

GOVERNMENT OF WESTERN AUSTRALI

GREAT SOUTHERN Development Commission

Great Southern Development Commission

Annual Report 2023-24

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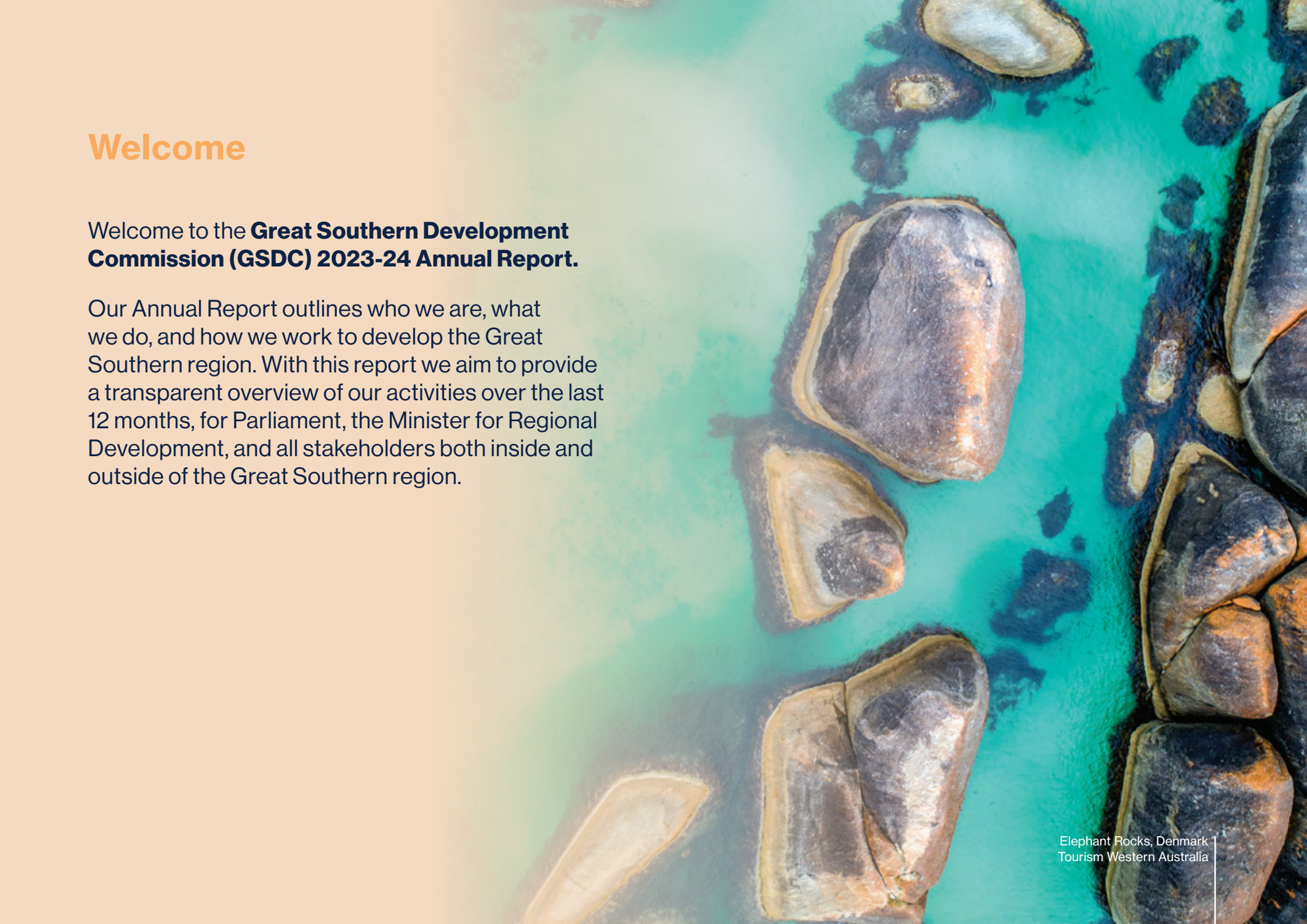
This report is available in alternative formats on request. We encourage readers to access the report online through our website and to use recycled paper if they print a copy. The online annual report is in PDF format.

Cover image: Pink Lake, Cranbrook
Humble Art Photography

Welcome

Welcome to the **Great Southern Development Commission (GSDC) 2023-24 Annual Report.**

Our Annual Report outlines who we are, what we do, and how we work to develop the Great Southern region. With this report we aim to provide a transparent overview of our activities over the last 12 months, for Parliament, the Minister for Regional Development, and all stakeholders both inside and outside of the Great Southern region.



Elephant Rocks, Denmark
Tourism Western Australia

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 employees 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 over 65,000 years of life on this land.

We pay our respects to Elders past, present and emerging.

Annual Report Feature Artwork

The GSDC is privileged to have acquired this artwork entitled 'Connecting Spirit to Country', and are honoured to be able to include a digital copy in this year's Annual Report.

This collaborative artwork was created during Prepare Produce Provide's 2023 Djinda Ngardak Kinjarling festival. Local Noongar artist Tom Dimer Narkle, and Djinda Ngardak Youth Ambassador and artist Molly West worked with the 2023 Djinda Ngardak students to help create this masterpiece. Read more about our support of Aboriginal led events on page 48.

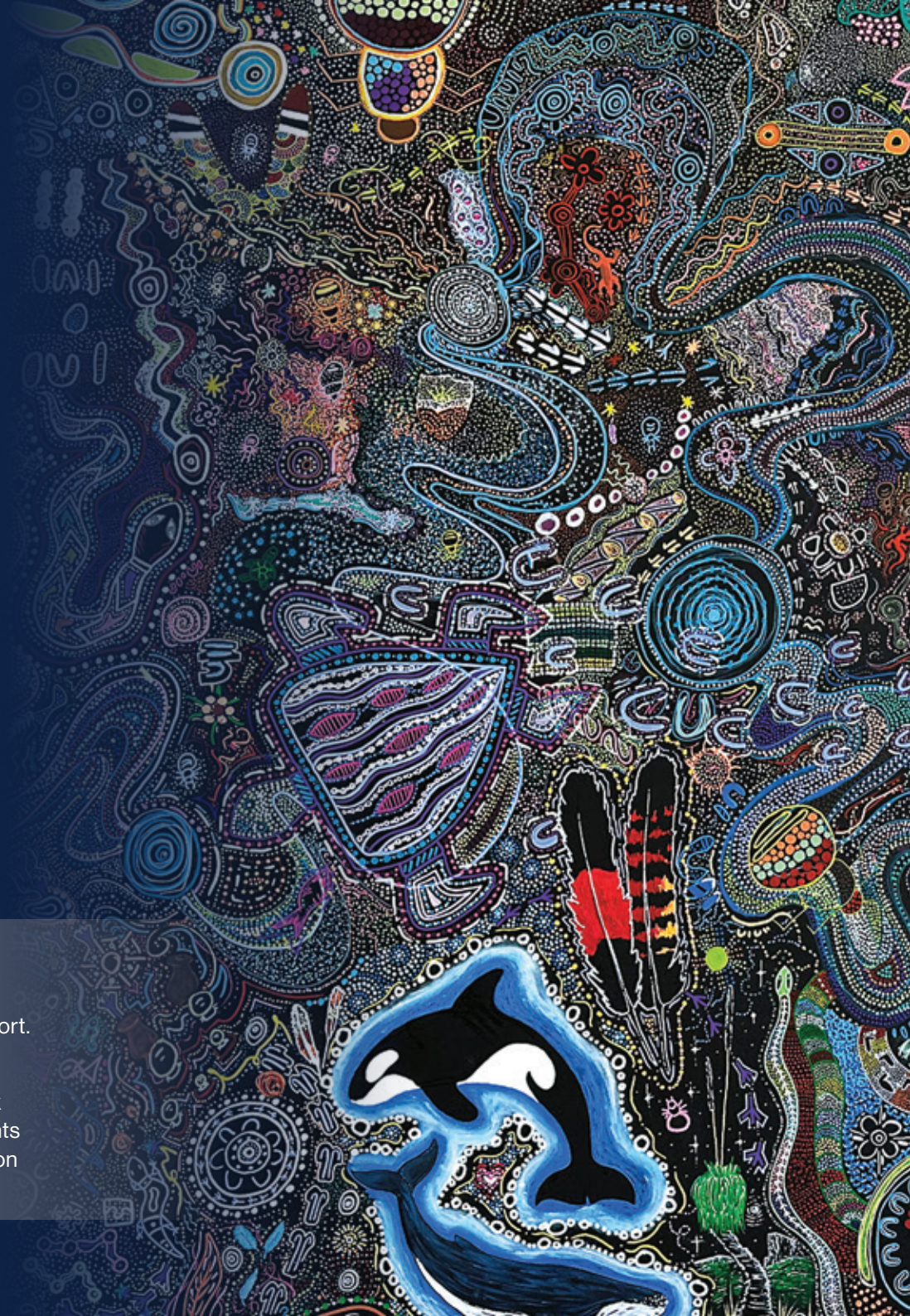




Table of contents

Statement of Compliance 6

A Message from the Chair and Chief Executive Officer 8

Overview 10
- Our region 11
- Who we are 13
- What we do 13
- Enabling Legislation 13
- How we work 15
- Our Strategic Priorities 16
- Performance Management Framework 18
- Our people 19

Our Operations 24
- A snapshot of our year 25
- Regional Liveability 26
- Economic Development, Diversity and Innovation 32
- Climate Resilience and Low Carbon Transition 40
- Aboriginal Empowerment and Prosperity 46
- Organisational Excellence 50

Audit Opinion 56

Disclosures 60
- Certification of Financial Statements 61
- Financial Statements 62
- Key Performance Indicators 79
- Key Effectiveness Indicator 80
- Key Efficiency Indicator 80

Other Financial Disclosures 81
- Pricing policy of goods and services provided 81
- Capital works 81
- Employment and industrial relations 81
- Workers compensation and rehabilitation 81

Statutory Information 82
- Ministerial Directions 83
- Contracts with Senior Officers 83
- Board remuneration 83
- Unauthorised use of credit cards 84
- Compliance with Public Sector Standards and Ethical Codes 84
- Agency Capability review requirements 85
- Disability Access and Inclusion Plan 2018-23 86
- Record Keeping Plan 86
- Substantive equality 86
- WA Multicultural Policy Framework 87
- Diversity and Inclusion 87
- Workplace Health and Safety Management 88

Statement of Compliance

For the year ended 30 June 2024

Hon. Don Punch

Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering

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 2024.

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

- *Regional Development Commissions Act 1993*
- *Corruption, Crime and Misconduct Act 2003*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Minimum Conditions of Employment Act 1993*
- *Work Health and Safety Act 2020*
- *Procurement Act 2020*
- *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.



Ricky Burges
Chair
30 August 2024



Jarrad Gardner
Acting Chief Executive Officer
30 August 2024



Treetop walk, Valley of the Giants

A Message from the Chair and Chief Executive Officer



Across the 2023-24 period, the Commission remained focussed on our vision of sustainable economic development with lasting prosperity. Our work over the year illustrates this, with collaboration, inclusivity and long-term solutions being our guiding principles.

Conscious of successful regional development requiring collaboration, the state's 9 Regional Development Commissions (RDCs) worked closely together throughout the year. Under the Western Australian Government's Regional Development Framework, the strategic priorities of each of the RDCs were aligned, and a unified approach to regional development solidified. This was an important factor in our 2023-24 activities.

A key achievement for the year was the successful delivery of round 6 of the state government's Regional Economic Development (RED) Grants program. In round 6 of the program, 4 Great Southern projects shared in $470,000 worth of funding to enhance healthcare, veterinary services, manufacturing and childcare in the region.

Cutting to the core of our role as a Commission, in 2023-24 we pursued regional projects aimed at addressing enduring challenges. We worked with our regional partners to master plan for the Albany Airport runway replacement and assess the socio-economic benefits an upgraded facility could bring to the region via enhanced transport pathways. Another collaborative endeavour has been the Albany 2050 Waterfront Master Plan project, creating a roadmap for development of the iconic Albany Waterfront precinct to maximise positive social, economic and environmental benefits. Both of these projects signify regional potential ready to be unlocked in the future.

Working to find region-specific solutions to nation-wide problems, over the past 12 months we began work on the Coastal Great Southern Regional Drought Resilience Plan, and important housing projects. A significant project to address housing shortages, was the proposal for a large-scale urban renewal project on vacant land in Albany, set to increase the availability of social and affordable housing.

Central to each of these projects, is a commitment to working alongside Great Southern Noongar communities. Following the impact of 2023 Referendum and the result this had for many Aboriginal and Torres Strait Islander people, we paid particular attention to embedding Aboriginal development outcomes into projects. We remained conscious of our role in this space, not as leaders, but as supporters, allies and listeners, leaving space for Aboriginal community to build their own paths to prosperity.

"In my 9 months as Chair of the GSDC Board, it has been a pleasure to see the Commission strengthen focus on the future of the region, and the extraordinary role collaboration plays in our projects. I take this opportunity to thank Acting CEO Jarrad Gardner, for his warm welcome into the GSDC, and dedication to the Great Southern region; also for providing outstanding leadership to a very capable workforce."

– Ricky Burges, Chair of the GSDC Board of Management.

In February, the Great Southern played host to the filming of Zak Hilditch's new film 'We Bury the Dead'. We were pleased to play a role in supporting Albany being selected as the film location, and ensuring the benefits to the region were maximised while the crew were in-region.

In 2023-24, we maintained our tourism and trade activities, ensuring the Great Southern continues to grow its premium food and wine market, and activate the enormous tourism potential the region has to offer. We are pleased to see the growth in both tourism and trade and film production, demonstrating the utilisation of the Great Southern's unique comparative advantages and world-class produce.

Looking ahead we recognise that certain challenges the region faces are not easily remedied, and require long-term solutions. However, we are proud of the projects we have engaged with over the last 12 months, and hope this report demonstrates the big-picture approach we are taking to regional development. We have our eye firmly on the horizon, and on projects that will translate the Great Southern's unique advantages into major benefits for our people and the economy.

> *"I am incredibly proud of the achievements of the Commission over the past 12 months. Our Board and team have been unwavering in their commitment to inclusive, conscious and valuable regional development. I sincerely thank Board Chair Ricky Burges for bringing her wealth of knowledge, and strong leadership to the Commission."*
>
> – Jarrad Gardner, Acting CEO of the GSDC.

To finish, we wish to extend our gratitude to our stakeholders and regional partners without whom the projects we make mention, simply wouldn't be possible. We further express our sincere thanks to Minister Punch and his office for the extraordinary level of support, guidance and advocacy they provide for the regional development portfolio, as well as the GSDC Board for their counsel and contribution, and GSDC team for their dedication.



Ricky Burges
Chair of the GSDC Board of Management



Jarrad Gardner
Acting Chief Executive Officer

Overview



Bald Head, Albany
Tourism Western Australia

Our region

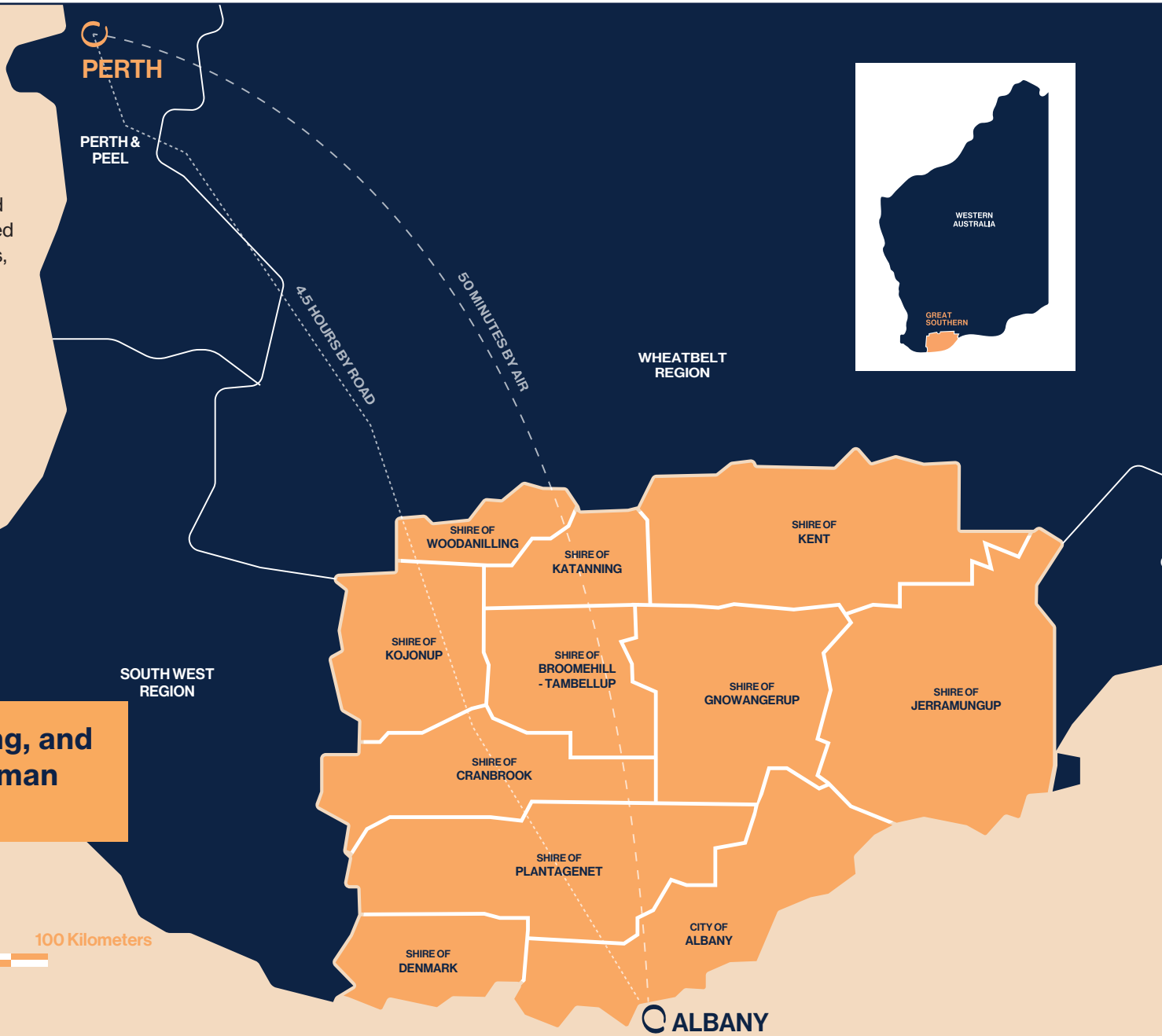
The Great Southern is one of 9 regions in Western Australia, bordering 250 km of the Southern Ocean, and extending 200 km inland. The landscape is characterised by dramatic coast in the south, ancient mountain ranges, towering forest, and fertile agricultural lands producing world-class premium food and wine.

39,000km2

250km coastline

11 local governments

Menang, Kaneang Goreng, and parts of Wudjari and Wilman Noongar peoples' lands



Great Southern Snapshot

POPULATION
65,222
88% LIVE IN ALBANY

INDIGENOUS POPULATION
4%

BORN OVERSEAS
26%

AVERAGE AGE
45 YEARS

JOBS
26,889

UNEMPLOYMENT
2.7%

BUSINESSES
7,256

GROSS REGIONAL PRODUCT
$5.6 B

AVERAGE ANNUAL VISITORS
707,000

AVERAGE ANNUAL ECONOMIC OUTPUT
$11.2 B

MAJOR INDUSTRY OUTPUTS

AGRICULTURE - **$2.1 B**
MANUFACTURING - **$1.6 B**
CONSTRUCTION - **$1.4 B**

MAJOR EMPLOYERS

AGRICULTURE, FORESTRY & FISHING - **16%**
HEALTHCARE & SOCIAL ASSISTANCE - **15%**
EDUCATION & TRAINING - **10%**

Canola field, Gnowangerup
Heidi Mayes Photography



Who we are

Founded in 1994 under the *Regional Development Commissions Act 1993*, the Great Southern Development Commission, is a statutory authority of the Western Australian Government. We are one of 9 such agencies, each serving a different region of the state.

Reporting directly to the Minister for Regional Development, the GSDC has a Chief Executive Officer and team located in the Great Southern, who are overseen by the Board of Management appointed in membership categories of community, local government and ministerial representation.

What we do

Our purpose is to coordinate and promote economic and social development in the Great Southern region. We work to make our region an even better place to live, work, invest, and do business.

By partnering with government, community, business, and industry to support projects that benefit the region, we are the regional connectors, advocates and influencers for Great Southern regional development.

Enabling Legislation

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

- Maximise job creation and improve career opportunities in the region
- Develop and broaden the economic base of the region
- Identify infrastructure services to promote economic and social development within the region
- Provide information and advice to promote business development within the region
- Ensure the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area
- Encourage, promote, facilitate and monitor regional economic development.

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.

Our values

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

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

Agility
We are flexible, responsive, focused and resilient.

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

Relationships
We actively build meaningful relationships with our stakeholders.

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

How we work

To progress sustainable economic development in the Great Southern, we have 4 ‘ways of working’, illustrating the dynamic nature of the GSDC’s involvement in projects.



CONNECT

Connect our region, people and communities to opportunities, services, and funding.



CULTIVATE

Cultivate the development, investment and growth in our region’s jobs and economic activity.



COLLABORATE

Collaborate to develop effective relationships and partnerships that enable us to proactively monitor, inform and respond to opportunities and challenges influencing our region’s prosperity.



CHAMPION

Champion our region, its brand, assets and identity, and its successes, opportunities, and solutions to its challenges.

Our Strategic Priorities

In alignment with the WA Regional Development Framework's strategic focus areas, the Commission has 5 key strategic priorities.

1. Regional Liveability

Making our region a good place to live is critical for the wellbeing of regional residents, and underpins labour markets and community resilience.

The availability of social, community and cultural infrastructure and services plays a critical role in supporting happy and healthy communities, and attracting people to the Great Southern, and encouraging them to stay.

The GSDC's role in promoting regional liveability in the Great Southern, is to highlight the unique needs and challenges of our communities, and advocate for place-based solutions to these challenges. We act as a central voice for continued improvement in whole-of-life living standards in the Great Southern.

We aim to make the region a preferred place to live, work, study and invest.

2. Economic Development, Diversification and Innovation

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

A major function of the GSDC is to promote the growth, strengthening and diversification of the Great Southern economy.

A strong, complex and diverse economic base for a region creates stability, variety in employment opportunities, and greater ability to absorb shocks. Our role is to leverage the Great Southern's unique comparative advantages and well-established industries to grow sustainable jobs, expand existing industry, and grow new industry.

We aim to grow sustainable regional jobs, expand existing industry, grow new industry, and maintain and improve essential infrastructure and services.

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 the Great Southern.

Global impacts from climate change are resulting in significant challenges for the Great Southern region, and our focus is working actively with our stakeholders to respond to these changing conditions, and prepare for the future.

We aim to promote readiness and resilience for a changing climate, and support the emerging low carbon economy.

4. Aboriginal Empowerment and Prosperity

Partnerships and engagement with Aboriginal people, strong accountability and culturally responsive working will enable the region to realise a 'future in which all Aboriginal people, families and communities are empowered to live good lives and choose their own future from a secure foundation' (Aboriginal Empowerment Strategy 2021-2029).

We are focused on ensuring Aboriginal people have equal opportunity for economic participation through culturally appropriate employment, investment and business. The GSDC understands that promoting opportunities for Aboriginal engagement in the region is a vital part of development in the Great Southern.

We aim to strengthen the Great Southern by empowering Aboriginal communities to determine their own path to health and prosperity.

5. Organisational Excellence

Success in regional development is determined by working together to deliver strategic initiatives and build organisational excellence.

To influence development for the Great Southern, we require a diverse skillset and an empowered team working towards a common goal. A key feature of our organisational excellence, is our collaborative and cooperate approach to regional development within the Regional Development Portfolio.

We aim to lead with integrity and professionalism, maintain a region-wide focus, be strategic and effective, and use well-developed evidence to advocate for the region.

Follow the QR code to read more about our strategic priorities in the GSDC Strategic Plan 2024-25.

SCAN ME!

Performance Management Framework

Relationship to government goals

The Commission's guiding framework is the *Regional Development Commissions Act 1993*. The objectives of Western Australia's Regional Development Commissions as outlined in the Act, are to coordinate and promote development in regional Western Australia.

Broad government goals are supported by specific outcomes. The GSDC delivers services to achieve these outcomes. The following table illustrates the relationship between the Commission's service and desired outcomes.

Government goals	**WA Jobs Plan:** Diversifying the WA economy, creating local jobs for the future. **Safe, Strong, and Fair Communities:** Supporting our local regional communities to thrive.
Related GSDC Strategic Priorities	Regional liveability Economic development, diversification and innovation Climate resilience and low carbon transition Aboriginal empowerment and prosperity
Outcome	The sustainable development of our region's natural and built environment for the wellbeing of all
Service	Regional development
Key effectiveness indicator	Stakeholder satisfaction as determined by external survey
Key efficiency indicator	Average operational costs per working hour

Outcome based management

Regional Development Commissions report against one service area, regional development, and measure our effectiveness against government goals through an independent stakeholder perceptions survey. This key effectiveness indicator measures the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicator monitors the relationship between the service delivered and the resources used to produce the service (see full results on page 80).

Changes to outcome based management

The Commission's outcome based management did not change during 2023-24.

Shared responsibilities with other agencies

We share responsibility for achieving the government's goals with the Department of Primary Industries and Regional Development (DPIRD). The majority of the resources available to the Commission are supplied by DPIRD. Additionally, our financial, payroll, learning and development and human resource services are largely provided by DPIRD under a Service Level Agreement.

The Great Southern region includes 11 local government areas and we partner with all these local government authorities to make the region a better place to live and visit. We work closely with other state and commonwealth agencies, and other regional organisations in this endeavour.

Our people



Hon Don Punch MLA

We report to the Hon Don Punch MLA, Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering.

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 *Regional Development Commissions Act 1993*.

Our Board

The GSDC Board of Management leads the Commission providing overarching strategic and policy direction, in pursuit of our visions and goals for the region. The Board meet regularly to set policy directions including budgets, approve major expenditure and advise the Minister on regional matters.

The Minister for Regional Development nominates 2 Board members, 2 are nominated by the community, and 2 by local government. The Chief Executive Officer of the Commission is a member ex officio.



Chair Ricky Burges PSM

Ministerial representative appointed August 2023

Ricky Burges is the current Executive Manager Corporate Services for Albany Community Care, and has extensive experience working as the CEO for a number of organisations including the Perth Zoological Gardens and Western Australian Local Government Association. Holding a Masters in Leadership and Management, Post Graduate Diploma of Human Resources Development, a diploma from the Australian Institute of Company Directors, and having earned recognition in the Queen's Birthday Honours with the prestigious Public Service Medal, Ricky brings a wealth of knowledge to the GSDC Board.



Deputy Chair Annie Roberts

Community representative appointed April 2019, appointed Deputy Chair November 2020

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



Liz Guidera

Local government representative appointed November 2020

Councillor Liz Guidera is the Deputy President of the Shire of Katanning. Liz has experience in community health and event management, as well as volunteer involvement with rural youth, community sports, land care and others. Throughout her career, Liz has sat on the Boards of various organisations in regional WA.



Darren Moir

Ministerial representative appointed June 2021

Darren Moir is the Director and Manager of a farming business in the Amelup district in the Shire of Gnowangerup. He has a long history of involvement in sporting and volunteer service organisations within the district. Darren's experience includes membership or Board membership of industry groups including Stirlings to Coast Farmers and the WA Producers Co-op.



Robbie Miniter OAM

Community representative appointed September 2022

Robbie Miniter is a proud Goreng man, born and raised in the Great Southern's Gnowangerup. Robbie is the Chair of the Gnowangerup Aboriginal Corporation, and a Councillor for the Shire of Gnowangerup, with extensive experience working towards development in the region. Robbie provides cultural awareness training to organisations of all sizes, is a community mentor, and received an Order of Australia medal for his work with Aboriginal communities across Western Australia.



James Leiper

Community representative appointed February 2024

James Leiper is the Regional Director – Great Southern, for Australian engineering firm, Prichard Francis, beginning the role by establishing a new office in Albany. He has extensive networks through his Regional Director role, and is a local small business owner. James is a member of the CEO institute, and a Board Member for Albany Community Foundation.



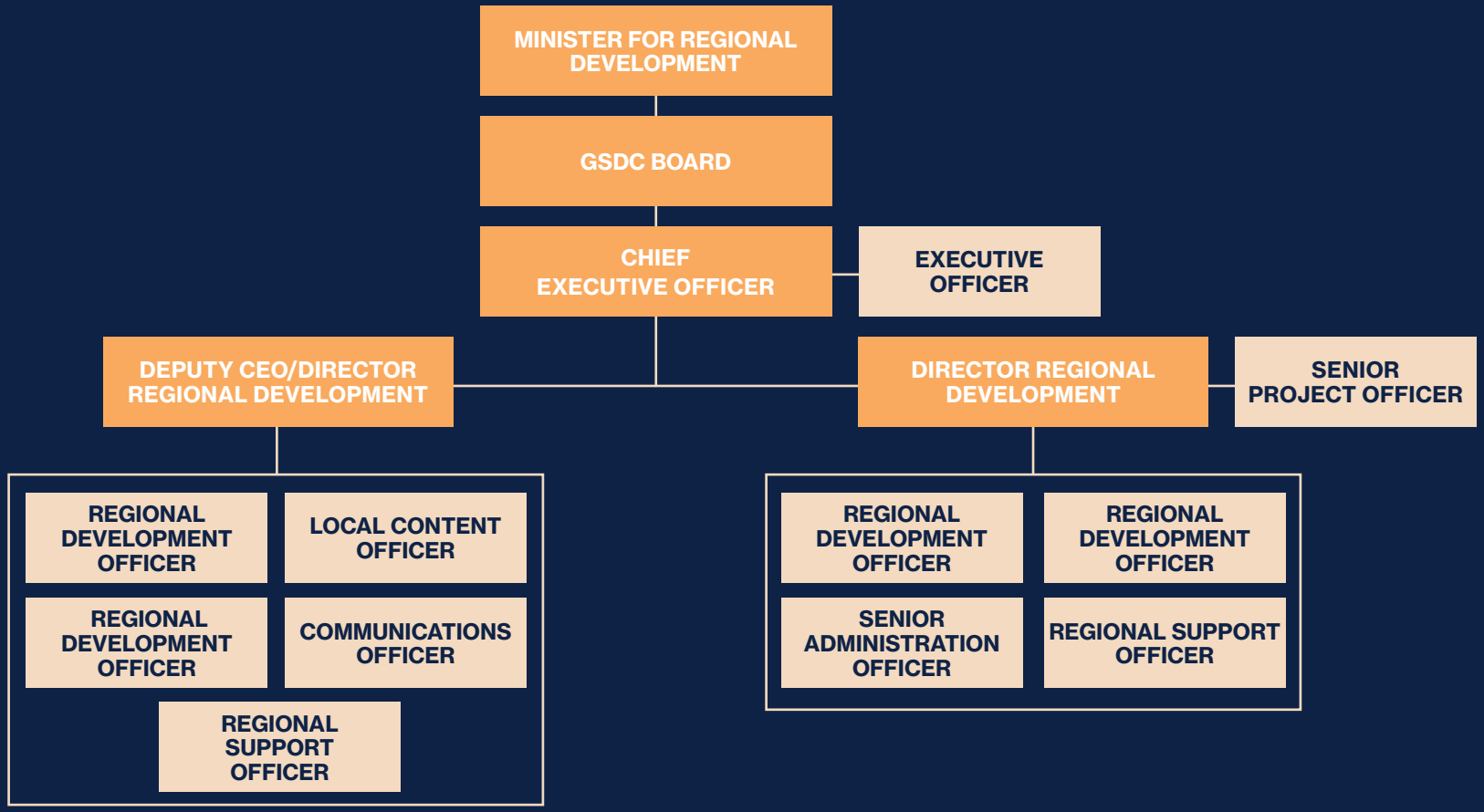
Jarrad Gardner

Ex officio, Acting Chief Executive Officer of the GSDC

Jarrad Gardner is the Acting CEO of the GSDC. Jarrad has extensive experience in state government across the energy, water, housing, forestry and land development sectors. Jarrad formally worked in the Department of Treasury, with key involvement in the implementation of major government initiatives, policies and industry sector reforms.

Our structure

The GSDC Chief Executive Officer is an ex officio member of the GSDC Board, and an employee of the Commission. All other staff are employees of DPIRD, with management authority delegated to the CEO under a Section 29 Agreement. The team are based in the GSDC office in Albany and Katanning, and travel throughout the Great Southern region.



At 30 June 2024



National Anzac Centre

Our Operations



A snapshot of our year

$470,000 worth of funding allocated to 4 Great Southern projects through the RED Grants program

2 inbound **food and beverage buyers missions** and one outbound **trade mission** to Thailand

3 major **regional development plans** – Albany 2050 Waterfront Master Plan, Albany Airport Master Plan, Coastal Great Southern Regional Drought Resilience Plan

Client effectiveness rating of **96%**

Almost **400 collective hours** of staff training and development

169 prospective RED Grant applications guided during the round 7 application period

2 new major **regional events** created

Bremer Bay wildflowers

Regional Liveability

We aim to make the region a preferred place to live, work, study and invest.



2023 Bloom Festival Launch in Katanning
Great Southern Treasures

Our activities

Over the past 12 months, promoting the liveability of the Great Southern for community, and those visiting has been a top priority for the Commission. Our activities have centred on knowledge and solution generation around the housing shortage, planning for major regional projects, and continued provision of inclusive and engaging regional events.

Began **implementation of the Great Southern Arts, Culture and Heritage Strategy**, focussing on regional events and filming opportunities

Worked to **address housing shortages** in the Great Southern

Worked with government bodies to **reduce constraints on residential land activation**, and a pipeline of **future housing projects**

Worked with local stakeholders to present a business case for **investment into worker accommodation**

Led **master planning for the valuable Albany Waterfront Precinct**, with the goal of maximising positive benefits for community, environment and the economy

Ensured strong connections to/from the region, through completion of the **Albany Airport Master Plan**, and participation in the **Albany Regional Aviation Group**

Explored future social and economic benefits of **expansion of the Albany Airport**

Supported workforce development pathways by collaborating with higher education providers to develop **tailored training and credentials for regional industries**

Supported regional festivals and events throughout the Great Southern, through sponsorship, promotion and concept development

Contributed to community projects throughout the region via small grants and provision of advice, assistance and information on funding opportunities

Continued to work with the District Leadership Group to help shape **priorities for community services** within the Great Southern

Housing

Addressing residential and worker accommodation shortages

Availability and access to housing is a critical component in the liveability of a location, and one strongly correlating to economic development. Given the nation-wide housing shortage, and the immediacy of the issue within the region, housing projects became a focus during 2023-24.

Over the past 12 months we supported the preparation of a proposal to conduct a large-scale urban renewal project on vacant land in the Albany suburb of Spencer Park. The proposal is for a mixed-use development including social and affordable housing, commercial space and consultation rooms, responding to the existing demands for social and worker accommodation.

The Commission is contributing to further projects to increase worker housing, including the development of a roadmap for worker housing provision in the short and medium term, and a pipeline of development projects for the next 5 years.

Regional Events

A diverse festival and events calendar

In 2023-24 we continued our legacy of regional event support, understanding that the availability of entertainment, education and culturally diverse celebrations, are a key component for liveability and visitation to the region.

Through sponsorship and funding, promotion and patronage, we demonstrated our support for a broad range of Great Southern events. Regional events supported by the GSDC in 2023-24 included larger events such as Invest Great Southern, Taste Great Southern, Cinefest Oz Albany, and Albany Pride Festival, and smaller community celebrations such as Diwali Festival of Light and the Great Southern Ability Festival. In addition we supported celebrations of Aboriginal culture and leadership (see page 48).



Katanning Harmony Festival
Shire of Katanning

Albany Airport

Growing pathways to/from the Great Southern

Through tourism, business travel and FIFO services, the Albany Airport caters to more than 60,000 passengers per year, and is a major connection between the Great Southern and Perth.

Following the completion of the Albany Airport Master Plan 2043 in collaboration with the City of Albany, we began a socio-economic benefit analysis to determine the benefits of this valuable regional airport being expanded to cater for larger aircrafts, and increased services. This analysis is currently underway, with the outcome being the development of the airport to meet future demand and deliver key liveability and economic benefits. Positive impacts on regional liveability include ease of access to services in Perth, increased visitation to the region, and potential expansion of FIFO employment opportunities leaving directly from the Great Southern.

Small Grants Program

Supporting locally driven community projects

In 2021 the Western Australian Government committed to funding a wide range of small grants to support local community driven projects. In the Great Southern through DPIRD, the GSDC is supporting the delivery of 41 projects with total funding of over $1.3 million. These diverse community projects centre on skills development, capacity building, community infrastructure, accessible local services, and stimulation of the local economy.

As of 30 June 2024 the GSDC has delivered almost the full $1.3 million of the funding to the region, with 41 Grant Agreements executed and 38 Grant Agreements acquitted. Recently acquitted projects include upgrades to the Denmark Civic Centre, Elleker Progress and Sporting Association playground, and the Albany Primary School murals project.



Elleker Progress and Sporting Association completed playground

Project in focus - Albany 2050 Waterfront Master Plan

Unlocking Albany Waterfront's potential

A major development in the future of regional liveability for the Great Southern, is the activation of the Albany Waterfront Precinct. Stretching from the Southern Port Authority's Port of Albany in the east, to the Albany Wool Stores in the west, the parcel of land has significant development potential, previously unreached through earlier planning projects.

Following the completion of the Port of Albany Master Plan in 2023, we began the Albany 2050 Waterfront Master Plan in collaboration with a broad range of stakeholders including the City of Albany, Wagyl Kaip Southern Noongar Aboriginal Corporation, Southern Ports Authority, University of Western Australia and the Department of Planning, Lands and Heritage. The ultimate goal of the plan is to provide a roadmap for future development of the precinct, focusing on positive social, environmental and economic outcomes.

In 2023-24 the project encompassed consultation with the Wagyl Kaip Cultural Advice Committee, environmental experts, cultural historians and the appointment of technical and design contractors.

The Albany 2050 Waterfront Master Plan will provide informed direction on activating the Albany waterfront area to deliver positive and sustainable community and environmental outcomes, while improving infrastructure and bolstering economic development for Albany, and the wider region. The plan will define the shared-vision for the significant, valuable and much-loved area of Albany.





Albany waterfront

Economic Development, Diversity and Innovation

We aim to grow sustainable regional jobs, expand existing industry, grow new industry, and maintain and improve essential infrastructure and services.



'Small Wonders, Big Pleasure' outbound trade mission to Thailand

Our activities

We pursued strength, diversity and innovation in the Great Southern economy throughout the 2023-24 period, with this goal serving the foundation of many of the Commission's strategic endeavours. Our activities in economic development centered on taking advantage of the momentum in trade and tourism, providing direction for key industries, and supporting local businesses to keep economic activity within the Great Southern.

Created awareness for and connection to **Great Southern food and beverage producers for international and domestic delegates** at the Agrifuture EvokeAG conference

Aided the regional film industry through support for the 'We Bury the Dead' film production, and the Cinefest Oz Albany Industry Program

Facilitated $470,000 worth of round 6 RED Grant funding for 4 local projects to grow healthcare, manufacturing and childcare in the Great Southern

Coordinated the opening and application period of **round 7 of the RED Grant program** for the region

Leveraged momentum from previous tourism and trade activities **to increase food and beverage exports** and brand awareness

Supported the **regional events industry** through the creation of 2 new Great Southern major events

Finalised a plan for international **education sector expansion** and began implementing key activities with industry stakeholders

Continued educating and advocating for local businesses in the government tender process through our **Local Content program**

Continued to collaborate on **activation of the Yerriminup Agricultural Precinct**

Worked with Tourism Western Australia to develop **tourism experiences and assets** within the region

The Great Southern Brand

Defining the Great Southern tourism identity

The growing Great Southern tourism industry took an important step in 2023-24, with the development and launch of the Great Southern tourism brand – WANDER WITH THE WILD.

Centred on the region's tourism advantages of raw, rugged natural beauty, the brand complements Western Australia's 'Walking on a Dream' campaign. The Great Southern brand was designed to simultaneously unify the local tourism industry under a strong, recognisable banner, and harness the existing pull-factors of the region, while promoting a growth in tourism visitation. We continued to support the growth of the tourism industry via the Great Southern Tourism and Trade Partnership's development of this powerful destination brand.

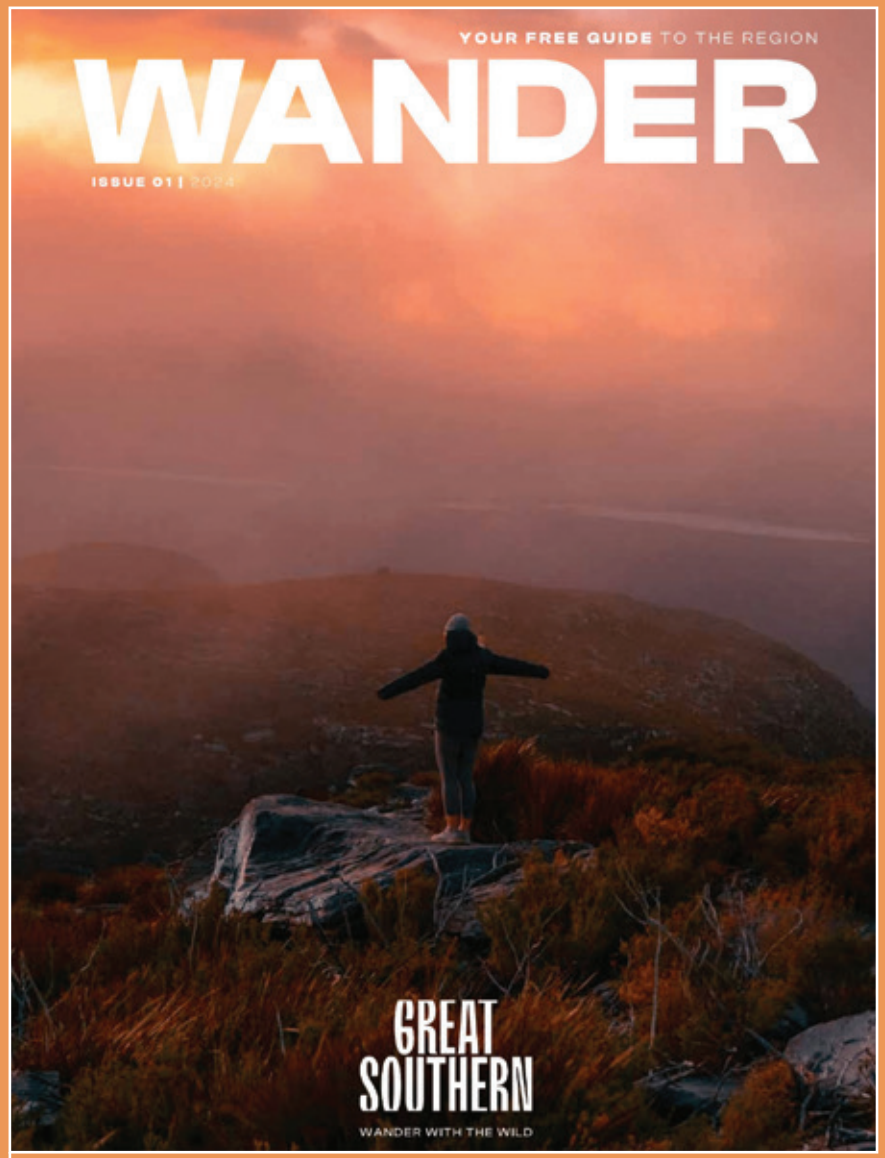
Regional Film Attraction

Supporting productions to film locally

Over the past 12 months, we continued to liaise with prospective production crews to advocate for the Great Southern as a film location, and maximise the economic benefits of these productions for the local economy.

February 2024 saw the production of Zak Hilditch's latest film, 'We Bury the Dead', starring high-profile actress Daisy Ridley, filmed locally in Albany. We supported the production crew providing early advice, connections and advocated for the region as the film location. We worked collaboratively with the production team in the development of a Regional Outputs and Outcomes agreement to ensure regional benefits of filming were maximised, and we provided the cast and crew with an interactive welcome pack imparting local knowledge and promoting the buy-local mentality.

The GSDC is working with other planned productions who are considering the Great Southern as a filming location. Economic and social benefits of local filming are central to these conversations.



Wander Magazine Issue 01 2024 launched as a part of the Great Southern brand

Major Event Development and Attraction

Growing the festival and event offering

To develop and diversify the economic base of the Great Southern, innovation in a range of sectors is required. During the 2023-24 period, the Great Southern Tourism and Trade Partnership (read more on page 37) sought to improve existing events, and generate new experiences for residents and visitors.

Building on existing premium food and wine festival, Taste Great Southern, the Tourism and Trade Partnership began the process of reimagining and revitalising this event.

The creation of 2 new events the Great Southern Gravel event, and the 2025 Indigenous Arts and Culture Festival (see more on page 48), have further developed the local festival and events calendar. In the year to come these 2 new events are set to boost the Great Southern economy through increased local spending by residents, and increased intrastate and domestic visitation.

Great Southern International Education Strategy and Action Plan 2023-30

Guiding the growth of the education sector

The higher education offering of the Great Southern has been identified as a key component of the region's comparative advantages, with potential to transform the regional economy.

In 2023, we worked with education industry experts and stakeholders to develop a roadmap for further development of the region's higher education sector. The result was the Great Southern International Education Strategy and Action Plan 2023-30, which outlined the plan to grow international student recruitment by leveraging the region's comparative advantage, education infrastructure, existing education providers, course offerings and support services.



Stirling Ranges, location of the 2024 Great Southern Gravel event

Local Content Program

Increasing opportunities for local businesses

The role of the Local Content program is to educate local business about the tender process, connect them with state government opportunities, and advocate for the use of local suppliers in regional projects. Our Local Content program contributes to the Great Southern economy by building capability, and supporting growth of local businesses through access to state government opportunities.

Over the 2023-24 period, some valuable local content outcomes were achieved including Aboriginal Business, Colab Construction, being awarded the contract to deliver the Albany Shellfish Hatchery expansion worth almost $2.8 million. In addition, the Albany Business Centre were successful in their bid to deliver small business support services and skills development in regional WA ($1.8 million contract).

Key achievements for the GSDC Local Content Advisor included consultation with Screenwest and film producers on how to maximise local content outcomes of regional filming, and beginning of work on a designated Aboriginal Business Capability Building program to support Aboriginal Businesses within the region (read more on page 49).



Albany Shellfish Hatchery



Welcome event at 'Small Wonders, Big Pleasure' International Trade Mission to Thailand



Project in focus – International Trade

Increasing food and beverage exports, and brand recognition

The Great Southern Tourism and Trade Partnership between the GSDC, Australia's South West and the Australian Trade and Investment Commission (Austrade), was established in 2021. Over this time our activities in this space have gained momentum, and contributed considerably towards our economic strength and diversification goals.

In 2023-24 in partnership with key government organisations, 50 international food and beverage buyers were welcomed into the region, on 2 inbound trade missions. Buyers from the UK, South Korea, Japan, Thailand, Malaysia, Hong Kong, Vietnam, Singapore, UEA, Taiwan and China toured Perth, the South West and the Great Southern region.

The trade mission programs gave buyers the opportunity to forge relationships directly with 30 Great Southern wineries and 16 local food producers, through curated events including wine masterclasses, buyer matching events, farm visits, and unique paddock-to-plate dining experiences.



Futari Wagyu's Peter Gilmore explains the process of raising premium Wagyu cattle

In addition to the inbound missions, a collaborative outbound wine mission to Bangkok, dubbed the 'Small Wonders, Big Pleasure' Trade Mission, was held in 2023. The major trade mission introduced producers from across the Great Southern to the premium Thai food and wine market. The key highlight was a premium brand awareness event at one of Thailand's highest rated restaurants, Baan Tepa.

Building on the legacy created over the past few years of trade initiatives, these activities have made important contributions to the economic development, diversification and innovation of the Great Southern. The Region's food, wine and other beverage producers have gained entry into key international markets through formation or continuation of valuable trade relationships. Subsequently, the economy has enjoyed increased contribution from the growing food, wine and tourism sectors, with this trend predicted to continue.



Great Southern spirit and beer display at Baan Tepa, Bangkok



Minister Punch, and local members Shelley Payne, Rebecca Stephens and Jane Kelsbie with RED round 6 recipients



Project in focus - The RED Grants Program

Investing in local projects with key economic outputs

The Regional Economic Development (RED) Grants program, is a $55.85 million state government initiative investing in locally-driven projects stimulating economic growth and development in regional Western Australia.

Supported by DPIRD, the GSDC delivers the RED Grants program for the Great Southern region. We are the central point of coordination in the region for RED Grants information and project application appraisal.

In 2023-24, 4 Great Southern projects were successful in their RED Grant applications, collectively receiving $470,000.

Ocean Beach Health Group Allied Health Centre - $150,000

A $150,000 grant was awarded for the development of the Ocean Beach Health Group Allied Health Centre in Denmark. The 5 room multidisciplinary allied health centre will increase availability of regional healthcare, and generate skilled employment opportunities.

Village Childcare - $140,000

Childcare availability in the region was supported by the $140,000 RED Grant to establish a long daycare centre in Albany. The new centre is expected to create an additional 68 childcare placements, and provide additional resources to existing out of school hours and vacation care services.

Katanning Veterinary Clinic - $110,000

The Katanning Veterinary Clinic received a $110,000 RED Grant to contribute to an upgrade. The clinic will be upgraded to a purpose-built veterinary hospital with specialised medical equipment, providing increased jobs and high-quality veterinary services for the upper Great Southern.

Cannabis Botanical Distillery (CBD) - $70,000

A $70,000 grant was awarded to Cannabis Botanical Distillery to increase the size of the distillery manufacturing capacity from 3,500 to 35,000 litres per annum. The project will enable CBD to supply new domestic and international markets, create sustainable skilled jobs, and continue to champion a low carbon approach in the hemp industry.

How does a RED Grant benefit a business and the wider region? Hear from 2 past RED Grant recipients, Westerberg Marine, and Albany Business Centre.

SCAN ME!

SCAN ME!

Climate Resilience and Low Carbon Transition

We aim to promote readiness and resilience for a changing climate, and support the emerging low carbon economy.



Irongate Farm

Our activities

Planning for the impacts of a changing climate for Great Southern communities and industries continued to be a central priority for the Commission throughout the 2023-24 period. Implementation of projects from the Inland Great Southern Regional Drought Resilience Plan, planning for drought in the coastal Great Southern, and collaboration on low carbon transition and renewable energy projects encapsulates our work in this space over the previous 12 months.

Continued to participate in the **Low Carbon Transition Network**, an initiative across the state for Development Commissions to share industry knowledge and best practice in the sector

Began work developing a **low carbon transition roadmap for the Great Southern** region to support the state's targets for decarbonising the economy

Liaised and **supported organisations in the low carbon sector** developing plans and infrastructure for the Great Southern, including the roll out of the South West Interconnected System

Worked with DPIRD to support regional engagement in the Beaufort Paleochannel Working Group contributing to the **Water Smart Farms Project**

Engaged with energy project proponents, providers and regional customers to progress **access to cleaner energy for communities and industry**

Identified and prioritised future drought projects from the **Inland Great Southern Regional Drought Resilience Plan** ready for actioning in 2024-25

Started **planning for drought resilience** in the coastal sub-region of the Great Southern

Continued our support of the University of Western Australia **Marine Energy Research Wave Energy** prototype project

Renewable Energy Projects

Increasing access to renewable energy

The Great Southern has significant opportunities in the renewable energy sector, and is well positioned to support the state's low carbon target of net zero greenhouse gas emissions by 2050. The climatic and geographical conditions of the region are conducive to wind and wave energy generation, and in 2023-24 we aimed to support projects furthering this cause.

Throughout the year, we engaged with energy project proponents and providers to track and support renewable energy projects, such as the Flat Rocks Wind Farm (Stage 1) between Kojonup and Broomehill-Tambellup.

We continued to support the progress of the Marine Energy Research Wave Energy Project prototype, aiming to position Albany as a hub for wave energy technology, stimulating further wave energy investment, research, and flow on impacts for the Great Southern.



Flat Rocks Wind Farm Stage 1
Heidi Mayes Photography



Kalgan River



Project in focus – Drought Resilience Planning

Building regional resilience to a changing climate

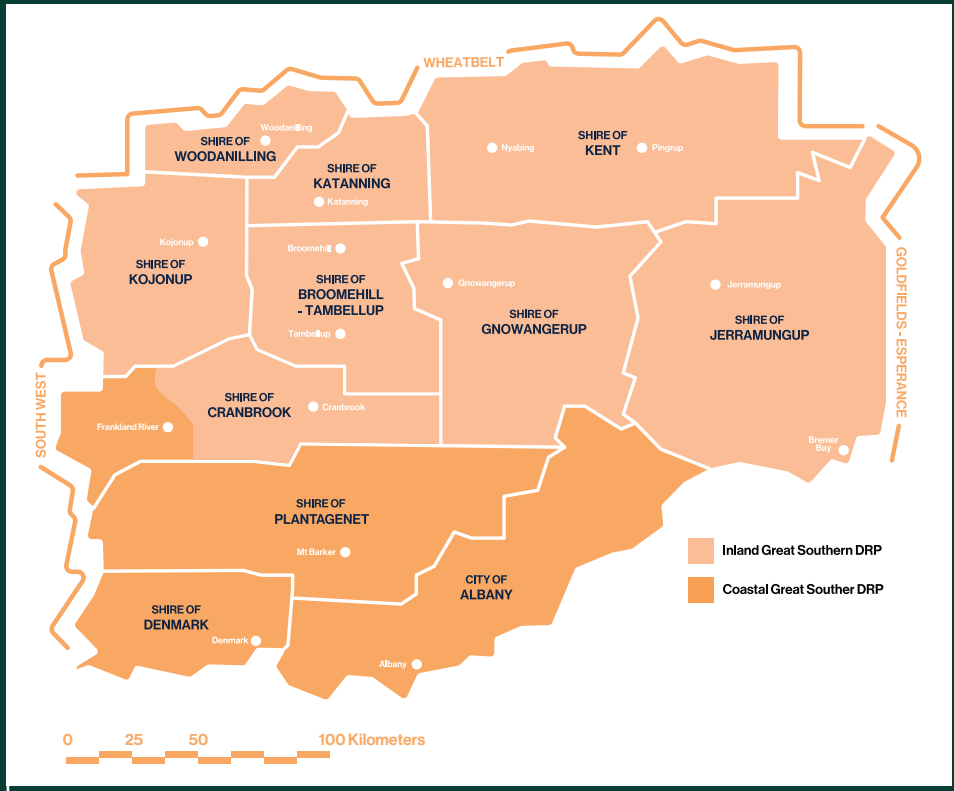
To ensure the Great Southern is prepared for natural variability in rainfall and future impacts of climate change, we continued our work in regional drought resilience.

Following the release of the Inland Great Southern Regional Drought Resilience Plan in 2023, our drought resilience work was twofold: Implementing actions from the inland plan; and beginning a plan for the coastal sub-region of the Great Southern.

Funded by the Australian Government's Future Drought Fund and the Western Australian Department of Primary Industries and Regional Development, the Regional Drought Resilience Planning (RDRP) program focusses on:

- Understanding impacts of drought
- Identifying opportunities for building resilience in agriculture and related industries
- Improving the ability to adapt to impacts of climate variability
- Increasing economic, environmental and social resilience.

In 2024 a RDRP subcommittee was formed and began assessing priority projects and actions for the upper Great Southern, resulting from the inland plan. Further to this work, we began the Coastal Great Southern Regional Drought Resilience Plan for the City of Albany, Shires of Plantagenet and Denmark, and the Frankland River sub-region.



Areas covered by the Inland and Coastal Drought Plans

Similarly to the inland plan, the coastal drought plan will be community-owned and led, building from extensive research, and stakeholder engagement with local governments, regional organisations, the agricultural sector and local drought hubs.

By continuing to plan for drought and future investment for the region, the Commission is demonstrating an active approach to climate resilience. We have our eyes firmly on the future of the region, and ensuring our people, industries, businesses and environments are as well prepared as they can be for future climate variability.

Read the Inland Great Southern Regional Drought Resilience Plan.

SCAN ME!



Aboriginal Empowerment and Prosperity

We aim to strengthen the Great Southern by empowering Aboriginal communities to determine their own path to health and prosperity.



Cultural dance performed by local group during Djinda Ngardak Kinjarling 2023
Yvonne Marianna Photography

Our activities

The empowerment and support of Aboriginal communities to create their own prosperity, continues to be both strategically and operationally central at the Commission. Throughout 2023-24, our activities ranged from promoting the use of Aboriginal businesses through the Local Content program, to supporting local emerging leaders to create, and take advantage of opportunities in the region.

Connected Aboriginal organisations and groups with relevant government agencies and opportunities

Assisted Aboriginal Corporations in the **strategic planning process**

Supported the Aboriginal Ranger Forum promoting **diversification and development of new business** within the network

Engaged in preliminary discussions for the establishment of the **Great Southern Aboriginal Business Consortium**

Worked on the development of a major **Aboriginal cultural festival** in the Great Southern

Implemented a new **project engagement and co-design model** with Wagyl Kaip Southern Noongar Aboriginal Corporation for development of the Albany 2050 Waterfront Master Plan

Supported a range of **Aboriginal led events** focussed on education and cultural celebration

Continued to collaborate with stakeholders for the **sensitive planning of events in the lead up to Albany 2026**

Began initial work to implement a program to **increase Aboriginal businesses' capability and capacity** to tender for state government contracts

Consulted with Reconciliation WA to support implementation of the **Place Based Regional Reconciliation Action Plan** for the Great Southern

Major project engagement and co-design

Creating a shared-vision in regional development projects

An ongoing focus for the GSDC is embedding Aboriginal economic development outcomes and cultural values into the projects we undertake. Over the past 12 months, we have continued to move towards projects with more significant engagement with Aboriginal organisations, and in some cases, a co-design approach.

In development of the Coastal Great Southern Regional Drought Resilience Plan (see page 44), consultation with Aboriginal organisations is a key feature of the stakeholder engagement process. Engagement with Aboriginal organisations in drought planning ensures experiences of Aboriginal communities are captured, and cultural land management techniques and knowledge inform the final plan.

A co-design model of engagement with Wagyl Kaip Southern Noongar Aboriginal Corporation is being implemented for the Albany 2050 Waterfront Master Plan (see page 30). This approach will mean inclusion of all relevant stakeholders, and the creation of a shared-vision for public spaces, properly representing the wants of the diverse Albany community.

Aboriginal led events

Supporting educational opportunities and cultural celebration

One of the ways in which the Commission supports community in finding their own path to prosperity, is through support of Aboriginal run festivals and events. In the 2023-24 period, we lent our support for a broad range of events, taking a backseat as Aboriginal organisations created and ran these experiences.

In 2023 we supported the Djinda Ngardak Kinjarling culinary program, which sought to connect Aboriginal youth with Country, while exploring career paths in the hospitality sector. The Great Southern Aboriginal Leadership Conference, brought together emerging Aboriginal leaders, connecting them with respected Elders, and building robust and enduring leadership networks.

Through the Tourism and Trade partnership in collaboration with WAITOC and Badgebup Aboriginal Corporation, we have contributed to the development of the 2025 Indigenous Arts and Culture Festival. This is a new addition to the festival and events offering of the region, and is set to create economic opportunities for Aboriginal businesses and organisations, while celebrating Great Southern Noongar culture.



Panel discussion, Great Southern Aboriginal Leadership Conference

Project in focus – Aboriginal business capability

Empowering Aboriginal Businesses to access government contracts

The empowerment of Aboriginal businesses to compete for government contracts, is an important factor in Aboriginal communities creating their own prosperity. Through the Local Content program, we began work on a program devised to build a more sustainable and resilient Aboriginal business community.

Within the Great Southern, only 9 Aboriginal suppliers tender for government contracts, accounting for just 3% of the successfully awarded tenders in the Great Southern (from 2017–2023). With this in mind, we began work on building capability and capacity of Great Southern Aboriginal businesses, and encouraging potential future suppliers. This process encompasses working with existing and potential suppliers, and mapping current programs, funding opportunities, and capability of regional suppliers in competing for upcoming contracts.

While in its initial phase, the program has made encouraging strides in relationship building with Great Southern existing and prospective suppliers. The program will continue in the region, with anticipated outcomes being the strengthening of Aboriginal businesses, growth of new businesses, and increase in government contracts being awarded to Great Southern Aboriginal businesses.



Great Southern based Aboriginal business, Impact Services

Organisational Excellence

We aim to lead with integrity and professionalism, maintain a region-wide focus, be strategic and effective, and use well-developed evidence to advocate for the region.



Regional development practitioners from across the state at the RDC Collaborative Workshop in Busselton.

Our activities

Organisational excellence not only helps guide the work we do, but it undeniably influences the way we go about our work in regional development. In 2023-24 the GSDC team continued to advance and strengthen their skills through training, collaboration with the other members of the Regional Development Portfolio, and improving internal systems and ways of working.

Administered grants on behalf of the Western Australian Government, and **ethically managed public funds via internal grants management processes**

Demonstrated accountability, accuracy and clarity in reporting by being **shortlisted for a WS Lonnie Award for excellence in annual reporting** for 2022-23

Maintained and supported **strong stakeholder relationships** by housing employees from Australia's South West, Tourism Western Australia, WAITOC and the Department of Communities in the GSDC office

Delivered a **state budget briefing event for the Great Southern community**, allowing access and opportunity to learn about the local implications of the State Budget

Kept stakeholders and members of the public thoroughly and consistently informed about GSDC activities, and relevant regional opportunities through GSDC communication channels

Provided **support and guidance for 169 prospective RED Grant applicants** through meetings, phone calls and workshops

Collaborated with regional development practitioners from across WA at the RDC Collaborative Workshop and in smaller derivative groups

Connected the community to **regional information and services** through the creation of publications and resources, and the delivery of live grant finding tool Grant Guru

Reviewed our strategic and operational risk framework, resulting in a risk report and delivery of risk management training for GSDC staff and Board

Attended **WA Local Government Association meetings** throughout the year staying informed of critical issues and work being done within the regional community

Continued our internal culture of knowledge and skill development with almost **400 collective hours of education** in 2023-24

Monitored our performance by conducting an external client survey resulting in an effectiveness rating of 96%, up from 95% in 2022-23

GSDC Team Training and Development

Strengthening the GSDC through group and individual development

An important way that we maintain and improve our organisational excellence, is through professional development for the GSDC Board and employees. At the Commission we know that a major factor in our success is the strength of our dedicated team.

Over the 2023-24 period, the GSDC Board and team were collectively involved in almost 400 hours of training and professional development. Training courses completed were role specific, and covered broad topics from Aboriginal and Torres Strait Islander Cultural Awareness, to Contract Management, Data Literacy, and Ethical Decision Making. As a team, GSDC staff had the opportunity to learn together throughout the year, including via a Wellbeing Workshop, the RDC Collaborative Workshop in Busselton, and risk management training.

Communication Strategy

Effective and trusted communications

A key component of our role in the Great Southern, is the connection of stakeholders to information. As a result of this, our communications play an important role in our operations.

To ensure our communication methods are effective in their reach, trusted by our stakeholders, and are an accurate source of information, we conducted a full communication review, created a GSDC Communications Strategy, and surveyed our stakeholders. Areas of growth, primary audiences, themes and required actions were identified, and 91% of our survey stakeholders believed GSDC communications to be either effective, or very effective.

Grant and Contract Management

Best practice in managing public funds

A function of the Commission is to administer grants on behalf of the state government, in accordance with governance processes. We ensure ethical and appropriate management of public funds by continually reviewing and improving our grant and contract management systems.

During the 2023-24 period, we began a major grant and contract management digital transformation, with the goal of digitising systems, and streamlining government administration. This project has involved grant management processes being managed online by an internal grant management team, strengthening and standardising decision-making, governance, risk management and accountability across the Commission's grant and contract management processes.



GSDC's Karen Petty educating conference attendees about Regional Economic Development Grants.

Commission Efficiency and Effectiveness

Meeting targets and performance goals

To assess our effectiveness as an organisation, an annual client survey is conducted by an external third party. This survey assists us to monitor our performance year on year, and provides feedback on service levels and how effective our regional development activities are considered to be. Stakeholders from three tiers of government, community groups and private organisations are all consulted in the research process. The 2023-24 survey results demonstrate an extremely high level of customer service (97.8% satisfaction down from 98% in 2022-23), and an effectiveness percentage of 96%, up from 95% in 2022-23. The highest ranked responses related to the politeness and availability of staff.

Within the Commission, we report our efficiency as average cost per hour. The target cost was $140 and the actual average cost per hour in 2023-24 was $128.

Actual results versus budget targets

Financial targets	2024 Target[1] ($000)	2024 Actual ($000)	Variation[2] ($000)	Explanation of Variation
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2,565	2,722	(157)	Total cost of services is higher than the budget estimates (2024 Target) primarily due to spend relating to the Mira Mar landslip project which was approved for carryover to 2023-24 at Mid-year Review and the Regional Drought resilience plan which was approved after the 2023-24 budget process.
Net cost of services (sourced from Statement of Comprehensive Income)	2,565	2,635	(70)	Net cost of services is higher than the budget estimates (2024 Target) primarily due to spend relating to the Mira Mar landslip project which was approved for carryover to 2023-24 at Mid-year Review and the Regional Drought resilience plan which was approved after the 2023-24 budget process. This is partially offset through the receipt of additional income, some of which is approved for spend in 2024-25.
Total equity (sourced from Statement of Financial Position)	384	378	(6)	Total equity is in line with the budget estimates (2024 Target).
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	(26)	(76)	(50)	The decrease in cash in the period partially relates to 2024 income not being received prior to financial year end, offset by additional receipts.
Approved salary expense level	244	241	3	Approved salary expense level is in line with the budget estimates (2024 Target).

(1) As specified in the Section 40 budget estimates

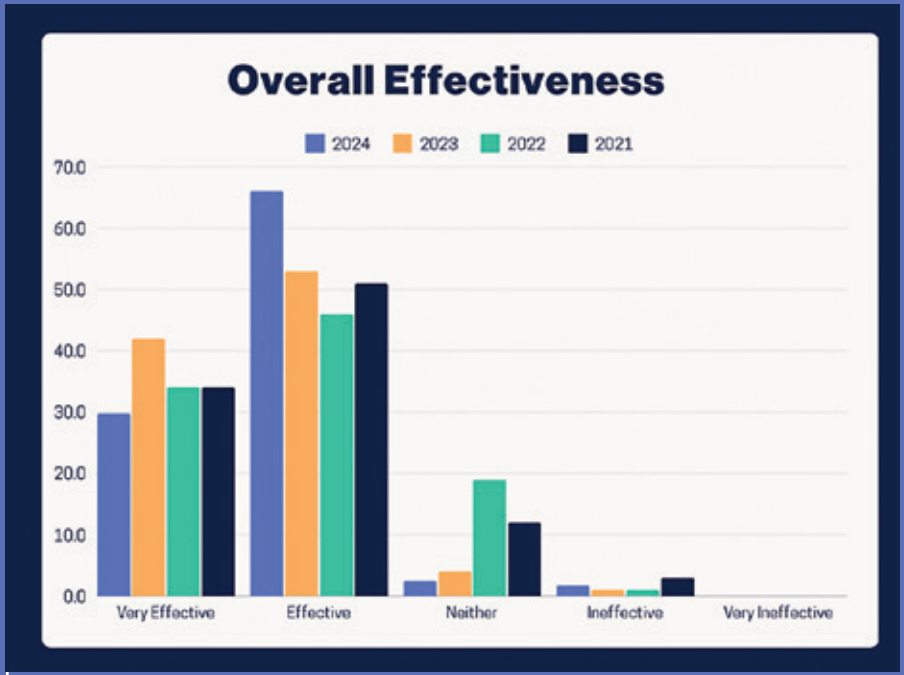
(2) The variation is the difference between the Target and Actual for each line item

Working Cash Targets

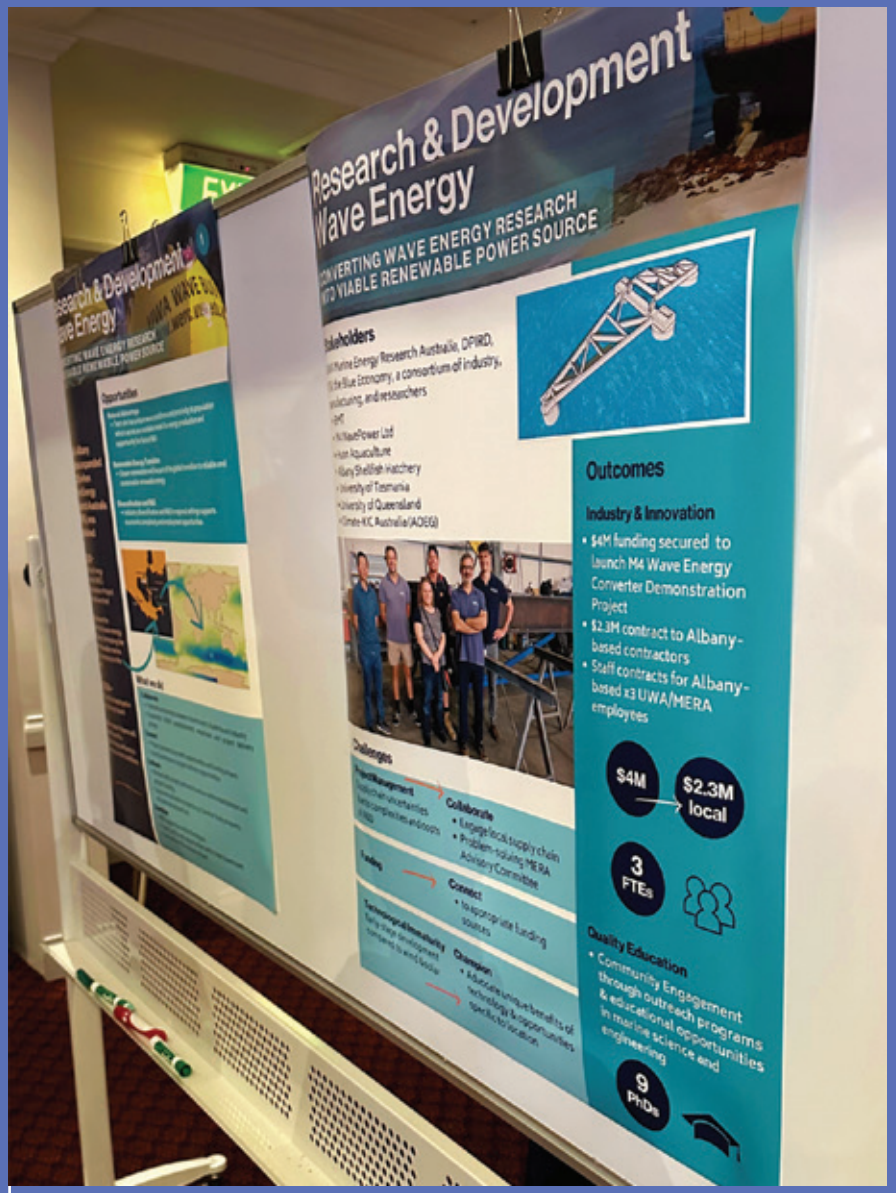
	2024 Agreed limit ($000)	2024 Target [1] / Actual [2] ($000)	Variation ($000)	Explanation of Variation
Agreed working cash limit (at Budget)	36	36	N/A	N/A
Agreed working cash limit (at Actuals)	35	122	87	Variation is due to brought forward cash balances

(1) Target to reflect the Commission's anticipated working cash for the 2023-24 financial year.

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



Overall GSDC effectiveness as determined by annual client survey



GSDC project posters at RDC Collaborative Workshop in Busselton

Project in focus - Regional Development Commission Portfolio

Collaborating to better develop the regions

Regional Development across Western Australia is a collaborative endeavour. The 9 Western Australian Regional Development Commissions (RDCs) and DPIRD have forged strong working relationships, with the goal of best servicing regional development under the Regional Development Framework. The relationships between the Commissions have proved valuable for knowledge-sharing, with some common regional challenges.

In February of 2024, the second Regional Development Collaborative Workshop was held in Busselton, bringing together staff from the 9 RDCs and DPIRD. Over the 2 day workshop, Commission employees presented projects from their regions, discussed alignment under the WA Regional Development Framework, and engaged in a facilitated design-thinking exercise to find creative solutions to regional challenges for another RDC's region. Regional tours of key South West development projects was another highlight of the workshop, affording the opportunity to witness successful examples of regional development projects.

In 2023-24, the GSDC team continued to strengthen their role-specific relationships within the RDC Network. GSDC Regional Development Officers reached out to their counterparts in other regions to formalise areas of cross-region focus to deliver strategic projects. The Local Content Network and Communications Officers maintained regular collaborative meetings throughout the year, including via in-person workshops of their own. GSDC Directors of Regional Development further maintained strong working groups, while the GSDC CEO maintained productive relationships with the CEO group individually, and via regular WARDA (Western Australia Regional Development Alliance) and RDCo (Regional Development Council) meetings.

The enthusiasm and proactive approach taken by GSDC to join and maintain these working groups, demonstrates our continued commitment to best practice in regional development, as well as our dedication to finding region-specific solutions to state-wide challenges.



DPIRD Deputy Director General addressed RDC staff at collaborative workshop

Audit Opinion



Broomehill North
Humble Art Photography

Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

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:

- the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

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 2024 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), 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 believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other Matter – prior period financial statements not audited

The financial statements audit of the Commission for the year ended 30 June 2023 was dispensed under section 14 of the *Auditor General Act 2006*. Consequently, the corresponding figures are unaudited. My opinion is not modified in respect of this matter.

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

Responsibilities of the Commission for the financial statements

The Commission is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), 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 Commission 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 Great Southern Development Commission are those policies and procedures established 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 the State's financial reporting framework (the overall control objectives).

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 controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2024 and that the controls were implemented as designed as at 30 June 2024.

The Commission's responsibilities

The Commission 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 2024. 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 2024.

Other Matter – prior period key performance indicators not audited

The key performance indicators of the Commission for the year ended 30 June 2022 and 30 June 2023 were dispensed under section 14 of the *Auditor General Act 2006.* Consequently, the results for the financial year 2021-22 and 2022-23 are unaudited. My opinion is not modified in respect of this matter.

The Commission's responsibilities for the key performance indicators

The Commission 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 controls as the Commission 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 Commission 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 management relating to the report on financial statements, 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 ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

Those charged with governance are responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial statements, key performance indicators and my auditor's report.

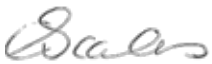
My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Great Southern Development Commission for the year ended 30 June 2024 included in the annual report 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 the annual report. If users of the financial statements 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.



Carly Meagher
Acting Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
26 July 2024



Disclosures



Tambellup Townsite
Humble Art Photography



Disclosures and legal compliance

Certification of Financial Statements For the financial year ended 30 June 2024

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 financial year ended 30 June 2024 and the financial position as at 30 June 2024.

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

Carolyn Gibbon
Chief Finance Officer
26 July 2024

Jarrad Gardner
Chief Executive Officer
26 July 2024

Ricky Burges
Chairman of the Board
26 July 2024

Financial Statements

Statement of Comprehensive Income....63
Statement of Financial Position....64
Statement of Changes in Equity....65
Statement of Cash Flows....66

Notes to the Financial Statements

1. Basis of preparation 68
2. Use of Our Funding 69
2.1 (a) Employee benefits expense 69
2.1 (b) Employee related provisions 69
2.2 Grants and subsidies 70
2.3 Other expenditure 71
3. Our Funding Sources 72
3.1 Income from State Government 72
3.2 Other income....72
4. Key Assets.... 72
4.1 Property, plant and equipment 73
4.1.1 Depreciation and impairment 73
4.2 Right-of-use assets....74
5. Other Assets and Liabilities 74
5.1 Receivables....74
5.2 Amounts receivable for services (Holding Account) 75
5.3 Payables....75
6. Financing 75
6.1 Lease liabilities....75
6.2 Cash and cash equivalents 76
6.3 Capital commitments....76
7. Financial instruments and Contingencies.... 76
7.1 Financial instruments....76
7.2 Contingent assets and liabilities 76
8. Other Disclosures 77
8.1 Events occurring after the end of the reporting period 77
8.2 Key management personnel 77
8.3 Related party transactions 78
8.4 Related bodies 78
8.5 Affiliated bodies 78
8.6 Special purpose accounts 78
8.7 Remuneration of auditors....78
8.8 Supplementary financial information....78
8.9 Explanatory statement....78

Statement of Comprehensive Income
For the year ended 30 June 2024

	Notes	2024 $'000	2023 $'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	**284**	305
Supplies and services	2.3	**2,327**	2,132
Depreciation and amortisation expense	4.2	**7**	10
Grants and subsidies	2.2	**60**	28
Other expenses	2.3	**44**	30
Total cost of services		**2,722**	2,505
Income			
Other income	3.2	**87**	2
Total income		**87**	2
NET COST OF SERVICES		**2,635**	2,503
Income from State Government			
Income from other public sector entities	3.1	**557**	645
Resources received	3.1	**2,031**	1,913
Total income from State Government		**2,588**	2,558
(DEFICIT)/SURPLUS FOR THE PERIOD		**(47)**	55
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		**(47)**	55

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

Statement of Financial Position
As at 30 June 2024

	Notes	2024 $'000	2023 $'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.2	**122**	217
Restricted cash and cash equivalents	6.2	**133**	114
Receivables	5.1	**135**	8
Total Current Assets		**390**	339
Non-Current Assets			
Amounts receivable for services	5.2	**226**	226
Property, plant and equipment	4.1	**6**	-
Right-of-use assets	4.2	**5**	10
Total Non-Current Assets		**237**	236
TOTAL ASSETS		**627**	575
LIABILITIES			
Current Liabilities			
Payables	5.3	**115**	60
Lease liabilities	6.1	**5**	10
Employee related provisions	2.1(b)	**115**	80
Total Current Liabilities		**235**	150
Non-Current Liabilities			
Employee related provisions	2.1(b)	**14**	-
Total Non-Current Liabilities		**14**	-
TOTAL LIABILITIES		**249**	150
NET ASSETS		**378**	425
EQUITY			
Accumulated surplus		**378**	425
TOTAL EQUITY		**378**	425

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 2024

	Accumulated surplus $'000	Total equity $'000
Balance at 1 July 2022	370	370
Surplus	55	55
Other comprehensive income	-	-
Total comprehensive income for the period	55	55
Balance at 30 June 2023	425	425
Balance at 1 July 2023	**425**	**425**
Deficit	**(47)**	**(47)**
Other comprehensive income	**-**	**-**
Total comprehensive income for the period	**(47)**	**(47)**
Balance at 30 June 2024	**378**	**378**

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 2024

	Notes	2024 $'000	2023 $'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		**557**	645
Net cash provided by State Government		**503**	645
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		**(332)**	(291)
Supplies and services		**(281)**	(215)
Grants and subsidies		**(60)**	(28)
GST payments on purchases		**(31)**	(22)
Other payments		**(14)**	(14)
Receipts			
GST receipts on sales		**9**	-
GST receipts from taxation authority		**22**	21
Other receipts		**67**	3
Net cash used in operating activities		**(566)**	(546)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		**(6)**	
Net cash used in investing activities		**(6)**	-

Statement of Cash Flows (continued)
For the year ended 30 June 2024

	Notes	2024 $'000	2023 $'000
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		**(7)**	*(9)*
Net cash used in financing activities		**(7)**	(9)
Net (Decrease)/increase in cash and cash equivalents		**(76)**	90
Cash and cash equivalents at the beginning of the period		**331**	241
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.2	**255**	331

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 26 July 2024.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's Instructions. Several of these are modified by Treasurer's Instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* (the Act) and Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Accounting of Goods and Services Tax (GST)

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

(a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and

(b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed Equity

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

Comparative information

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

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

Judgements and estimates

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

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1 (a) Employee benefits expense

	2024 $'000	2023 $'000
Employee benefits	**243**	275
Superannuation - defined contribution plans	**41**	30
Total employee benefits expenses	**284**	305
Add: AASB 16 Non-monetary benefits	**7**	10
Net employee benefits provided	**291**	315

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

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

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

2.1 (b) Employee related provisions

	2024 $'000	2023 $'000
Current		
Employee benefits provisions		
Annual leave	**52**	17
Long service leave	**50**	54
	102	71
Other provisions		
Employment on-costs	**13**	9
Total current employee related provisions	**115**	80
Non-Current		
Employee related provisions		
Long service leave	**14**	-
Total non-current employee related provisions	**14**	-
Total employee related provisions	**129**	80

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.

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'.

	2024 $'000	20232 $'000
Employment on cost provision		
Carrying amount at start of period	**9**	1
Additional/(reversals of) provisions recognised	**4**	8
Carrying amount at end of period	**13**	9

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

	2024 $'000	2023 $'000
Non Public organisations	**14**	-
Public sector organisations	**41**	20
Local Government agencies	**5**	8
Total recurrent grants and subsidies	**60**	28

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

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

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

2.3 Other expenditure

	2024 $'000	2023 $'000
Supplies and services		
Board fees	**71**	71
Communications	**2**	1
Consultants and contractors	**191**	106
Consumables	**10**	9
Travel	**22**	26
Other	**-**	6
Resources provided free of charge by DPIRD [(a)]	**2,031**	1,913
Total supplies and services expense	**2,327**	2,132
Other expenses		
Building and infrastructure maintenance	**3**	3
Donations and sponsorships	**27**	16
Internal audit fees	**11**	-
Other expenses	**3**	11
Total other expenses	**44**	30
Total other expenditure	**2,371**	2,162

(a) Support Services provided by Department of Primary Industries and Regional Development (DPIRD) to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development Commissions 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.

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:

	Notes
Income from State Government	3.1
Other income	3.2

3.1 Income from State Government

	2024 $'000	2023 $'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	**557**	645
Total grants and subsidies	**557**	645
Resources received from other public sector entities during the period:		
- Services received free of charge [(a)]	**2,031**	1,913
Total resources received	**2,031**	1,913
Total income from State Government	**2,588**	2,558

(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 *Regional Development Commissions 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

	2024 $'000	2023 $'000
Other sundry income	**55**	2
Return of unspent grant monies	**32**	-
Total other income	**87**	2

4. Key Assets

Assets the Commission utilises for economic benefit or service potential

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

	Note
Property, plant and equipment	4.1
Right-of-use assets	4.2

4.1 Property, plant and equipment

Year ended 30 June 2024	Works of Art $'000	Total $'000
1 July 2023		
Gross carrying amount	-	-
Accumulated depreciation	-	-
Carrying amount at start and end of period	-	-
Additions	6	6
Carrying amount at 30 June 2024	6	6
Gross carrying amount	6	6
Accumulated depreciation	-	-

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

Property, plant and equipment is stated at historical cost less accumulated depreciation and accumulated impairment losses.

4.1.1 Depreciation and impairment

As at 30 June 2024, there were no indications of impairment to property, plant and equipment. All surplus assets at 30 June 2024 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 is systematically depreciated over its estimated useful life in a manner that reflects the consumption of its future economic benefits. The exceptions to this rule include assets held for sale, land and investment properties.

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

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

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

	2024 $'000	2023 $'000
Vehicles	**5**	10

Additions to right-of-use assets during the 2024 financial year was $0 (2023: $nil).

The Commission has leases for vehicles. The lease contracts are typically made for fixed periods of 1-5 years with an option to renew the lease after that date.

Initial recognition

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

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

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

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.

Impairment

	2024 $'000	2023 $'000
Right-of-use depreciation vehicles	**7**	10

The total cash outflow for leases in 2024 was $5,211 (2023: $9,659).

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

5 Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1 Receivables

	2024 $'000	2023 $'000
GST receivable	**16**	6
Other debtors	**119**	2
Total current receivables	**135**	8

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)

	2024 $'000	2023 $'000
Non-current balance at end of period	**226**	226

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

5.3 Payables

	2024 $'000	2023 $'000
Trade payables	**109**	60
Accrued salaries	**6**	-
Total current payables	**115**	60

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 15-20 days.

6 Financing

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

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

6.1 Lease liabilities

	2024 $'000	2023 $'000
Current	**5**	10

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

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

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

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

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

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

Subsequent measurement

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

6.2 Cash and cash equivalents

	2024 $'000	2023 $'000
Current non-restricted cash and cash equivalents	**122**	217
- Other Restricted cash	**133**	108
- Royalties for Regions Fund - Community Chest Grants Scheme	**-**	6
Current restricted cash and cash equivalents	**133**	114
Total cash and cash equivalents	**225**	331

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 (2023: nil).

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

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

	2024 $'000	2023 $'000
Financial assets		
Cash and cash equivalents	**255**	331
Financial assets at amortised cost [(a)]	**345**	228
Total financial assets	**600**	559
Financial liabilities		
Financial liabilities at amortised cost [(b)]	**120**	70
Total financial liabilities	**120**	70

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

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

7.2 Contingent assets and liabilities

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

There were no contingent assets or liabilities which would affect the Commission at the end of June 2024 (2023: None).

8. Other Disclosures

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

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

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 Key management personnel

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

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

Compensation band ($)	**2024**	**2023**
Compensation of members of the accountable authority		
50,001 - 60,000	**-**	1
20,001 – 50,000	**1**	-
10,001 - 20,000	**2**	1
0 - 10,000	**5**	5
Senior officers of the accountable authority		
250,001 – 300,000	**1**	-
200,001 - 250,000	**-**	1
150,001 - 200,000	**2**	1

	2024 $'000	**2023 $'000**
Total compensation for members of the accountable authority and senior officers	**668**	495

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

8.3 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.

8.4 Related bodies

The Commission had no related bodies during the reporting period.

8.5 Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.6 Special purpose accounts

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

8.7 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is $45,000 (2023: nil; as the Auditor General dispensed with the audit for the years ended 30 June 2023 and 30 June 2022 under section 14 of the *Auditor General Act 2006*).

8.8 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.

8.9 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 2024

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 2024.



RICKY BURGES
Chair
26 July 2024



JARRAD GARDNER
Chief Executive Officer
26 July 2024

Detailed Information in Support of Key Performance Indicators

Relationship to Government Goals

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

Government Goals	Desired Outcome	Service
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	The sustainable development of our region's natural and built environment for the wellbeing of all.	Regional Development.
Safe, Strong, and Fair communities: Supporting our local regional communities to thrive.		

Key Effectiveness Indicator

The Commission's 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 2023-24

As part of the performance management component of the Commission's strategic planning process, independent research consultancy firm, Advantage Communications - Research (Advantage), was employed to undertake the 2024 Great Southern Development Commission Client Satisfaction Survey. Key stakeholders were surveyed to determine their views and understanding of the Commission's role, activities and performance.

A database of 239 clients was provided to Advantage. Both online self-completion and telephone interviews were used to obtain a total of 134 client responses from the 195 clients surveyed, representing a response rate of 69%. This results in a maximum possible sampling error of+/- 4.75% at the 95% confidence level.

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'.

Key Effectiveness Indicator:	Actual 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024
The Commission is effective and makes a positive contribution to the economic and social development of the Great Southern region	85%	80%	95%	80%	96%

Service: Regional Development

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

Key Efficiency Indicator

Average cost per hour

The operating costs of the Great Southern Development Commission are based on the Statement of Comprehensive Income total cost of services (excluding grants and subsidies) for the relevant period. Hourly cost is determined by dividing the expenditure for the period by the total hours worked for the period.

Key Efficiency Indicator	Actual 2021	Actual 2022	Actual 2023	Target[1] 2024	Actual 2024
Average cost per hour	$110	$107	$125	$140	$128

The Commission's budget is directed to numerous output focused projects that support the economic and social development of the Great Southern region. The Commission partners with Government and non-government stakeholders to maximise the scope and effectiveness of these projects for the betterment of the region.

Comments

Total hours worked was 12% above target and total cost of services was in line with target resulting in the average cost per hour being 10% below target.

Note 1: The target cost per hour is an estimated figure based on budgeted expenditure and staffing. Total hours was above budget for the financial year as the Commission was fully staffed and engaged additional resources to deliver the Regional Drought Resilience program which were approved post the 2023-24 Budget.

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 2023-24.

Capital projects complete

The GSDC did not complete any capital works projects during 2023-24.

Employment and industrial relations

	2022-23	2023-24
Full-time permanent	1	1
Full-time contract	0	0
Part-time permanent (FTE)	0	0
Part-time contract	0	0
TOTAL	1	1

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of the Commission.

Workers compensation and rehabilitation

The GSDC did not have any new workers' compensation claims in 2023-24.

Statutory Information



Pink lakes and Stirling Ranges
Humble Art Photography

Other Statutory Information

Ministerial Directions

No Ministerial Directives were received during the financial year.

Contracts with Senior Officers

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

Board remuneration

Position	Member name	Type of remuneration	Period of membership	Term of appointment	Base salary/sitting fees	Gross/actual remuneration
Chair	Ricky Burges	Stipend	Started 01-Sept-23 10 months	3 years	$47,250 per annum	$42,392.15
Former Chair	Bruce Manning	Stipend	Term ended 31-Aug23 2 months	3 years	$47,250 per annum	$13,970.64
Deputy Chair	Annie Roberts	Stipend & sitting fees	12 months	6 years	$5,000 per annum + $790 per full day/ $513 per half day	$11,147.27
Board Member	Liz Guidera	Sitting fees	12 months	5 years	$680 per full day/ $512.5 per half day	$4,223.89
Board Member	James Leiper	Sitting fees	Started 19-Feb-24 4 months 2 weeks	3 years	$680 per full day/ $512.5 per half day	$1,509.60
Board Member	Robert Lester	Sitting fees	Term ended 31-Dec-23 6 months	3 years	$680 per full day/ $512.5 per half day	$3,791.88
Board Member	Robbie Miniter	Sitting fees	12 months	4 years	$680 per full day/ $512.5 per half day	$6,200.27
Board Member	Darren Moir	Sitting fees	12 months	6 years	$680 per full day/ $512.5 per half day	$5,440.66
Chief Executive Officer	Jarrad Gardner*	N/A	12 months	3 years		
						Total $ 88,676.36

* 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.

Board member fees increased during the 2023-24 financial year from $622 to $680 full day, $403 to $512.5 half day.

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 2024, there were no instances of personal use of a credit card.

Compliance with Public Sector Standards and Ethical Codes

The Commission is listed as a statutory authority on Schedule 1 of the *Financial Management Act 2006* and is subject to the provisions of the *Public Sector Management Act 1994*. The *Public Sector Management Act 1994*, the Western Australian Public Sector Code of Ethics and the Public Sector Commission's Good Governance for Western Australia Public Sector Boards and Committees inform the Commission's governance.

Induction processes for new employees include training on the WA Public Sector Code of Ethics and the GSDC Code of Conduct. All relevant public sector standards and ethical codes are made available for employees via the digital filing system, and any changes arising to any of the codes, are addressed in team meetings.

The Commission continues to regularly review and update internal policies to ensure currency with Public Sector Commission updates and has procedures in place designed to ensure these updates are communicated to appropriately.

During 2023-24 the GSDC had no (nil) compliance issues in relation to the Public Sector Standards in Human Resource Management, the WA Public Sector Code of Ethics, or internal Codes of Conduct

Compliance item	Breach claims or reports	Action taken to manage compliance
Public Sector Standards	0	• Public Sector Standards are part of the induction process for new staff and Board members. • The Standards are available for all staff and Board members via the digital filing system. • Any changes are highlighted to staff where relevant.
Public Sector Code of Ethics	0	• Public Sector Code of Ethics is a part of the induction process for new staff and Board members. • The Code is available for all staff and Board members via the GSDC internal information system. • Any changes are highlighted to staff where relevant.
GSDC Code of Conduct	0	• Code of Conduct is a part of the induction process for new staff and Board members. • The Code is internally reviewed annually and changes discussed with staff. • Code of Conduct is available for all staff and board members via the digital filing system.

Agency Capability review requirements

Advertising, market research, polling and direct mail

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 2023-24 was $1,424.08. Expenditure was incurred as shown in the table.

Expenditure	Organisation	Amount ($)	Total ($)
Advertising Agencies		Nil	Nil
Market Research		Nil	Nil
Polling		Nil	Nil
Direct Mail		Nil	Nil
Media advertising	Department of Premier and Cabinet - Government Gazette	$141.82	$1,424.08
	WA News	$1,282.26	
Grand total			**$1,424.08**



Naturaliste Charters, Bremer Bay
Tourism Western Australia

Disability Access and Inclusion Plan 2018-23

The Commission is committed to promoting an inclusive environment in which all people can access our services and facilities. We are guided by DPIRD's Disability Access and Inclusion Plan (DAIP) 2018-23. This plan recognises the initiatives and achievements regarding disability access and inclusion, and draws on knowledge to ensure we can continue to meet the needs of people with disability, their families and carers.

This 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 initiatives, agencies and businesses that facilitate equitable access and the employment of people with disabilities and we regularly engage the services of enterprises that employ people with disabilities.

We are now in the process of supporting DPIRD in the development of a 5-year plan (2024-29) based on feedback received from public consultation in late 2023.

Record Keeping Plan

The Commission's Recordkeeping Plan was endorsed by the State Records Office in December 2022, as required under section 19 of the *State Records Act (2000)*. In accordance with this Act, the Commission's Record Keeping Plan will be reviewed within five years of the approval date and submitted to the State Records Office by December 2027.

All employees 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.

The Commission provides regular in-house records management training to assist employees with clear procedures on record keeping functions and ensures induction processes for new team members incorporates record awareness training and information.

Substantive equality

In accordance with the Western Australia 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 groups.

Substantive equality recognises that while some systems and processes may outwardly appear as non-discriminatory, they may not be fully responsive to the needs and aspirations of different people and groups and, as a result, can unintentionally create further inequalities.

GSDC implements 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 disability, are considered in our work. All new employees undertake WA Cultural Competency training as part of induction processes.

WA Multicultural Policy Framework

The GSDC operates under the DPIRD Multicultural Plan 2021 – 2026. This plan sets out ways in which we will work to achieve the priorities, outcomes and strategies of the WA Multicultural Policy Framework, for the Culturally and Linguistically Diverse (CaLD) community in Western Australia.

The plan's priorities are:

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

We recognised, celebrated and showed our respect for Great Southern multicultural communities throughout the year, by:

- Supporting and celebrating community and culture at the region's biggest harmony celebrations during the Katanning Harmony Festival
- Supporting the Reconciliation Week and NAIDOC Week events within the Great Southern
- Supporting the Great Southern Aboriginal Leadership Conference
- Supporting the 2023 Djinda Ngardak Kinjarling culinary festival
- Supporting the Wagyl Kaip Southern Noongar Ranger Summit
- Supporting the inaugural Diwali Hindu Festival of Lights in Albany.

Diversity and Inclusion

The GSDC is committed to a diverse and inclusive workplace, as research shows agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes and improved decision making. The workforce is more connected, motivated, and productive.

As part of the 2023 WA Public Sector Census (conducted by the Public Sector Commission) Regional Development Commissions (RDC) assigned DPIRD staff participated in the Census and were asked about their diversity, whether they had shared this information and if not, why. These results reflect the voices and experiences of the employees who took part in the survey and include assigned staff from across RDCs but are not broken down to individual Commissions.



Wagyl Kaip Southern Noongar Ranger Summit

Workplace Health and Safety Management

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 Work Health and Safety Act 2020 and any other legislation and supporting documents that apply to its operations.

We are committed to achieving the highest standards of workplace health and safety management in accordance with best practice. We aim to:

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

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 online file system. All return-to-work programs are developed in accordance with the Act.

The Commission's record of performance against annual performance data requirements are tabled as follows:

	Actual Results		Results Against Target
Measure	**2022-23**	**2023-24**	**Target**
Number of fatalities	0	0	0
Lost time injury and disease incidence rate	0	0	0 or 10% reduction
Lost time injury and severity rate	0	0	0 or 10% reduction
Percentage of injured workers returned to work: (i) within 13 weeks (ii) within 26 weeks	N/A	N/A	Greater than or equal to 80%
Percentage of managers trained in work health and safety injury management responsibilities	100%	100%	Greater than or equal to 80%



Kurrah Mia Tour, Albany
Tourism Western Australia

Annual Report 2023-24

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