the Great Southern
- An efficiency indicator showing the average cost per hour.

In addition, the Commission's performance is monitored and evaluated by:

- Internal and external audits delivering no major risk findings
- Timely responses to governance requirements
- Accuracy and utility of advice to government
- Timely delivery and acquittal of funded projects
- Quantifying local content in Great Southern State Government projects.

Evaluation of the Commission's programs and projects is vital to ensuring successful implementation and to capture lessons-learned.

Key principles for conducting an evaluation include:

- Were goals clearly identified before implementation commenced?
- Were the goals met, including for deliverables and timelines?
- Was the program/project on budget?
- Was the program/project on scope?
- What feedback was received from stakeholders during and after completion?
- Was a de-brief held at the end of the program/project to capture lessons-learned?
- Has a plan been developed to ensure the lessons-learned are being incorporated into the work of the Commission's and the Regional Development Portfolio?

Great Southern Development Commission Strategic Plan 2024 – 2025

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