



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

ANNUAL REPORT 2020-21



ACKNOWLEDGEMENT OF COUNTRY

The Gascoyne Development Commission acknowledges and pays respect to the past, present and future Elders and Traditional Custodians of Country across the land the Commission operates, as well as across the nation.

We celebrate the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

Yinggarda, Baiyungu, Malgana, Thudgari and Thalanyji Ancestors have walked this Country and we acknowledge their special and unique contribution to our shared histories, culture and languages. We recognise the collective contribution of Aboriginal and Torres Strait Islander peoples and other Australians to the economic and social development of the Gascoyne.

CONTENTS

Acknowledgement of Country	2
About this Report	4
Contact	4
Statement of Compliance	5
Chair's Report	6
Chief Executive's Report	7
Economic Snapshots	9
About Us	13
Our Board	15
Strategic Focus	20
Growing Primary Production	21
Case Study 1 <i>Gascoyne Food Bowl</i>	22
Case Study 2 <i>Rangelands Biosecurity Project</i>	23
Growing Tourism	24
Case Study 3 <i>One Mile Jetty and Heritage Precinct</i>	26
Case Study 4 <i>Fascine Entryway</i>	28
Aboriginal Economic Development	30
Case Study 5 <i>Aboriginal Business Development Forum</i>	31
Developing Future Jobs and Future Employees	32
Regional Economic Development (RED) Grants Program	33
Case Study 6 <i>Supporting Young People to Live and Work in the Gascoyne</i>	34
Local Content Program	36
Significant Issues Impacting the Agency	37
Legal Requirements	38
Financial Statements	40

Shires of:

Carnarvon

Exmouth

Shark Bay

Upper Gascoyne



ABOUT THIS REPORT

The 2020-21 Annual Report is provided to the Minister for Regional Development and is tabled in the Parliament of Western Australia.

It also provides a brief snapshot to inform stakeholders and the wider community on our corporate performance, growth and priorities.

The report is developed in line with the Public Sector Commission's annual reporting framework for the 2020-21 financial year and an audited financial statement is included.

Online report

To reduce printing costs and environmental impact, this report has been published in an electronic form. It is available to download in PDF format from our website.

Feedback

To share feedback on this report please contact us; telephone +61 (0)8 9941 7000 or email info@gdc.wa.gov.au

CONTACT

Head Office: 15 Stuart Street, Carnarvon WA 6701

Postal: PO Box 781, Carnarvon WA 6701

Telephone: +61 (0)8 9941 7000

Email: info@gdc.wa.gov.au

Website: www.gdc.wa.gov.au

LinkedIn: [linkedin.com/company/gascoyne-development-commission](https://www.linkedin.com/company/gascoyne-development-commission)

Facebook: [facebook.com/GascoyneDevelopmentCommission](https://www.facebook.com/GascoyneDevelopmentCommission)



STATEMENT OF COMPLIANCE

For the year ended 30 June 2021

Honourable Alannah MacTiernan MLC

Minister for Regional Development; Agriculture and Food; Hydrogen Industry

In accordance with Section 61 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the Annual Report of the Gascoyne Development Commission for the financial year ended 30 June 2021.

The Annual Report has been prepared in accordance with the provisions of the Financial Management Act 2006.

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

A blue ink signature of Andy Munro, consisting of a stylized 'A' followed by 'Munro'.

Andy Munro
Chair
8 September 2021

A blue ink signature of Tym Duncanson, featuring a large, stylized 'D' followed by 'Duncanson'.

Tym Duncanson
Chief Executive
8 September 2021

CHAIR'S REPORT

Andy Munro

The Board of the Gascoyne Development Commission reports to the Minister for Regional Development and has overarching accountability for the Commission, including governance, financial management and performance management.

We are clear on the Western Australian Government agenda and the expectations of the Minister. We advocate regularly and strongly for the Gascoyne region and guide the Commission to focus on the most impactful outcomes both locally and regionally.

An immediate priority is to finalise our new Strategic Plan which will be the basis of the Commission's planning, implementation, performance outcomes and measurement over the next few years.

The new plan will specifically focus on the attributes and needs of the Gascoyne and will be captured within the five key themes agreed by the broader regional development portfolio: non-renewable resources and related industries, new alternative industries, regional living standards, Aboriginal economic development, and organisational excellence.

This strategic consistency will ensure key cross-regional opportunities are also accommodated during our planning process.

2020/21 brought continued interest and investment in the Gascoyne, including projects in resources and tourism

infrastructure. Continued constraints on international and interstate travel led to an extended seasonal influx of visitors and with them, improved hospitality and retail figures.

However, COVID-19 caused many working holiday visa holders to leave Australia, leading to local worker shortages, particularly in agriculture and tourism. Also, several localised weather events, including Tropical Cyclone Seroja, reminded us of our vulnerability, no matter how well we may plan.

The year was both a test of the resilience of Gascoyne communities and a testament to the need for the Commission to help further 'proof' the region from these highs and lows. For example, preparing pathways for local people to enter workforces that have historically relied on itinerant workers and improving the availability and affordability of local accommodation.

The Commission operates against this backdrop. It is a team of professionals that continues to engage widely, is receptive to new ideas and delivers quality information and project-related services. The recently completed client survey acknowledges both effort and worth in this regard, during a year that has often been difficult for staff and clients alike.

On behalf of the Board, I recognise and thank Chief Executive Officer Tym Duncanson and each Commission staff for their efforts and contributions. As well, our Chief Financial Officer Rhett



Shimmings, for his support on financials and reporting.

I continue to receive thoughtful input from all Board members, based on their strong networks and engagement with local businesses, industry and community groups, as well as their understanding of the government focus that is required. It greatly assists in Board guidance of the Commission and advocacy to the Minister, from whom we continue to receive unwavering support.

I would also like to make a particular mention to deputy Chair, Naomi McMahon as well as to Cheryl Cowell, Chair of the Audit and Risk Sub-committee.

There are some considerable tasks ahead including growing primary production, unfolding new tourism projects, initiatives in Aboriginal economic development, and relevant job training pathways.

I have every confidence that the Commission and the Board can deliver on these.

We remain committed to continued collaboration with all stakeholders. This I believe is fundamental to the success of regional growth, which as Board Chair, I am determined to achieve.

CHIEF EXECUTIVE'S REPORT

Tym Duncanson

Led by an experienced and engaged Board, the Commission has made considerable progress this year on our strategic intentions to grow primary production, grow tourism, develop future employees and complete legacy projects. For a second year, these achievements have occurred in a year like no other.

Although the only region to not record an active case of COVID-19, a remarkable achievement in itself, the impact of the pandemic has been significant. In a region where visitor numbers are

often several multiples of those that call the Gascoyne home, visitor movement and spend is a dominant driver of social and economic outcomes. The constant need for the community to adjust and adapt to changes in visitor numbers and expectations has caused stress and fatigue, although the region should be proud of the results. Visitor numbers have been strong, quality of experience has been maintained and the local population has re-engaged in a very special region that is sometimes overlooked and undervalued. The Commission continues to provide leadership

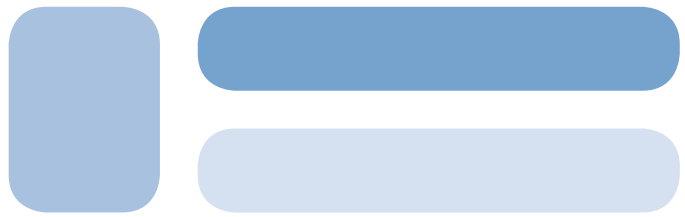


and solutions to address workforce, accommodation and childcare shortages to enable growth.

An additional challenge has been extreme weather events, notably, Tropical Low U12 which caused widespread flooding, cut vital transport links and impacted primary industry production. This was followed by severe Tropical Cyclone Seroja and numerous smaller events, including Exmouth receiving more than its usual annual rainfall in one hour. Once again, the community adjusted and adapted and is now looking to take advantage of the best growing conditions in a decade.

Despite these challenges, notable achievements to address legacy projects include returning Gwoonwardu Mia to its rightful place as the region's premier Aboriginal cultural and economic development hub under the quality stewardship of WA Museums. The Commission led successful community efforts to secure \$7 million for a new Carnarvon Fascine waterway entrance, over \$8 million towards Carnarvon's One Mile Jetty and \$1m to upgrade the iconic Quobba Coast Blowholes visitor experience.





The long-awaited release of horticulture land in the Gascoyne Foodbowl is yet another example of the Commission working with the community to finalise long overdue investments and initiatives. Another is Exmouth's Ningaloo Centre which is now fully tenanted and undergoing a \$10 million upgrade to the laboratories under the Flourishing Oceans program and will soon benefit from renewable energy upgrades funded by the Commission.

Now that many legacy issues have pathways for completion, the next year will see the Commission focus on revising its strategic plan, deliver a pipeline of new initiatives and investments and

address emerging challenges especially the shortage of workforce accommodation. The Commission will continue to implement the State government election commitments and work closely with all levels of government and the community to deliver the intended outcomes. These achievements have only been possible due to a small but strong team being formed in the last two years which is gaining experience and community standing by the day.

The future is exciting with focus areas of renewable energy storage for most towns, construction of a renewable hydrogen pilot project in Denham and continued focus on carbon farming and catchment management. Construction

of the region's first new mine in decades by Strandline and the Environmental Protection Authority's report to the State government regarding the future of Exmouth Gulf will be defining moments. Native title determinations in late 2020 and the formation of Traditional Owner body corporates will increasingly see Aboriginal people determine the future of the region and realise economic opportunity.

Many of the recent achievements would not have been possible without the foresight of a Minister passionate that the Gascoyne reach its full potential. She and her office's tireless efforts are greatly appreciated by all at the Commission.

Performance Highlights

Gwoonwardu Mia established as the region's premier Aboriginal cultural and economic development hub under the stewardship of WA Museums

Over \$8 million State funding secured for the Carnarvon One Mile Jetty
(Case Study 3)

300ha of prime horticultural land released as part of Stage 2 of the Gascoyne Food Bowl
(Case Study 1)

\$7 million State funding secured for the Carnarvon Fascine Entryway
(Case Study 4)

Increased Aboriginal participation in the economy through supporting start-up businesses
(Case Study 5)

Development of future employees
(Case Study 6)

ECONOMIC SNAPSHOT



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

Regional Overview

Gross Regional
Product

\$1.28 Billion



Unemployment

6.76%

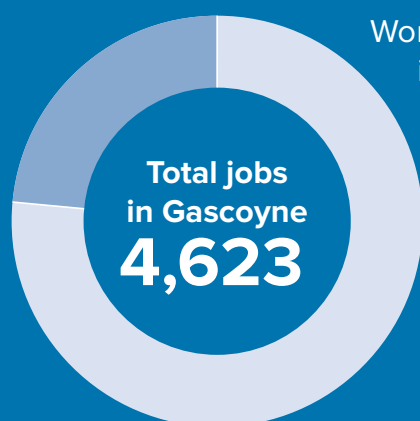
Businesses

958

Total Jobs

4,623

Employment



Works and lives
in Gascoyne
3,536

Lives
elsewhere,
works in
Gascoyne
1,087

Population

9,262



Aboriginal and
Torres Strait
Islander


14%

Average
Age



39

Highest WA
Average Daily
**Solar
Exposure**

84% 
of Land is
Covered by
Pastoral Leases

Home Ownership

5418



School
Enrolments

1439

ECONOMIC SNAPSHOT



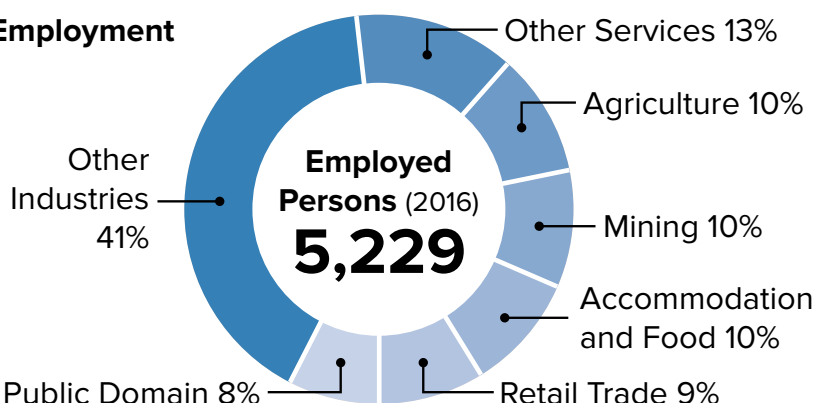
GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

Major Industries

Value of Economic Output (millions \$)

Resources	616
Agriculture, Forestry and Fishing	264
Construction	246
Tourism and Hospitality	206
Transport Postal and Warehousing	167
Public Administration and Safety	126
Health Care and Social Assistance	60
Education and Training	59
Professional, Scientific and Technical Services	57
Other	553

Employment



WA's Largest Prawn Fishery - **Shark Bay**



Main Mined Commodity - **Salt**

Tourism

Overnight Visitors (2020)



Total Visitor Nights (2020 ■ millions)

Average Annual Spend (2015-18 ■ millions)

268,500

1.75



\$171



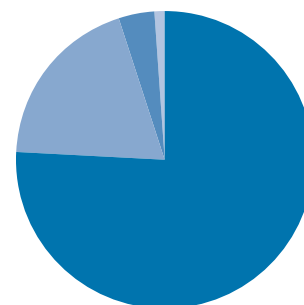
Agriculture, Forestry and Fishing Sectors

(value of each to economic output)

Livestock, Grains and Other Agriculture	200	76
Forestry, Fishing and Hunting	50	19
Agriculture, Forestry and Fishing Support Services	10	4
Aquaculture	4	1

Total value of sector

\$264 million 100%



ECONOMIC SNAPSHOT



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

Housing Overview



Building Approvals (2020 - 2021 FY)

Number of
Residential
Approvals

48



840ha

of land available for further
residential development

House Sales (12 months - 30/5/2021)

Number of Sales

233

Median Price

**\$396,319 to
\$440,473**

% Price Change

32%

Rentals (12 months - 30/5/2021)

Number of Rentals

114

Median Price Per Week

\$417

% Price Change

12%

ECONOMIC SNAPSHOT



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

Local Profiles

Carnarvon

Population

5077

Gross Regional
Product

\$872
million

Exmouth

Population

2935

Gross Regional
Product

\$319
million

Shark Bay

Population

960

Gross Regional
Product

\$78
million

Upper Gascoyne

Population

290

Gross Regional
Product

\$15
million

ABOUT US



Who we are

The Gascoyne Development Commission is a statutory authority of the West Australian Government, set up in 1994, under the Regional Development Commissions Act 1993 which created nine Commissions, each serving a different region of Western Australia (WA).

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

Enabling legislation

Proclamation of the Regional Development Commissions Act 1993 on 7 April 1994 established the Gascoyne Development Commission as a statutory authority. The Commission had previously operated as a government department under the Public Service Act 1978 (Section 21) from its inception in January 1993.

The objectives and functions of each Commission are to:

- a) Maximise job creation and improve career opportunities in the region.
- b) Develop and broaden the economic base of the region.

- c) Identify infrastructure services to promote business development within the region.
- d) Provide information and advice to promote business development within the region.
- e) Seek to ensure that the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area.
- f) Generally take steps to encourage, promote, facilitate and monitor the economic development in the region.

By identifying and coordinating the responsibilities of a wide range of government agencies with regional development charters, the Commission performs an important role in addressing needs and ensuring the appropriate application of government resources in its region.

The Commission performs its functions in respect of the region comprising the Shires of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne.

Key legislation

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

- Regional Development Commissions Act 1993.
- Auditor General Act 2006.
- Public Sector Management Act 1994.
- Financial Management Act 2006.
- Disability Services Act 1993.
- Equal Opportunity Act 1984.
- Freedom of Information Act 1992.
- Industrial Relations Act 1979.
- Minimum Conditions of Employment Act 1993.
- Occupational Health and Safety Act 1984.
- Salaries and Allowances Act 1975.
- State Records Act 2000.
- Public Interest Disclosure Act 2003.
- Royalties for Regions Act 2009.
- Procurement Act 2020.
- Workers Compensation and Injury Management Act 1981.

Minister responsible

The Hon. Alannah MacTiernan MLC, Minister for Regional Development; Agriculture and Food; Hydrogen Industry.

Our people

Commission staff, except for the Chief Executive Officer (CEO), are employed by the Department of Primary Industries and Regional Development (DPIRD). Resources are provided by the DPIRD to the Commission through a Service Level Agreement to enable the delivery of its obligations under the Regional Development Commissions Act 1993. Commission based staff continue to perform duties at the day-to-day operational direction of the CEO, with an emphasis to progressively increase the level of coordination and integration with the regional development portfolio.

*To achieve sustainable economic and social development of the Gascoyne region –
A better place to live.*

Our performance

A customer survey of the Commission's clients over the past twelve months was Commissioned in May/June 2021 to solicit responses relating to the achievement of the Commission's service and performance for the 2020/21 financial year.

The electronic-based survey was sent to 257 clients with 155 respondents; 27 of which were followed up and completed their survey over the phone.

Respondents were asked if the Commission is effective and makes a balanced positive contribution to the social and economic development of the Gascoyne region. 84% of respondents thought the Commission was satisfactory or better in this regard.

The target of the effectiveness indicator below is based on the approved calculation method of the Office of the Attorney General. The table below shows this year, and previous years' results to this question.

Key performance indicator	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Target 2021
An environment conducive to the balanced economic and social development of the Gascoyne Region	79%	89%	81%	87%	NA*	84%	80%

*Exemption is given to survey requirement due to COVID-19



Our vision

The Gascoyne will be recognised as providing a great lifestyle and visitor experience through its diversity, employment and investment opportunities, unique natural environment and climate.

Our mission

To achieve sustainable economic and social development of the Gascoyne region – A better place to live.

OUR BOARD

The Gascoyne Development Commission Board is established under the Regional Development Commissions Act 1993. The Board comprises six members appointed by the Minister, and the CEO, Tym Duncanson, by virtue of office. The Minister directly appoints the Chair and the Deputy Chair.

The Board is the governing body with the authority to perform the statutory functions of the Commission and has delegated the day-to-day management to the CEO. The Board meets regularly to consider matters of economic and social importance to the region. The Board formulates advice to the Minister

on appropriate matters, sets policy and strategic directions for the Commission, and formulates budget priorities.



L to R: Tym Duncanson (CEO), Andy Munro (Chair), Naomi McMahon (Deputy Chair), Burke Maslen, Cheryl Cowell, Dan Kuzmicich. (Sonia Beckwith absent)

Mr Andy Munro

Ministerial representative, appointed 2018.
Chair

As Chair of the Commission Andy brings to the Board significant regional engagement, development, project and strategic planning experience across both the Western Australian Government and corporate sectors. Andy worked in the resources sector for nearly two decades, most recently as a senior mining executive with Rio Tinto Iron Ore, and previously in various public sector and Ministerial appointments.

Andy served as a member of the Board between December 2002 and February 2004 and currently represents the Gascoyne as a member of the Regional Development Council.

Andy continues his strong connection to the Gascoyne and is passionate about contributing to the success of the region. As a progressive thinker and motivated by outcomes, Andy is helping focus the Commission on improving both the growth



of sustainable Gascoyne businesses, as well as the capabilities of individuals, groups and communities to share in a strong Gascoyne future.

Ms Naomi McMahon

Ministerial representative, appointed 2017.
Deputy Chair

A respected Gascoyne Aboriginal community leader and Wardandi Wadjuk woman, Naomi is in her second term as Deputy Chair of the Commission and shares with us her passion for advancing economic development for Aboriginal owned businesses in the Gascoyne.

As a Carnarvon local, Naomi brings to the Board a wealth of experience and strategic knowledge in a diverse range of Gascoyne industries. Naomi started her career with the Pastoralists and Graziers Association in Perth and upon returning to Carnarvon worked as a research assistant and

photographer on the book *Aboriginal Memories of the Gascoyne*. Naomi has since gained experience in various local industries and Public Sector roles with the Western Australian Country Health Service, Department of Education and the then Building Management Authority.

Naomi previously served as a Councillor for the Shire of Carnarvon and is currently an Advisor for the National Indigenous Australian's Agency. Enjoying the stories of the old people and Aboriginal peoples' connection to the Gascoyne resonates strongly with Naomi. She is heavily involved in



community initiatives as an active advocate for increased Indigenous school attendance, Indigenous employment outcomes and the growth of local Indigenous businesses.

Mrs Cheryl Cowell

Local government representative, appointed 2019
Member

A long-term resident of Denham, Cr Cowell is a great asset to the Gascoyne region who brings to the Board a deep strategic knowledge and passion for tourism, the environment and conservation. Cheryl has worked with the Department of Biodiversity Conservation and Attraction in Shark Bay since 1995. As World Heritage Project Officer, Cheryl has been involved in all aspects of management of the Shark Bay World Heritage Property and conservation of the World Heritage values since 1999. She is also Executive Officer for the Shark Bay World Heritage Advisory Committee

which provides advice to State and Commonwealth Environment Ministers on the conservation and protection of the values of the Property.

Cheryl was elected to the Shire of Shark Bay Council in October 2007 and has held the position of Shire President since October 2009. She also previously served as a member of the Commission's Board from 2011 to 2016. Cheryl currently chairs the Commission's Audit and Risk Subcommittee, the WA Local Government Association (WALGA) Gascoyne Zone committee, and is a member of the WALGA State Council.



Cheryl is a well respected leader and active member of the Shark Bay community. Cheryl held the position of secretary and was a volunteer ambulance officer with the Saint John Ambulance for 10 years. She is currently secretary and an active member of the Shark Bay Pistol Club.

Mr Burke Maslen

Local government representative, appointed 2020
Member

Cr Maslen is Carnarvon born and bred and owner and Director of Outback Coast Property. The Maslen name is synonymous with Carnarvon and Burke follows in his family's footsteps making a valuable contribution to the social and economic development of the Gascoyne Region.

As a Deputy Shire President for the Shire of Carnarvon and Council representative for the Gascoyne Minilya Pastoral Ward, Cr Maslen has considerable leadership experience gained through a range of

appointments. These include Chair of the Gascoyne Regional Road Group; Community Advisory Board Member, Real Futures; Co-Chair, Carnarvon Artificial Reef Project; and Company Representative for Province Resources Limited, Gascoyne Green Hydrogen project.

Burke brings to the Board his passion and strategic insight for pastoral matters, horticulture, tourism, fishing and sustainable mining in the Gascoyne region. Burke is motivated to support economic development by



fostering innovation to drive growth for established and emerging businesses and industries in the Gascoyne region.

Ms Sonia Beckwith

Community representative, appointed 2019
Member

Originally from the United States, Sonia settled in Exmouth in 2015. After falling in love with the spectacular coastline, Sonia and her partner started an Eco-Tourism business, Live Ningaloo, in 2016. Sonia has a passion and natural talent for tourism and Live Ningaloo has won many industry accolades including Best Tour/Activity WA winner and Best Activity Australia winner at the Adventure Tourism Awards Australia and New Zealand, 2019; and Silver for the Adventure Tourism category, Perth Airport Tourism Awards, 2019.

Sonia is a respected leader in the Western Australian Tourism Industry and is involved in several boards and committees, including, Australia's Coral Coast, Board member; and Ningaloo Tourism Advisor Group, Committee member.

With a diverse background in not for profit and the private sector, Sonia is particularly passionate about small business and brings to the Board a unique set of skills and experience. Sonia is passionate about bringing public and private sectors together in a collaborative



effort to support small businesses and communities to realise their goals. She finds it personally rewarding to be part of an agency that is directly responsible for fostering meaningful growth in the Gascoyne region.

Mr Dan (Damir) Kuzmicich

Community representative, appointed 2019
Member

Dan brings to the Board strong business acumen and extensive experience in horticulture and telecommunications. Having held the position of President of Veg WA since 2015 and having been recently appointed as a member of APC Vegetables Producers' Committee, Dan also benefits the Board with strategic insight into the horticulture industry which is vital to the economic success of the Gascoyne region.

As a successful horticulturist and grower himself, Dan knows first-hand the challenges this industry

faces. Despite these challenges, Dan and his family manage a successful plantation on the banks of the Gascoyne River and hold contracts with a major supermarket chain.

Focussing on the development of a strong regional economy based on horticulture and tourism, Dan is an avid supporter of regional events such as the Gascoyne Food Festival and infrastructure which encourages overnight stays in our spectacular regional towns. Dan also shares the Commission's commitment to collaborative



long term strategic planning to achieve population growth and growth in industries and housing which will benefit the entire regional community.



GDC Board touring the new Denham Seaside Caravan Park facilities funded by the Regional Economic Development Grants program.

Board remuneration

Name	Position	Remuneration Type	Period of Membership	Gross/Actual remuneration 2020-21
Andy Munro	Chair	Stipend	3 years	\$53,240.82
Naomi McMahon	Deputy Chair	Stipend	5 years	\$0.00
Cheryl Cowell	Member	Stipend	2 years	\$1,425.60
Burke Maslen	Member	Stipend	2 years	\$2,043.27
Sonia Beckwith	Member	Stipend	2 years	\$4,551.42
Dan Kuzmicich	Member	Stipend	3 years	\$4,096.54
Alys McKeough	Member	Stipend	1 year, term ended August 2020	\$4,513.88
Total				\$69,871.53





STRATEGIC FOCUS

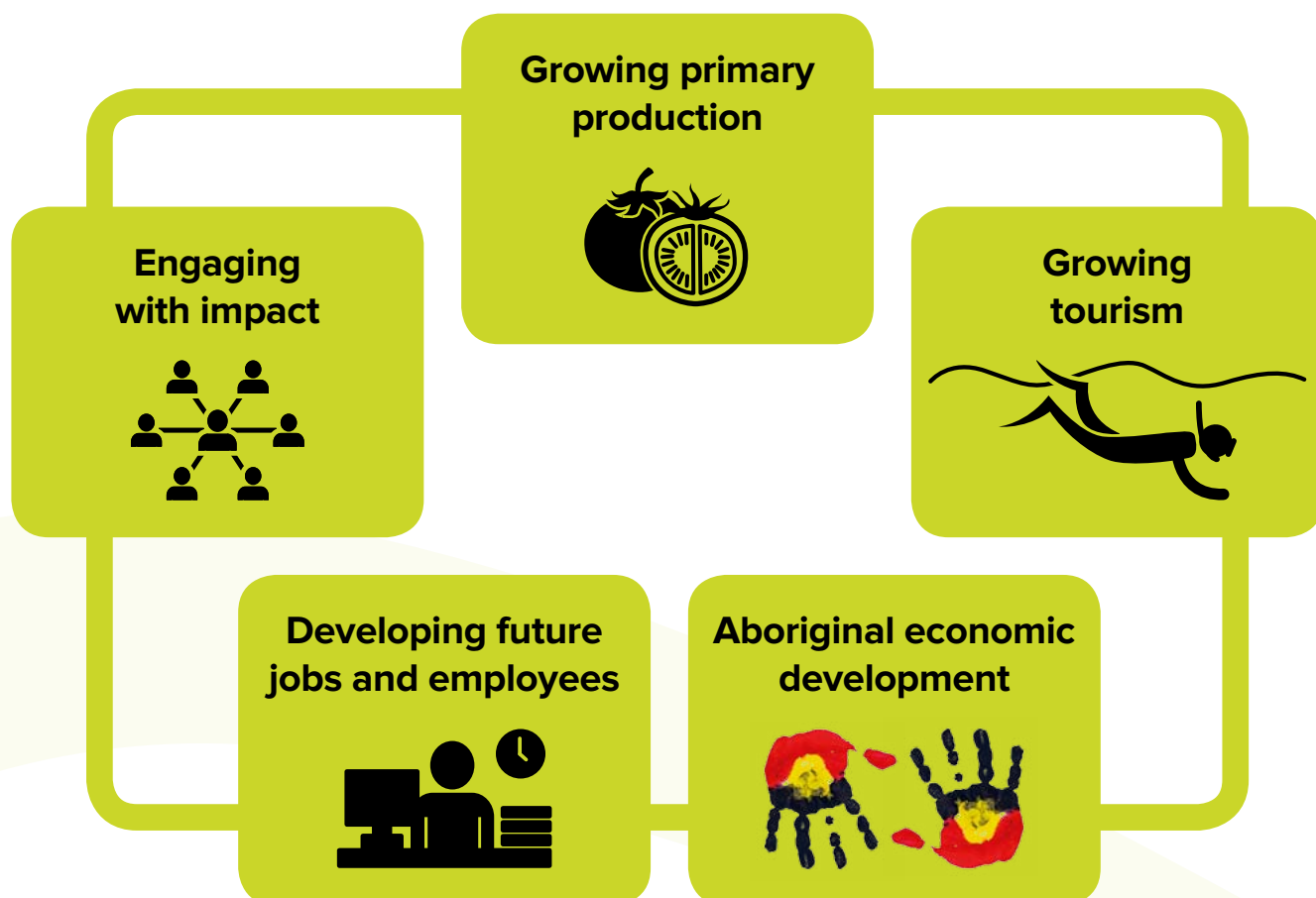
The Western Australian Government's desired outcome from the activities of the Gascoyne Development Commission is the enhancement of the region's economic and social development.

The Commission achieves this by providing coordination,

facilitation, enabling and advocacy functions. We also achieve this through strong project delivery.

The Gascoyne's unique blend of environmental and cultural assets and primary production capabilities are the foundation for sustainable development.

The Commission remains focused on the five priorities below.



GROWING PRIMARY PRODUCTION



Labour markets, biosecurity and land supply are central themes in the Commission's endeavours to grow primary production.

The Commission has worked closely with stakeholders to monitor and address workforce limitations, facilitate industry innovation, and remove barriers to industry development.

Highlights include:

- The Commission reaffirmed its role as a key source of regional intelligence within the WA government.
- We helped enable the 300ha expansion of the Gascoyne Food Bowl.

See Case Study 1 for more information.

- Two new primary production projects were funded through round three of the Regional Economic Development Grants program:
 - » The Gascoyne Growers online market.
 - » Abacus Fisheries cold-chain processing.
- The Commission facilitated a review of industry-led options to improve biosecurity in the Carnarvon horticulture district.

See Case Study 2 for more information.

- The Commission worked with primary producers to gather intelligence on workforce supply and demand. This information was used by WA Government agencies and industry peak bodies to develop strategies to ease labour market shortages for the region's primary industries.
- We supported a range of important primary production sector initiatives to expand their reach in the region.
- We helped pave the way for primary production and

catchment management initiatives by creating connections between stakeholders including the Traditional Owners of the region. We also enabled strategic planning to guide future activities.

- Our support helped the Gascoyne Food Festival achieve great success. The 2020 festival was reinstated after being initially called off due to COVID-19. The festival program was expanded to include two new events: Canapés on the Gascoyne and Gazing the Gascoyne.



CASE STUDY 1

Gascoyne Food Bowl



Overview

The Gascoyne Food Bowl Initiative was established to significantly expand the Carnarvon horticultural district. By providing access to new prime agricultural land and water resources, the initiative will enable further growth of the region's horticultural product, valued on average at more than \$97 million.

Stage two of the release was announced in January 2021 after extensive work by the WA Government. Stage two includes seven parcels of land totalling 300ha and follows the successful conclusion of a

Native Title Agreement with the Yinggarda people in late 2020.

The new land will be supported by a specific water allocation and will be serviced by a 25km pipeline and a reliable electric power supply, guaranteeing reliable access to high quality water.

Approach

The Commission played a key role in bringing the Food Bowl initiative to life. With diverse stakeholders including growers' groups and government, a collaborative approach was essential.

The Commission played a key role in advising on Native Title negotiations and facilitated community engagement with water cooperative members and growers. Our strong relationships with local stakeholders allowed us to play an important leadership role to get the project off the ground.

Results (metrics)

- 300ha of prime horticultural land released.
- 400GL of irrigation water.
- Up to 300 future jobs.

Conclusion

"This land release is the result of years of extensive collaboration by industry, community, traditional owners and government, and particularly the Gascoyne Water Co-operative, which has played a crucial role in working to improve water reliability for all growers in the precinct." The Honourable Alannah MacTiernan, Minister for Agriculture and Food; Regional Development.

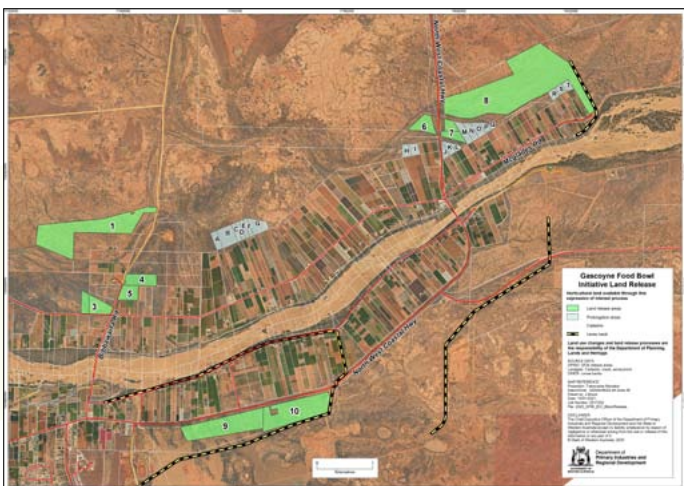


Photo L to R: Tym Duncanson, Eamonn McCabe DPIRD. L-R bottom: Dudley Maslen Gascoyne Water Cooperative, the Hon. Alannah MacTiernan Minister for Regional Development; Agriculture and Food, John Thomas Gascoyne Water Cooperative.



CASE STUDY 2

Rangelands Biosecurity project

Overview

The Commission has played a strategic role in strengthening biosecurity efforts across the \$94 million Carnarvon horticultural district. Pests and diseases represent a significant threat to the horticultural sector. Strong biosecurity is essential to safeguarding production and ensuring ongoing market access for our products.

The Carnarvon Growers Association Recognised Biosecurity Group was deregistered in 2020. An alternative model to facilitate industry-led biosecurity measures was urgently needed.

Approach

Community-based organisation Rangelands NRM partnered with the Commission in late 2020 to examine alternative models and build industry and stakeholder support. The team facilitated broad industry consultation through meetings with growers, market representatives, peak bodies and other small business and primary production organisations.

Results (metrics)

- 116 total individual consultations.
- 32 growers engaged.
- 51 stakeholders engaged.

Conclusion

The consultation process was welcomed by industry. The face-to-face approach enabled a deeper dive into the social, cultural and governance issues affecting the Carnarvon horticulture industry resulting in an action plan for the future.

GROWING TOURISM



The Gascoyne region is characterised by its unique natural assets: dark skies, two world-heritage listed areas, and the iconic Burringurrah or Mt Augustus - Australia's largest rock. The Commission is driven to further unlock the region's tourism potential. Our focus is on supporting tourism enterprises to grow and prosper, with a strong emphasis on new Aboriginal cultural and inland experiences.

The Gascoyne's destination narrative and tourism brands are crucial to expanding the region's tourism sector and we have focused our efforts on initiatives that support tourist stay and spend, and those which extend the tourism season. We have also worked hard to facilitate improvements in tourism infrastructure.

Highlights include:

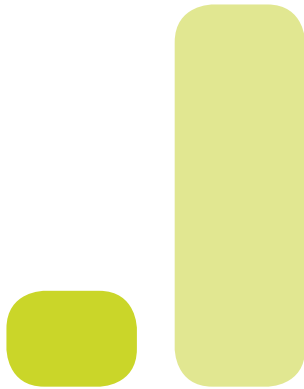
- With our partners, we developed or contributed to proposals and funding submissions for tourism development projects across the region.
- The Commission developed a viable business case for the restoration of Carnarvon's One Mile Jetty and helped

attract \$4.5 million in funding to support the redevelopment. See Case Study 3.

- We are leading a collaborative approach to reimagining the World Heritage Shark Bay region for new commercial ventures and tourism experiences as part of the Destination Shark Bay initiative.
- We signed up to become members of the Ningaloo Tourism Advisory Group, and through the group, helped develop an action plan to support the sustainable development of the Ningaloo Tourism Sector.
- We supported the Ningaloo Resilient Reef Strategy – a plan to support the ecologically sustainable development of the reef and the communities that depend on it.
- We led or supported over 25 cross-sectoral groups to drive economic development and jobs in the region.
- We worked closely with Screenwest to deliver the Western Australian Screen Fund. The fund is a WA state government initiative and has triggered almost \$3 million in direct investment in the region, 19 regional jobs and engagement of Aboriginal consultants on two major projects. The projects will showcase the Gascoyne Region to a global audience.



On location at the filming of Aussie Gold Hunters Season 6 in the Gascoyne Region. The project was supported by the WA Screen Fund. Photo: Electric Pictures.



- We hosted a Curtin Business School intern, who researched tourism development opportunities across the region.
- We continued our influential role in investigating a marine infrastructure solution to support future cruise ship visitation to the Ningaloo Coast.
- We worked with stakeholders and agencies to begin preparing the Northwest Cape for the 2023 Hybrid Solar Eclipse.
- We also worked with partners to investigate enabling infrastructure needs and opportunities including digital connectivity, tourist visitation data and analytics, air service routes and workers accommodation.
- We funded three new projects to support tourism in the Gascoyne, through Regional Economic Grants round three. A full list of projects is provided on page 33.
- We supported the Denham Seaside Caravan Park to complete their expansion project, with funding support from RED Grants round two.



Denham Seaside Caravan Park.

May 12 · Denham, WA, Australia · 🌐

We recently stayed at Denham Seaside CP with an ensuite, which was good. They have built a new camp kitchen and ablutions. Such a fantastic job!! Highly recommend. Where else have you experienced a great camp kitchen?

Edit: this was Seaside Caravan Park
Have added photos of the new ablutions



👍❤️ 399

102 Answers 16 Shares

👍 Like

💬 Answer

➦ Share

CASE STUDY 3

One Mile Jetty and Heritage Precinct



Overview

Since construction started in 1897, the One Mile Jetty (the Jetty) has been integral to the cultural identity of Carnarvon. The State Heritage Register's listing of the One Mile Jetty recognises its significant historical value. It also has the potential to provide significant economic benefits to the region, if restored.

The 1.5km metre jetty was closed to the public in 2017 for safety reasons associated with its deteriorating condition.

Approach

The further development and preservation of the Jetty and the Heritage Precinct will contribute to the resilience and diversity of WA's tourism industry and actively contribute to a broader

regional economic base for the Gascoyne.

The Gascoyne Development Commission established a Community Reference Group with members from Carnarvon Heritage Group, Department of Transport, Department of Planning, Lands and Heritage, the Shire of Carnarvon, and Traditional Owners to investigate options for the future of the Jetty



Minister MacTiernan met with the community in June 2021 to continue the dialogue on the future of the Carnarvon One Mile Jetty.

and the surrounding Heritage Precinct.

The Commission engaged consultants Acil Allen to develop options for repairs and/or replacement of various lengths of the Jetty. Twenty-two high-level conceptual options were identified for the repair of the Jetty. The State Government subsequently committed \$4.5 million to kick start the Jetty repairs. The Commission also led the investigation into additional funding sources and through the Community Reference Group, facilitated a \$9 million funding application to the Federal Government's Building Better Regions Fund.

In April 2021, a storm surge associated with Tropical Cyclone Seroja destroyed a significant portion of the Jetty. A revised approach to restoring the One Mile Jetty and Heritage Precinct restoration initiative was needed.

Stage one has commenced. The Department of Transport is leading efforts to make the Jetty safe and recover material following damage by Tropical Cyclone Seroja.

Stage two: in consultation with the One Mile Jetty working group and the wider community, the Commission will oversee the repair of up to the first 430 meters of the Jetty utilising the \$4.5 million commitment made by the WA Government.

Stage three: subject to a \$9 million funding application to the Australian Government, the Jetty will be extended to the waterline and the Heritage Precinct expanded to include an Aboriginal Healing Centre and development of the Path of Pain to commemorate the Lock Hospital tragedies.

Results (metrics)

- \$4.5 million commitment from the WA Government towards repairing the One Mile Jetty.
- \$9 million funding application to the Australian Government to restore the Jetty to the waterline and develop the Heritage Precinct further.
- Cost benefits analysis shows the proposed restoration will deliver a net economic benefit to the region.
- Development of a staged approach to making the Jetty safe and planning for its repair.

Conclusion

Over \$8 million of State funding for the Gascoyne to make the jetty safe, recover timbers and kick-start the repairs.



CASE STUDY 4

Fascine entryway



fascine

/fa'si:n/ noun. a bundle of rods or plastic pipes bound together, used in construction or military operations for filling in marshy ground or other obstacles and for strengthening the sides of embankments, ditches, or trenches.

Overview

Carnarvon's central waterway, known as the Fascine, was named after an 1800's building technique used to construct the embankment on the southern arm of the Gascoyne River. The Carnarvon Fascine is important for flood protection, but its stately palm-tree lined waterfront vantage also makes it a perfect spot for sunset views, picnics and other recreational uses.

Ocean access to the Fascine was historically via a dredged channel. In early 2017, a portion of Pelican Point sand spit that protected the entrance channel was overtopped by ocean swells resulting in the ocean entrance filling with sand and becoming completely blocked to all but the shallowest draught vessels.

The closure of the waterway is impacting the Carnarvon economy and has caused public amenities, including the public boat ramp facility, to become underutilised.

Approach

The Commission has spearheaded the 'Fascine Entryway Project' aimed at finding a lasting solution to waterway access. A group of stakeholders, led by the Commission and including the Shire of Carnarvon, the Carnarvon Yacht Club and the Department of Transport have looked at various solutions. Stakeholders agreed that the long-term volunteer-based dredging efforts could not be maintained.

The Commission secured funding in early 2020 to advance detailed planning for a solution to reinstate navigable access to the Carnarvon Fascine. A qualitative options assessment and a cost benefit analysis were undertaken, the results indicated significant net economic returns for the region. Through these efforts, the Commission was able to secure significant state government funding.

On 7 August 2020 the Hon. Alannah MacTiernan Minister for Regional Development announced \$7 million in funding for short-term access for boat users and the development of a long term solution. Site investigations, environmental studies and coastal engineering design works are now underway.

Results (metrics)

- \$7 million was allocated to the Gascoyne by the WA Government.
- Tenders to design and construct boat pens in the Carnarvon Boat Harbour were called, as an immediate measure to provide relief to boat users.
- Cost-benefit analysis and options assessment complete.
- A preferred long-term solution identified with:
 - » up to 18 jobs created from the preferred alternative channel.
 - » \$13.4 million net benefits.
 - » a benefit to cost ratio of 3.8.



Conclusion

“The Shire of Carnarvon, the Department of Transport, the Gascoyne Development Commission and the Carnarvon Yacht Club have shown their commitment to finding a long-term solution to this problem that has beset Carnarvon for many years.”

“The dedicated work of these groups in implementing an earlier trial dredging campaign is acknowledged and demonstrates the level of community support for a solution to the problem.” Regional Development Minister Alannah MacTiernan.



L to R: Ray Smith Carnarvon Yacht Club, David Burton Shire of Carnarvon, GDC Director Regional Development Simone Van Buerle, Tony McCann Department of Transport, Minister for Regional Development the Hon. Alannah MacTiernan, GDC CEO Tym Duncanson, Shire President Cr. Eddie Smith and the Hon. Kyle McGinn MLC, Member for Mining and Pastoral Region.

ABORIGINAL ECONOMIC DEVELOPMENT



Aboriginal and Torres Strait Islander people represent 14 per cent of the Gascoyne's population. There is also a rich diversity of Aboriginal people and cultures in the region, and yet, Aboriginal people remain worse off than non-Aboriginal people in terms of health and economic outcomes.

The Commission recognises that more needs to be done to improve the participation of Aboriginal people in the broader economy.

Throughout 2020-21, the Commission strived to deliver transformational projects with Aboriginal people in the region. We provided advice and support to build the capacity of Aboriginal businesses and organisations.

Highlights include:

- We used our event planning expertise to deliver the 2020 Aboriginal Business Development forum (Case study 5) which resulted in ongoing business mentoring and coaching in Carnarvon at Gwoonwardu Mia.
- The Gascoyne Regional Economic Development (RED) Grants round three supported the Carnarvon-based ABC Foundation Food for the Mob project, which will provide training for up to 10 Aboriginal people in hospitality and food services.
- We supported Carnarvon local and Aboriginal person Jalba Dann to attend the WA Regional Tourism Conference in Geraldton.
- We supported all four local governments in their endeavours to recognise and promote the rich cultural heritage of the region.
- We provided support and mentorship to Tidal Moon Sea Cucumbers to progress their project funded by RED Grant round two.
- The Commission began a partnership with the WA Indigenous Tourism Council to provide mentoring and business development support to Aboriginal Cultural Tourism start-ups.



L to R: Robert Taylor CEO WAITOC, Doc Reynolds Chair WAITOC and Jalba Dann.

CASE STUDY 5

Aboriginal Business Development Forum



Overview

In October 2020, the Commission hosted the second Gascoyne Aboriginal Business Development Forum. The forum utilised the state-of-the-art facilities at Gwoonwardu Mia in Carnarvon and focused on engaging and empowering existing and potential Aboriginal business owners by bringing together the private sector, industry, government, and non-government organisations. The forum succeeded with over 65 people from a diverse range of backgrounds in attendance.

Approach

The Commission drew on our event planning and facilitation capabilities to create a forum tailored to local needs. The forum was co-designed with industry stakeholders, through a collaborative working group that formed early in 2020. The group, led by the Commission, recognised early on that the forum should focus on engaging and empowering existing and potential Aboriginal business owners. Forming connections and strengthening relationships between Aboriginal entrepreneurs and business development support services was the ultimate goal.

The Commission engaged local Aboriginal business owners Darren Capewell from Wula Gura Nyindi Eco Adventure Tours and Robbie Mallard the owner of successful construction business Mallard Contracting as the MC and presenter on the day.

Results (metrics)

- 67 participants.
- three presenters.
- seven “On Country Business Pitch for Aboriginal People” pitches were submitted after the workshop.
- ongoing fortnightly business mentoring services initiated at Gwoonwardu Mia with the Wirra Hub and the Commission supporting local Aboriginal entrepreneurs.

Conclusion

The Gascoyne Aboriginal Business Development Forum provided an opportunity to engage with existing and potential Aboriginal business owners to identify and harness economic development opportunities in the region.



DEVELOPING FUTURE JOBS AND FUTURE EMPLOYEES

The Commission continues to seek out new opportunities to develop future employees. Our priorities include supporting relevant local training, with a strong emphasis on primary industries, tourism, small business and technology. We've continued to find ways to encourage young people to establish careers in the region.

Highlights include:

- Strategies to address accommodation, childcare and labour shortages were developed through broad consultation with regional stakeholders, and through cross-regional collaboration with Development Commissions across the state.
- In partnership with the Gascoyne regional chambers of commerce and industry, we supported business innovation and growth across the region.
- We have supported young people to achieve success in workplace traineeships and apprenticeships. Case study 6 showcases two locally based young people that we're proud to have supported.
- We helped refer local businesses to small business support services provided by RSM-business local, a Small Business Development Corporation service funded by the Government of Western Australia.
- Workforce development has been supported through funding from our Regional Economic Development Grants program. For example, we provided funding to the Exmouth Chamber of Commerce to successfully deliver the Exmouth Business Centre project with funding from Regional Economic Development Grants round three. The project will provide a hub for local business development and has helped the Chamber leverage \$290,000 in corporate funding to deliver its small business capacity-building and training program.
- Through the Commission's Local Content Advisor, Gascoyne businesses were assisted to secure State Government contracts.



Photo L to R: Harriet Murphy Gascoyne Local Content Advisor, Tym Duncanson GDC CEO, Maria Hayward Business Development Advisor C-Res, Matthew Bird Acting CEO Shire of Exmouth, Belinda Fox BHP.

REGIONAL ECONOMIC DEVELOPMENT (RED) GRANTS PROGRAM



Regional Economic Development Grant recipient Abacus Fisheries.

The Commission promotes, assesses, delivers and administers the Regional Economic Development (RED) Grants program in the Gascoyne.

The program is a state government initiative that aims to boost economic diversity, resilience, growth and jobs by supporting community-driven

projects in the region.

A diverse range of projects have been funded in the Gascoyne since the program began including Aboriginal economic development, hospitality and tourism, primary production, technological innovation, aviation and creative industries.

Results (metrics):

- nine new projects and \$836,954 of funding awarded in round three.
- over \$2.45 million in Gascoyne RED Grants since round one.
- \$7.15 million of leveraged funding committed.
- 67 new jobs to be created.

Gascoyne Regional Economic Development Grants – round three – October 2020		
Applicant	Project	Funding
Dive Ningaloo	Catamaran refit - to expand its business to capture a share of the high-end diving tour market.	\$200,000
Abacus Fisheries	Cold chain capacity - procurement of specialised cold chain and processing equipment to develop a sustainable cut crab product and value add to other seafood.	\$200,000
Coral Coast Helicopter Services	Aircraft hangar - construction of an aircraft hangar and workshop and establish local maintenance and engineering service.	\$170,000
Miami Bay Holdings	Heritage Resort Shark Bay - room refurbishment to meet the growing demand for high-end accommodation in the region.	\$90,000
Exmouth Chamber of Commerce and Industry	Exmouth Business Centre - complete fit-out of the proposed new centre to facilitate local enterprise development.	\$80,000
Aboriginal Biodiversity Conservation Foundation	Food for the Mob On Country Kitchen - purchase a custom-built food van to extend its mobile meal service and expand into event catering.	\$39,204
Shire of Exmouth	Booking platform - install a new program at the Exmouth Visitor Centre to generate efficiencies and increase local content.	\$29,250
Carnarvon WindFest	2021 Event - support for the two-day windsurfing, kiteboarding and windrush yacht festival, including marketing and equipment.	\$25,000
Gascoyne Growers Market	Online market - establish a website to promote local growers and the diversity of produce on offer.	\$3,500

CASE STUDY 6

Supporting young people to live and work in the Gascoyne

"I am really enjoying my time at the Commission and I am excited to see what opportunities I will have in the future."

Bio 1: Paige Ryan

Carnarvon teenager Paige Ryan joined the Gascoyne Development Commission team in February 2021 after successfully gaining a place in the WA Government's Aboriginal Public Sector Traineeship Program. Paige is an Aboriginal woman from the Malgana, Nhanda & Wadjari first nation language groups.

The program helps WA government agencies build diverse, talented, and inclusive workforces, and gives young Aboriginal people training and career pathways through formal training and employment opportunities.

Paige's role with the Commission is also having flow-on benefits for the local Aboriginal business community. As part of her traineeship, Paige spends up to one day each fortnight working with the Wirra Hub. The Wirra Hub is a WA Indigenous Business and Employment pop-up service based at Gwoonwardu Mia. Their core focus is business development, coaching and mentoring.

On completion of the traineeship, Paige will gain

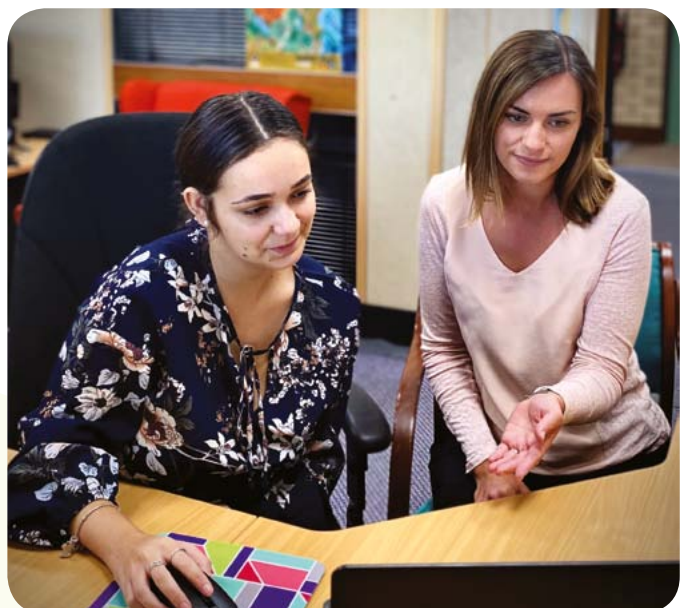
a nationally recognised Certificate III in Government qualification, along with industry experience gained working in the Commission's dynamic environment. She will be well placed for an ongoing role in the Commission's team.

Testimonial

"After graduating high school, I had absolutely no idea what career path I wanted to take. It was not long before family members were sending me links for different job opportunities,

one of them being the Public Sector's Aboriginal Traineeship Program.

Since being at the Commission I have learnt many different administrative skills including minute taking and how to process invoices. I have been involved in two project working groups and I support local Aboriginal businesses through Wirra Hub once a fortnight. I am really enjoying my time at the Commission and I am excited to see what opportunities I will have in the future."



Paige Ryan, Indigenous Public Sector Trainee based at the Commission, and her supervisor Jacqueline Twomey, Executive Officer.

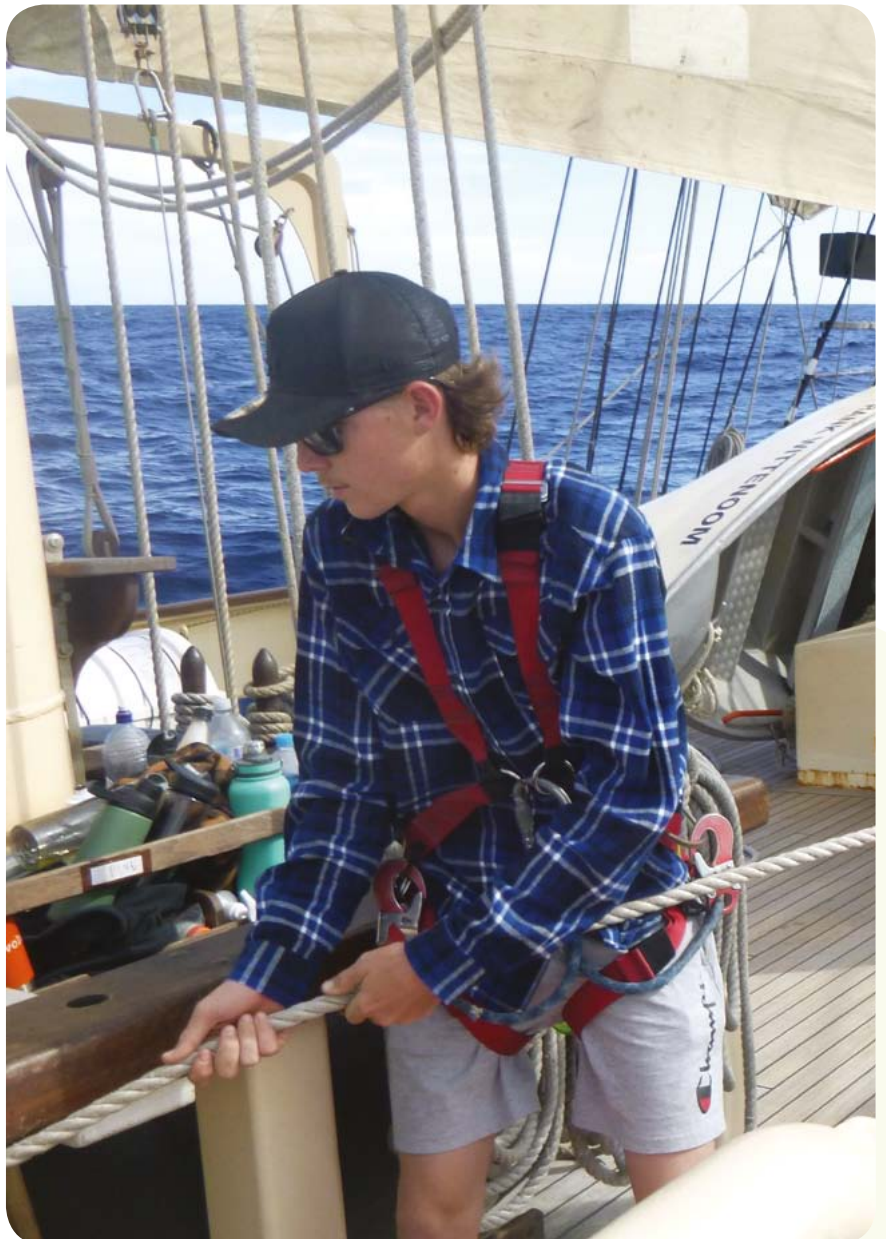


Bio 2: Riley Schmidt

Riley Schmidt is a 17-year-old Carnarvon-based apprentice at Gascoyne Plumbing Solutions. He was the 2021 Gascoyne winner of the WA Government's Leeuwin youth ocean adventure program scholarship, aimed at building the resilience and skills of young people living and working in regional Western Australia.

Riley departed Fremantle on a seven-day voyage to Shark Bay on April 13 2021. During the trip Riley faced new challenges involving teamwork, leadership, self-confidence and problem solving as he learnt to sail the working tall ship along the Western Australian coastline.

"It was pretty cool to learn how the boat works. Teamwork and planning were fundamental. We learnt to run the boat entirely on our own. Everyone's job was important, and everyone has to work together to run the ship. I've realised how important that teamwork mentality is."



Riley Schmidt on the Leeuwin Youth Ocean Adventure high.



LOCAL CONTENT PROGRAM

The Gascoyne Development Commission has a strong commitment to diversifying the region's economic base, growth of business and entrepreneurship and the development, attraction, and retention of skilled people. To support this focus, the State Government's Local Content Program aims to maximise the participation of regional industry in regional supply or works contracting opportunities.

The Gascoyne region has experienced a significant increase in tender opportunities in 2020-21 because of the COVID-19 pandemic and subsequent state and federal stimulus measures. The Gascoyne Local Content Adviser (LCA) has been working with local contractors, Chambers of Commerce and Industry and state government agencies to build regional business capacity to meet proposed project timelines and skill demands.

The commitment of government agencies to the Buy Local Policy 2020 and the provision of early tender advice has allowed for timely identification and award of sub-contract packages to local businesses in the Gascoyne.

Highlights include:

- Engagement with local, state and industry support networks to promote the benefits of local procurement.
- Engagement with regional contractors to gauge an understanding of capacity and capability to complete COVID-19 recovery projects.
- Early identification of future projects and engagement with state government agencies, local government, and private investors to influence procurement processes.
- Facilitation of WALGA Tender writing workshops.
- Development of regional training programs in

collaboration with the Small Business Development Corporation, Regional Chamber of Commerce Western Australia, and state government agencies.

- Representation on Department of Communities Social Housing Economic Recovery Program maintenance grants assessment panel.
- Funding and administrative support for the 2020 Gascoyne Aboriginal Business Development Forum.

...aims to maximise the participation of regional industry in regional supply or works contracting opportunities.

SIGNIFICANT ISSUES IMPACTING THE AGENCY



COVID-19 pandemic

The COVID-19 Pandemic has been disruptive to the region as it has elsewhere in the world. Fortunately, the region has not had to shut down since the state-wide shutdown in the early half of 2020 and has benefitted from substantial growth in intra-state tourism numbers when the state borders were closed in 2020, with the trend continuing in 2021.

The Australian border closures due to COVID-19 have impacted the availability of the usual overseas workforce for many industries in the region, notably, the horticulture and tourism industries. The reduction in the workforce for the broader Australian horticulture industry has resulted in increased fruit and vegetable prices with the region's horticulture industry value increasing from \$94 million in 2019 to an estimated \$100 million in 2020.

The pandemic has however exacerbated many existing issues, and this includes the

lack of worker accommodation in Gascoyne towns. The Gascoyne's most significant issue currently is developing accommodation for the growing economy.

Weather events

The region has been impacted by extreme weather events in the first half of 2021.

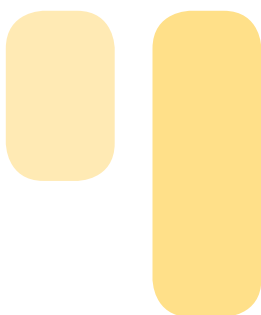
The Gascoyne River catchment covers approximately 79,000km². A severe tropical low crossed the region in early February 2021 dropping rainfall of more than 200mm within the catchment resulting in moderate level flooding and road damage. The river peaked at 7.1m at Carnarvon One Mile Bridge, with flooding occurring over approximately 40% of the western end of the horticulture district and outlying parts of the town. Estimated damage totalled over \$30 million including the region's roads.

The State government committed \$1 million for the region's flood recovery with the

funds for soil replacement and a catchment-wide review to examine longer-term solutions for the flood-prone area.

Tropical Cyclone Seroja crossed the region on 11 April 2021 causing substantial damage to the iconic One Mile Jetty in Carnarvon. The jetty had existing structural weakness that couldn't withstand the wind and wave conditions of the cyclone, resulting in large sections breaking away into the ocean. The State Government has committed \$4.5 million to repair up to the first 450 meters. The Commission will lead this stage of repair.

The region continued to experience exceptional levels of rainfall during the first half of 2021, nearly double the regional average. This is a welcome change after the past few years' poor rainfall levels. The pastoral industry has been a major beneficiary with much of the region having outstanding rainfall and pasture growth, coinciding with unprecedented high cattle prices.



LEGAL REQUIREMENTS

Advertising

In accordance with section 175ZE of the Electoral Act 1907, the Commission incurred the following expenditure in advertising, market research, polling, direct mail and media advertising.

Expenditure item	Spend
Advertising agencies	Nil
Market research	Nil
Polling	Nil
Direct Mail	Nil
Media advertising	Nil

Total expenditure for 2020-21 was \$0.00.

Disability Access and Inclusion Plan outcome

The Disability Access and Inclusion Plan 2018-23 (DAIP) outlines the ways in which the Department of Primary Industries and Regional Development, including the Gascoyne Development Commission, will ensure that people with disabilities, their carers and families have equal access to employment, facilities and services.

The Commission is committed to ensuring that clients and staff with disabilities can access our information, services and facilities, and aim to provide people with disabilities, opportunities for access and participation, consistent with that provided to other community members.

The Commission holds the majority of meetings in its own offices and has installed electronic doors and dedicated ACROD parking bays. The Commission's facilities allow people with disabilities the opportunity to participate in public consultations, grievance mechanisms and decision-making processes. The Commission remains adaptable in responding to barriers experienced by people with disabilities and where facilities are impeded, alternative arrangements are made to meet people with disabilities at premises that conform.

Public sector standard and code of ethics

The Commission is compliant with the Public Sector Code of Conduct and Code of Ethics. The following is an overview of the Commission's activities to demonstrate compliance:

- Compliances to policies, including the process of quality assurance decisions relating to recruitment, selection and employment.
- The Commission has a Code of Ethics and Conduct that has incorporated the Public Sector Code of Ethics and applies to both staff and Board members of the Commission.
- As part of the Commission's induction package, all new staff are provided with guidelines and procedures (incorporated in the Code of Ethics and Conduct) to ensure compliance.
- A continuous review is conducted of a comprehensive range Commission specific policies and the adoption of policies developed by the Department of Primary Industries and Regional Development.

- Mandatory training in accountable and ethical decision-making.
- Ethics and integrity as a standing agenda item at monthly team meetings.

The Commission had no compliance issues during the 2020-21 financial year regarding the Public Sector Standards, the WA Code of Ethics.

The applications made for breach of standards and the corresponding outcomes for the reporting period are:

Number Lodged	Nil
Number of breaches found, including details of multiple breaches per application	Nil
Number still under review	Nil

Record keeping

In accordance with the State Records Act 2000, the Commission maintains a Record-Keeping Plan that is consistent with the principles defined by the State Records Commission.

An induction program for new staff and Board members addresses the responsibility of the Commission and its employees with regards to compliance in several areas, including record-keeping practices.

The Commission's policies relating to record-keeping, digital security and computer management are reviewed regularly and updated in line with current operational and compliance requirements. The effectiveness of record-keeping practices has been further boosted by the adoption of cloud-based record-keeping and increased cyber security measures.

All staff are required to complete online training in record keeping practices.

Occupational health and safety

The Commission is committed to the principles of occupational health and safety (OHS) and injury management and is compliant to injury management requirements of the Workers Compensation and Injury Management Act 1981, including the development of return to work programs. OHS policies continue to be reviewed and monitored as required by the changing needs of the Commission and the broader integration with the Department of Primary Industries and Regional Development. Staff are made aware of OHS policies and procedures at induction and there are continuing awareness sessions during monthly meetings as necessary. The Commission has one employee who has completed the Occupational Safety and Health Training course.

Annual performance 2020-21

Indicator	Target	Actual
Number of fatalities	Zero	Zero
Lost time injury/disease incidence rate	Zero	Zero
Lost time injury and/or disease severity rate	Zero	Zero
Percentage of injured workers returned to work: i. Within 13 weeks ii. Within 26 weeks	NA	NA
Percentage of managers trained in occupational safety, health and injury management responsibilities	30%	30%*

*Due to the Machinery of Government changes, the Chief Executive Officer is the only employee of the Gascoyne Development Commission. Resources, including staff, are provided by the Department of Primary Industries and Regional Development to enable the Commission to meet its legislative objectives.

WA Multicultural Policy Framework

The Multicultural Plan 2021 – 2026 sets out the tangible ways in which the Department of Primary Industries and Regional Development and the relevant Regional Development Commissions, including the Gascoyne Development Commission, work to achieve the policy priorities, outcomes and strategies of the WA Multicultural Framework for the Culturally and Linguistically Diverse (CaLD) community of Western Australia. The Commission is committed to ensuring our services are culturally responsive in a manner that acknowledges the worth and preserves the dignity of the CaLD community.



FINANCIAL STATEMENTS

For the period ended 30 June 2021

Disclosures and Legal Compliance

Certification of Financial Statements

For the reporting period ended 30 June 2021

The accompanying financial statements of the Gascoyne Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2021 and the financial position as at 30 June 2021.

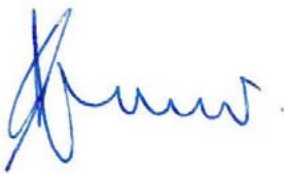
At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Rhett Shimmings
Chief Finance Officer
1 September 2021



Tym Duncanson
Chief Executive Officer
1 September 2021



Andrew Munro
Chairman of the Board
1 September 2021



Gascoyne Development Commission – 30 June 2021

Statement of Comprehensive Income For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	275	309
Supplies and services	2.3	1,771	1,638
Depreciation and amortisation expense	4.1, 4.2	53	54
Finance costs	6.2	1	1
Grants and subsidies	2.2	73	515
Other expenses	2.3	32	11
Total cost of services		<u>2,205</u>	<u>2,528</u>
NET COST OF SERVICES		<u>2,205</u>	<u>2,528</u>
Income from State Government			
Income from other public sector entities	3.1	546	360
Resources received	3.1	1,555	1,273
Total income from State Government		<u>2,101</u>	<u>1,633</u>
SURPLUS/(DEFICIT) FOR THE PERIOD		<u>(104)</u>	<u>(895)</u>
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		<u>(104)</u>	<u>(895)</u>

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



Gascoyne Development Commission – 30 June 2021

Statement of Financial Position As at 30 June 2021

	Notes	2021 \$'000	2020 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	249	82
Restricted cash and cash equivalents	6.3	511	805
Receivables	5.1	55	60
Total Current Assets		815	947
Non-Current Assets			
Amounts receivable for services	5.2	34	34
Property, plant and equipment	4.1	2	5
Right-of-use assets	4.2	52	13
Total Non-Current Assets		88	52
TOTAL ASSETS		903	999
LIABILITIES			
Current Liabilities			
Payables	5.3	53	89
Lease liabilities	6.1	43	23
Employee related provisions	2.1(b)	117	102
Total Current Liabilities		213	214
Non-Current Liabilities			
Lease liabilities	6.1	8	-
Total Non-Current Liabilities		8	-
TOTAL LIABILITIES		221	214
NET ASSETS		682	785
EQUITY			
Contributed equity	8.9	90	90
Accumulated surplus/(deficit)		592	695
TOTAL EQUITY		682	785

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



Gascoyne Development Commission – 30 June 2021

Statement of Changes in Equity For the year ended 30 June 2021

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2019		90	1,590	1,680
Deficit			(895)	(895)
Total comprehensive income for the period		-	(895)	(895)
Balance at 30 June 2020	8.9	90	695	785
Balance at 1 July 2020		90	695	785
Deficit			(104)	(104)
Total comprehensive income for the period		-	(104)	(104)
Balance at 30 June 2021	8.9	90	592	682

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

Gascoyne Development Commission – 30 June 2021

Statement of Cash Flows For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		<u>546</u>	<u>360</u>
Net cash provided by State Government		<u>546</u>	<u>360</u>
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(257)	(298)
Supplies and services		(263)	(349)
Finance costs		(1)	(1)
Grants and subsidies		(73)	(515)
GST payments on purchases		(22)	(84)
Other payments		(32)	(35)
Receipts			
GST receipts from taxation authority		39	67
Other receipts		<u>(4)</u>	<u>24</u>
Net cash used in operating activities		<u>(613)</u>	<u>(1,191)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		<u>(61)</u>	<u>(40)</u>
Net cash used in financing activities		<u>(61)</u>	<u>(40)</u>
Net decrease in cash and cash equivalents		(128)	(871)
Cash and cash equivalents at the beginning of the period		888	1,759
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	<u><u>760</u></u>	<u><u>888</u></u>

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

Notes to the financial statements

1. Basis of Preparation

The Gascoyne 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 1 September 2021.

Statement of compliance

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

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

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

Basis of preparation

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

Judgements and estimates

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

Comparative figures

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

Contributed equity

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

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

Notes to the financial statements

2.1. (a) Employee benefits expenses

	2021 \$'000	2020 \$'000
Employee benefits	250	284
Superannuation - defined contribution plans	25	25
Total employee benefits expenses	275	309
Add: AASB 16 Non-monetary benefits	51	51
Net employee benefits	326	360

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

	2021 \$'000	2020 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	57	52
Long service leave	55	46
Deferred salary scheme	3	3
	115	101
<u>Other provisions</u>		
Employment on-costs	2	1
Total current employee related provisions	117	102
Total employee related provisions	117	102

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

Notes to the financial statements

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'.

	2021	2020
	\$'000	\$'000
Employment on cost provision		
Carrying amount at start of period	1	1
Additional/(reversals of) provisions recognised	1	0
Carrying amount at end of period	2	1

Key sources of estimation uncertainty- long service leave

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

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

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

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

2.2. Grants and Subsidies

	2021	2020
	\$'000	\$'000
Non Public organisations	73	74
Local Government agencies	-	441
Total recurrent grants and subsidies	73	515

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

	2021	2020
	\$'000	\$'000
Supplies and services		
Board fees	58	60
Communications	3	3
Consultants and contractors	100	249
Consumables	12	10
Travel	33	34
Other	10	9
Resources provided free of charge by DPIRD ^(a)	1,555	1,273
Total supplies and services expense	1,771	1,638
Other expenses		
Building and infrastructure maintenance	28	9
Other expenses	4	2
Total other expenses	32	11
Total other expenditure	1,803	1,649

Notes to the financial statements

- (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 Commission Act 1993. See note 3.1 Income from State Government.

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

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

Building and infrastructure maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

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

3. Our Funding Sources

How we obtain our funding

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

	Notes
Income from State Government	3.1

3.1. Income from State Government

	2021 \$'000	2020 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	546	360
Total grants and subsidies	546	360
Resources received from other public sector entities during the period:		
- Services received free of charge ^(a)	1,555	1,273
Total resources received	1,555	1,273
Total income from State Government	2,101	1,633

- (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 Commission Act 1993. See note 2.3 Other expenditure.

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

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

Notes to the financial statements

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:

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

4.1. Property, plant and equipment

Year ended 30 June 2021	Office equipment \$'000	Total \$'000
1 July 2020		
Gross carrying amount	41	41
Accumulated depreciation	(36)	(36)
Carrying amount at start of period	5	5
 Depreciation	(3)	(3)
 Carrying amount at 30 June 2021	2	2
Gross carrying amount	41	41
Accumulated depreciation	(39)	(39)

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 are stated at historical cost less accumulated depreciation and accumulated impairment losses.

4.1.1 Depreciation and impairment

Depreciation	2021 \$'000	2020 \$'000
Office equipment	3	3

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

Finite useful lives

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

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 office equipment 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.

Notes to the financial statements

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

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

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

	2021 \$'000	2020 \$'000
Buildings	52	8
Vehicles	-	5
Net carrying amount	52	13

Additions to right-of-use assets during the 2021 financial year were \$86,609 (2020: \$22,000).

Initial recognition

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

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

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

Subsequent Measurement

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

Depreciation and impairment of right-of-use assets

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

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

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

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

	2021 \$'000	2020 \$'000
Buildings	45	44
Vehicles	5	6
Total right-of-use asset depreciation	50	51
Lease interest expense (included in Finance Cost)	1	1

The total cash outflow for leases in 2021 was \$50,322 (2020: \$51,000).

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

The Commission has leases for vehicles and residential accommodation.

Notes to the financial statements

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

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

5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2021	2020
	\$'000	\$'000
GST receivable	11	20
Other debtors	44	40
Total current receivables	55	60

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)

	2021	2020
	\$'000	\$'000
Non-current balance at end of period	34	34

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

	2021	2020
	\$'000	\$'000
Trade payables	-	86
Other payables	4	1
Accrued expenses	46	2
Accrued salaries	3	-
Total current payables	53	89

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

6. Financing

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

	Note
Lease liabilities	6.1
Finance costs	6.2
Cash and cash equivalents	6.3
Capital commitments	6.4

Notes to the financial statements

6.1. Lease Liabilities

	2021 \$'000	2020 \$'000
Current	43	23
Non-current	8	-
	<u>51</u>	<u>23</u>

Initial measurement

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

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

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

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

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

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

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

Subsequent measurement

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

6.2. Finance costs

	2021 \$'000	2020 \$'000
Lease interest expense	<u>1</u>	<u>1</u>

'Finance cost' includes the interest component of lease liability repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

Notes to the financial statements

6.3. Cash and Cash Equivalents

	2021 \$'000	2020 \$'000
Current non-restricted Cash and cash equivalents	249	82
<i>Non-Royalties for Regions fund restricted cash</i>		
Externally funded projects	101	100
Regional Development Scheme	37	36
Asset replacement	-	142
<i>Royalties for Regions Fund Projects Restricted cash</i>		
Regional Grant Scheme	352	505
Community Chest Grants Scheme	21	21
Current restricted cash and cash equivalents	511	805
Total cash and cash equivalents	760	887

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.

6.4. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2020: None).

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:

	2021 \$'000	2020 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	760	887
Financial assets at amortised cost ^(a)	78	74
Total financial assets	838	961
<u>Financial liabilities</u>		
Financial liabilities at amortised cost ^(a)	104	112
Total financial liabilities	104	112

(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.

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

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

Notes to the financial statements**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
Correction of period errors/changes in accounting policies	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
Equity	8.9
Supplementary financial information	8.10
Explanatory statement	8.11

8.1. Events occurring after the end of the reporting period

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

8.2. Correction of prior period errors/changes in accounting policy

The Commission has adopted the following new Australian Accounting Standards in accordance with the transitional provisions applicable to each standard:

AASB 1059 Service Concession Arrangements: Grantors

AASB 2018-5 Amendments to Australian Accounting Standards – Deferral of AASB 1059

AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business

AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material

AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework

AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059

AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform

AASB 2019-5 Amendments to Australian Accounting Standards – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia

AASB 2019-7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations

AASB 2020-4 COVID-19-Related Rent Concessions

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

Notes to the financial statements

8.3. Key management personnel

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

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

Compensation band (\$)	2021	2020
Compensation of members of the accountable authority		
50,001 - 60,000	1	1
0 - 10,000	5	4
Compensation of senior officers (\$)		
290,001 - 300,000	1	1
	2021	2020
	\$'000	\$'000
Short-term employee benefits	316	312
Post-employment benefits	25	27
Other long-term benefits	23	23
Total compensation for members of the accountable authority and senior officers	364	362

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

8.4. Related party transactions

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

Related parties of the Commission include:

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

Material transactions with other related entities

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

8.5. Related bodies

The Commission had no related bodies during the reporting period.

8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.7. Special purpose accounts

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

Notes to the financial statements

8.8. Remuneration of auditors

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

	2021 \$'000	2020 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	<u>26</u>	<u>25</u>

8.9. Equity

	2021 \$'000	2020 \$'000
Contributed equity		
Balance at start of year	<u>90</u>	<u>90</u>
Balance at end of period	<u>90</u>	<u>90</u>

8.10. Supplementary financial information

(a) Write-offs

There were no write-offs during the financial year.

(b) Losses through theft, defaults and other causes

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

(c) Gift of public property

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

8.11. Explanatory statement

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



Auditor General

INDEPENDENT AUDITOR'S OPINION 2021 Gascoyne 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 Gascoyne Development Commission (Commission) which comprise:

- the Statement of Financial Position at 30 June 2021, and 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 significant accounting policies and other explanatory information, including administered transactions and balances.

In my opinion, the financial statements are:

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

Basis for opinion

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

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

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

Responsibilities of the Board for the financial statements

The Board is responsible for:

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

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

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

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

The Board's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

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

In my opinion, in all material respects, the key performance indicators of the Gascoyne Development Commission are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2021.

The Board's responsibilities for the key performance indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal control it determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

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

Auditor General's responsibilities

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

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

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

My independence and quality control relating to the reports on controls and key performance indicators

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

Other information

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

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

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

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



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

GASCOYNE DEVELOPMENT COMMISSION KEY PERFORMANCE INDICATORS For the year ended 30 June 2021

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Gascoyne Development Commission's performance, and fairly represent the performance of the Gascoyne Development Commission for the financial year ended 30 June 2021.



Andy Munro
Chairman
1 September 2021



Tym Duncanson
Chief Executive Officer
1 September 2021



GASCOYNE DEVELOPMENT COMMISSION

KEY PERFORMANCE INDICATORS

For the year ended 30 June 2021

OUTCOME: AN ENVIRONMENT CONDUCIVE TO THE BALANCED ECONOMIC AND SOCIAL DEVELOPMENT OF THE GASCOYNE REGION.

The Commission relies on strategic forward planning and specific projects to achieve economic and social development of the region. Projects vary widely to encompass developing policies, strategic plans and their implementation, encouraging business investment, identifying social and cultural infrastructure to improve business growth and quality of life, and regional promotion. This aligns with the State Government's goals, particularly 'WA Jobs Plan: local manufacturing and production, creating Western Australian jobs and training for the jobs of the future' and 'Growing our communities: protecting our environment with thriving suburbs and regions'.

Key Effectiveness Indicators

The key effectiveness indicator measures the extent to which the Commission is effective and makes a positive contribution to the economic and social development of the Gascoyne region

The Commission's effectiveness in achieving its government desired outcome is measured by undertaking an annual survey of key clients and stakeholders. This survey is conducted by an independent market research company. 257 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 155 completed surveys were obtained from this client contact list (a response rate of 60%), giving a maximum standard error ratio of +/-5% at the 95% confidence level.

Respondents were asked if the Commission is effective and makes a balanced positive contribution to the social and economic development of the Gascoyne region.

The percentage below represents the respondents who thought the Commission was average or better in that regard of the results of the question asked above.

Key Effectiveness Indicator:	Actual 2018	Actual 2019	Actual 2020	Target 2021	Actual 2021
The Commission is effective and makes a positive contribution to the economic and social development of the Gascoyne region.	81%	87%	n/a*	80%	84%

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

GASCOYNE DEVELOPMENT COMMISSION

KEY PERFORMANCE INDICATORS

For the year ended 30 June 2021

SERVICE: REGIONAL DEVELOPMENT.

Key Efficiency Indicator

Cost per project hour

The following table records the total cost of services per project hour as an audited key efficiency indicator.

Key Efficiency Indicator	Actual 2018	Actual 2019	Actual 2020	Target 2021	Actual 2021	Variance
Cost per Project Hour	\$112	\$126	\$133	\$162	\$130	(\$32)

The Commission's budget is directed to numerous output focused projects supporting the economic and social development of the Gascoyne region. The commission continually seeks external funding sources and networking partners to enhance projects scope and effectiveness.

Note 1: Operating cost information is sourced from the Statement of Comprehensive Income total cost of service excluding grants and subsidies.

Note 2: Project hours calculated use a calculation method consistent with DPRID and other Commission. Hours include all paid hours of staff and contractors but exclude annual and long service leave or unpaid overtime.

Note 3: The target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

Comments

The Commission's total operating expenses was 18% below target mainly due to delays in the Carnarvon Office relocation project and depreciation expenses as the depreciation expense in the approved budget was overstated. The total hours worked was 2% above target resulting in the average cost per hour being 20% below target.



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

Produced using 100% recycled paper.