

# ANNUAL REPORT 2022-23



**GASCOYNE**  
DEVELOPMENT COMMISSION  
Creating the climate for growth

Supported by Department of Primary Industries and Regional Development



## **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.

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Shires of:

Carnarvon

Exmouth

Shark Bay

Upper Gascoyne



## ABOUT THIS REPORT

The 2022-23 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 2023-24 financial year and a 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](mailto:info@gdc.wa.gov.au)

## CONTACT

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### Photo credits

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Blue Media: page 8

Rhiannon Lawer: pages 13, 14

Sweeter Bananas: page 10

Terri Sorenson: page 27

Dept Jobs, Tourism, Science and Innovation: pages 34-35, 36 (top and bottom images)

Tourism WA: page 40



## STATEMENT OF COMPLIANCE

For the year ended 30 June 2023

**Honourable Don Punch MLA**

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

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 2023.

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 handwritten signature in black ink, appearing to read 'Andy Munro'.

Andy Munro  
Chair  
7 August 2023

A handwritten signature in black ink, appearing to read 'Timothy Bray'.

Timothy Bray  
Chief Executive  
7 August 2023

## CHAIR'S REPORT

Andy Munro

The Board is appointed by, and reports to, the Minister for Regional Development, with a role to oversee the governance and financial and performance management of the Commission. This involves regular interaction with each of the Minister, Ministerial staff and portfolio.

In this regard, can I pass on the thanks of the Board to Hon. Alannah MacTiernan, who retired from politics early in 2023. Alannah has always been a strong advocate for the Gascoyne and her Ministerial focus and personal energy assisted the region greatly.

Our new Minister, the Hon. Don Punch, has shown similar very keen interest and already undertaken several visits to and announcements for our region. Minister Punch is highly regarded for delivering economic and social development initiatives in regional WA, and the Board looks forward to learning from this experience.

Particularly so as we continue to refine our Regional Plan, through which we must achieve considered and valued

outcomes for the Gascoyne. The expectations and needs stretch across both the economic and social development spectrum and are presently trending considerably to aspects of community resilience and quality of life.

Two focal points in the Gascoyne this year highlight the opportunities and challenges of regional development:

- The Ningaloo Eclipse captured the attention of much of the world. The Commission played a significant role in initiating the Government response coordination, as well as ensuring that communities and business understood how best to capitalise on the expected (and actual) influx of 1000's of extra visitors, many international.
- There was a period of increased social unrest in Carnarvon which, promoted through the media and via social media, reached a broad audience. While the activities appeared to follow the pattern of similar activities in other (regional) northwest towns, Carnarvon's profile was affected and required a response from local leaders and the State. The Commission is working with the community and Government agencies to help our community to respond positively.

After four years as chief executive, Tym Duncanson departed the position and I thank him for his time 'at the helm', particularly with the impacts of COVID when real time information and a coordinated



Government was essential. Tim Bray, an experienced practitioner most recently working with the Kimberley Development Commission, is the newly-appointed chief executive.

As with many transitions there can be a gap, and I recognise and thank Simmone Van Buerle for covering the 6-month period of annual leave and recruitment. And, more generally, on behalf of the Board, my thanks go to each of the staff for their efforts and contributions throughout the year – they are truly appreciated.

The thoughtful input from all Board members, and the overall board dynamic, greatly assists our deliberations, our guidance of the Commission and our advocacy to the Minister.

I would like to particularly mention the assistance of Deputy Chair Naomi McMahon, who has been a wonderful contributor over six years on the Board, and has now completed her role; and Cheryl Cowell, Chair of the Audit and Risk Sub-committee.

There remains much to do. I am confident that with continued effort, creativity and focus and with strong stakeholder collaboration, the Commission and the Board can deliver true value for the Gascoyne.



Eclipse viewers in Carnarvon on the day of the 2023 Total Solar Eclipse.

## CHIEF EXECUTIVE'S REPORT

Timothy Bray

Welcome to the Annual Report for the Gascoyne Development Commission. Having been appointed to the position of CEO as the 2022-23 year drew to a close, I'm in the fortunate position of being able to look back on a great year for the Commission and for the Gascoyne. The Commission has experienced a year of significant change, with Minister Don Punch taking over as the new Minister for Regional Development and former GDC CEO Tym Duncanson moving onto new challenges. Minister Punch brings an incredible depth of experience in the practicalities of regional development with a background that includes many years as a Development Commission CEO. I would also like to acknowledge the superlative work of Simone Van Buerle as A/CEO. The Commission could not have been in better hands. Thank you Simone!

Throughout these changes, we have maintained a disciplined focus on our statutory responsibility to develop and build the economy of the Gascoyne and worked hard on our mission to position the Gascoyne as an internationally recognised region where communities of people love to live, learn, work, contribute, retire and visit. I have been incredibly excited to get to know our experienced and engaged Board who represent a diverse range of community and industry interests and who have guided our progress over the past year.

The Commission has a dynamic and highly capable team of regional development

practitioners who are passionate about making a difference in the region and have achieved some major outcomes over the past year, including:

- The eyes of the world were literally on Exmouth for the Ningaloo Eclipse, a rare astronomical event in April. The Commission undertook a core role to bring key agencies together in collaboration, resulting in a whole-of-government response with many legacy outcomes for the region and Western Australia.
- The Ningaloo Eclipse enabled the expansion of local businesses capitalising on the influx of visitors, leveraging that expansion into better infrastructure and a permanent increase in capacity. It resulted in the birth of a new Aboriginal cultural event, the inaugural Jamba Nyinayi festival at Cardabia Station celebrated the stories of Baiyungu Traditional owners and created employment opportunities for local Aboriginal people.
- RED Grants round 5 supported eight varied projects which continued the State Government's focus on building local economic diversity and employment opportunities.
- Building economic diversity is essential to creating resilience in the Gascoyne economy. GDC supported growth in primary industries and tourism through our support of the Gascoyne Food Festival and the launch of the Food and Beverage Capability Guide. We also helped grow tourism through our support of exciting regional events and commencing ongoing work to revitalise the Carnarvon Heritage Precinct.



- Work on each of the 11 components of our Housing Action Plan to address the chronic workforce accommodation shortage is well underway. I'm very encouraged by the progress we are making with key partnerships with local governments as well as other important stakeholders in our region on this critical issue.
- We worked alongside industry to progress plans for new and improved infrastructure that can better support new and existing businesses. We have completed pre-feasibility studies for a barge loading facility and have now expanded our investigations to look at even more capable marine offloading facilities.



Aerial View of Cardabia Aboriginal Station.

- Quality of life for the community and people of the Gascoyne is at the heart of the work we do. We continued throughout the year to collaborate with Local, State and Federal government agencies, small businesses and large corporations, Aboriginal organisations including traditional owner groups and an incredible spectrum of community

organisations and individuals, to plan, design and implement initiatives that develop the communities and economy of the Gascoyne.

2022-23 has been a great year to look back on with important work being done that make 2023-24 look even more exciting. The team at GDC and I are looking forward to that challenge.

## Performance Highlights





# ECONOMIC SNAPSHOT



**GASCOYNE**  
DEVELOPMENT COMMISSION  
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## Regional Overview

Gross  
Regional  
Product<sup>1</sup>

**\$1.196 Billion**



Unemployment<sup>2</sup>

**3.7%**

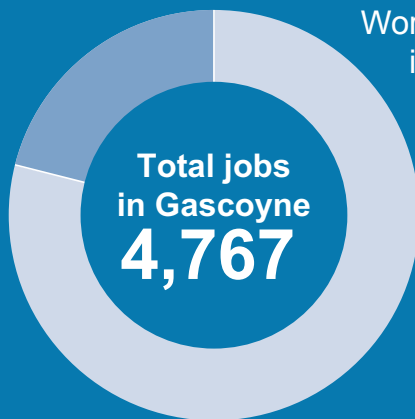
Businesses<sup>3</sup>

**974**

Total Jobs<sup>1</sup>

**4,767**

Employment<sup>1</sup>



Total jobs  
in Gascoyne  
**4,767**

Works and lives  
in Gascoyne  
**3,763**

Lives  
elsewhere,  
works in  
Gascoyne  
**1,004**

Population<sup>4</sup>

**9,537**



Aboriginal and  
Torres Strait  
Islander<sup>5</sup>


**12%**

Average  
Age<sup>4</sup>



**39**

Highest WA  
Average Daily  
**Solar  
Exposure**

**75%**   
of Land is  
Covered by  
Pastoral Leases<sup>6</sup>

Home Ownership<sup>4</sup>

**932**



School  
Enrolments<sup>4</sup>

**1185**

1 Remplan (2022 R1) - Economic Overview Gascoyne Region, 2. Department of Education, Skills & Employment - Small Area Labour Market Estimates - LGA (Mar 2023), 3. ABS Business Counts - Entries & Exits (2020-2022) - June 2022, 4. (2021) Census - ABS Quickstat Statistical Area Profile - Gascoyne (SA3), 5. (2021) Census - ABS Quickstat Aboriginal & Torres Strait Islander Statistical Area Profile - Gascoyne (SA3), 6. Pastoral Lands Board 2022.



# ECONOMIC SNAPSHOT



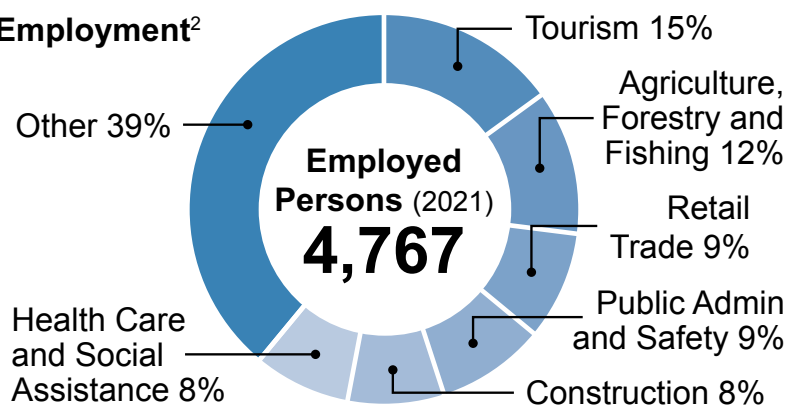
**GASCOYNE**  
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## Major Industries

### Value of Economic Output<sup>1</sup> (millions \$)

Mining	445
Agriculture, Forestry and Fishing	260
Construction	248
Tourism	182
Transport, Postal and Warehousing	151
Public Administration and Safety	150
Electricity, Gas, Water and Waste Services	120
Ownership of Dwellings	95
Health Care and Social Assistance	67
Other	407

### Employment<sup>2</sup>



WA's Largest Prawn Fishery<sup>3</sup> - **Shark Bay**

Main Mined Commodity<sup>4</sup> - **Salt**

Tourism<sup>5</sup>

Overnight Visitors (2022)

**271,000**



Total Visitor Nights (2022 ■ millions)

**1.87**



Total Visitor Spend including daytrips (2022)

**\$380**

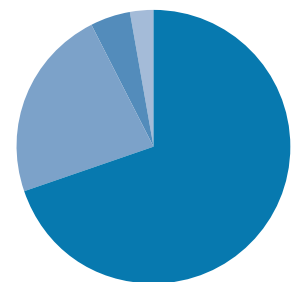


### Agriculture, Forestry and Fishing Sectors<sup>6</sup>

(value of each to economic output)

Livestock, Grains and Other Agriculture	183	69.6
Forestry, Fishing and Hunting	60	22.8
Agriculture, Forestry and Fishing Support Services	12	4.6
Aquaculture	7	2.7

**Total value of sector \$263 million 100%**



1. Remplan (2022 R2) - Overview, Economy Profile, Output Profile, GRP Profile - With Tourism Sector Modelled Output, 2. Remplan (2022 R2) - Employment -(with separate tourism sector), 3. DPIRD - Prawn Resource of Shark Bay Harvest Strategy 2022-2027, 4. Department of Mines, Industry Regulation & Safety - Value Of Regional Commodities (2021-2022), 5. Tourism WA - Gascoyne Region Visitor Factsheet 2022, 6. Remplan (2022 R2) - Gascoyne Region Output Report.

# ECONOMIC SNAPSHOT



**GASCOYNE**  
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## Housing Overview



### Building Approvals (2021 - 2022 FY)

Number of  
Residential  
Approvals<sup>1</sup>

79



840ha

of land available for further  
residential development<sup>1</sup>

### House Sales<sup>1</sup> (12 months - 30/5/2022)

Number of Sales

194

Median Price

\$464,432 to  
\$524,323

% Price Change

12.55%

### Rentals<sup>1</sup> (12 months - 30/5/2022)

Number of Rentals

67

Median Price Per Week

\$427

% Price Change

7.83%

1. Corelogic Data & Insights Derived By RDC On Corelogic Data - Market Trends Report As At 30/5/2022.



# ECONOMIC SNAPSHOT



**GASCOYNE**  
DEVELOPMENT COMMISSION  
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## Local Profiles

Carnarvon

Population<sup>1</sup>  
**5251**

Gross Regional  
Product<sup>2</sup>  
**\$685**  
million

Exmouth

Population<sup>1</sup>  
**3085**

Gross Regional  
Product<sup>2</sup>  
**\$394**  
million

Shark Bay

Population<sup>1</sup>  
**1031**

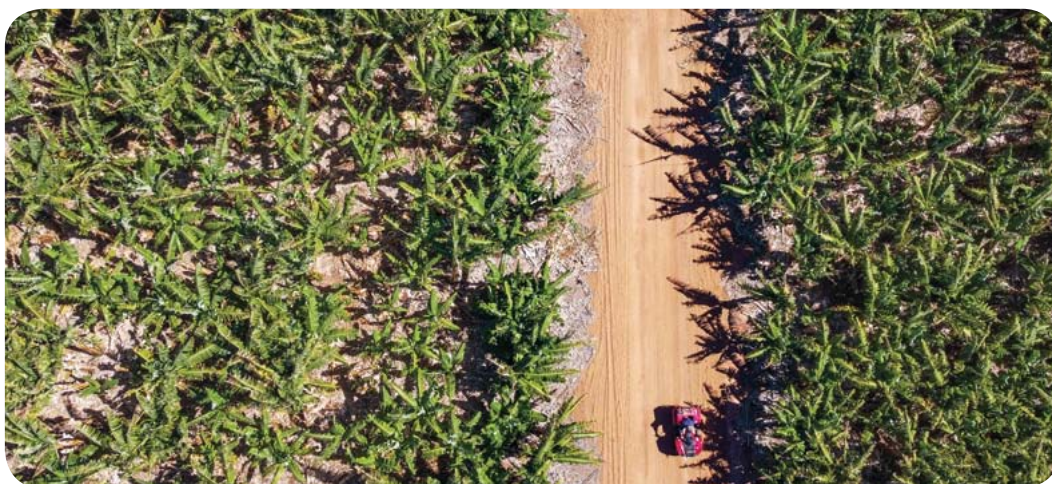
Gross Regional  
Product<sup>2</sup>  
**\$104**  
million

Upper Gascoyne

Population<sup>1</sup>  
**170**

Gross Regional  
Product<sup>2</sup>  
**\$13**  
million

1. (2021) Census - ABS Quickstat LGA Profile, 2. Remplan (2023) - Overview, Economy Profile, Output Profile, GRP Profile (2021 & 2022) & 2021 Census Workforce Data.



## ABOUT US

### Who we are

The Gascoyne Development Commission is a statutory authority of the Western 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 has 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 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.
- Work Health and Safety Act 2020.
- 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. Don Punch  
MLA, Minister for Regional  
Development; Disability  
Services; Fisheries; Seniors  
and Ageing; Volunteering.

## Our People

Commission staff report to the Chief Executive Officer (CEO) of the Commission. Staff and other resources are assigned to the Commission by the Department of Primary Industries and Regional Development under a Section 29 arrangement of the Regional Development Commissions Act 1993 to enable the Commission to fulfill its obligations and statutory role. The Commission places a strong emphasis on local employment of its people and seeks to work collaboratively with the Department and other Commissions where required.

## Our performance

A customer survey of the Commission's clients over the past twelve months was Commissioned in May/June 2023 to solicit responses relating to the achievement of the Commission's service and performance for the 2022/23 financial year.

The electronic-based survey was sent to 153 clients with 110 respondents; 31 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. 85% 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 Auditor General. The table below shows this year, and previous years' results to this question.

## Our Vision

The Gascoyne will be an internationally recognised region where people love to live, learn, work, contribute, retire, and visit.

## Our Purpose

Our purpose is to connect communities, industry, and the environment to generate sustainable economic and social development outcomes. This occurs through our strong project delivery, enabling and advocacy roles, each of which

are focused on leveraging the Gascoyne's unique blend of environmental and cultural assets, social capital, small business, and primary production capabilities.

## Our Values

The way we interact with our community and business stakeholders, our partners and our coworkers are underpinned by our value set.

### We value:

**Integrity** – We act with openness, fairness and honesty. We mean what we say, and we deliver on commitments.

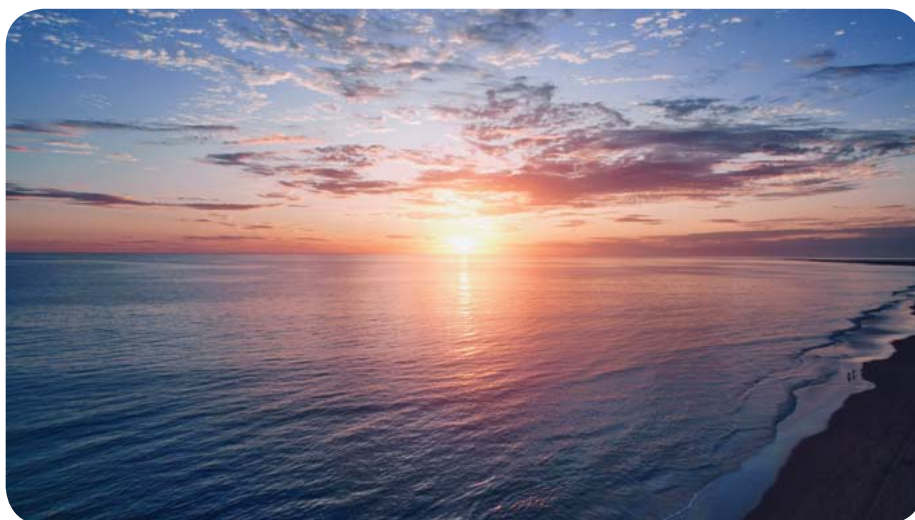
**Leadership** – In the State's smallest region by population we acknowledge the important leadership role expected of us by the community. We are grounded and outcomes focussed.

**Collaboration** – Collaboration is the primary way in which we operate, working respectfully together and with other stakeholders.

**Innovation** – We learn from the past to build the future, actively seeking opportunities to generate creative and sustainable solutions.

Key performance indicator	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Target 2023
An environment conducive to the balanced economic and social development of the Gascoyne Region	89%	81%	87%	NA*	84%	86%	84%	80%

\* The Government provided an exemption to the requirement to undertake the client survey in 2020 due to COVID 19 disruptions.



## 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, Timothy Bray who is an ex-officio member 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.



GDC Board members visit Exmouth ahead of the Ningaloo Eclipse to view infrastructure upgrades and meet with local stakeholders.



**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 ceased June 2023  
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 and brings to the Board a broad strategic knowledge and passion for tourism, the environment and conservation.

Cheryl worked with the Department of Biodiversity Conservation and Attractions in Shark Bay for 26 years from 1995 to 2021. As the 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. She was 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 and 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.

### **Cr 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 Kirsten Sheppard**  
Community Representative, appointed 2022  
Member

After relocating to Australia 12 years ago, Kirsten pursued her passion in SCUBA diving and now owns and operates a successful accredited SCUBA diving tour company in Exmouth where she has lived for over 9 years.

With this background and local knowledge, Kirsten brings to the board her passion and significant experience in regional Tourism.

Kirsten has a passion for the region, the ocean and developing sustainable tourism around it. She feels fortunate to live in a unique area of environmental significance and wants to

continue to be able to work with visitors and stakeholders to promote the region and its reef, whilst maintaining best practice.

Kirsten's enthusiasm for the Gascoyne Region and the community has encouraged her to join the committee for the Exmouth Chamber of Commerce and Industry, the Resilient Reefs Foundation Board, she is the treasurer for the Exmouth Ladies darts association and is consistently involved in local conservation fundraisers and beach clean ups.

Kirsten enjoys her role within the GDC as it allows her to learn



about other industries within the region, as well as being able to apply her own knowledge and experience in a constructive way to help develop business and services in the Gascoyne.

**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 firsthand 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.

Focusing 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.



### Mr Timothy Bray

Tim was appointed Chief Executive Officer and ex-officio Board member of the Commission in May 2023



Tim has led a distinguished career in regional development since 2009 and brings with him a wealth of knowledge in project management and experience in senior leadership, having served previously as Director Strategy and Economics, and Deputy CEO, at the Kimberley Development Commission (KDC) since 2016, as well as his role as the A/CEO at the KDC during the COVID pandemic. Tim has had critical roles in regional development projects across housing, education, town centre revitalisation, infrastructure, air

services, marine infrastructure, training and employment and Aboriginal economic development.

Tim believes in the power and potential of the Gascoyne's social and economic development, its people and the special value of its beautiful environment and cultures. He knows that the opportunity to lead the Commission, to work with its dedicated and talented Board and staff, and help the region grow is one of the most rewarding challenges in regional

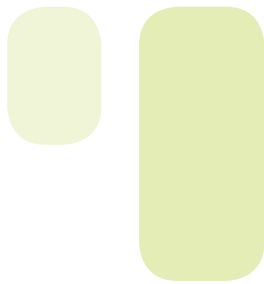
development. Tim is passionate about building the services and opportunities for the Gascoyne that will see its people prosper and its towns grow as centres of vitality and promise, especially for young people.

### Board remuneration

Name	Position	Remuneration Type	Period of Membership	Gross/Actual remuneration 2022-23
Andy Munro	Chair	Stipend	5 years	\$51,809
Naomi McMahon	Deputy Chair	Not Applicable	6 years Resigned June 2023	-
Cheryl Cowell	Member	Sessional Rate	4 years	\$4,549
Burke Maslen	Member	Sessional Rate	3 years	\$4,992
Kirsten Sheppard	Member	Sessional Rate	1 years	\$4,307
Dan Kuzmicich	Member	Sessional Rate	4 years	\$4,992
			<b>Total</b>	<b>\$70,649</b>



GDC CEO Tim Bray at a meeting with other stakeholders in Burringurrah.



## STRATEGIC FOCUS

The Gascoyne Development Commission's role is to enhance and improve the region's economic and social development.

The Commission achieves this through collaboration, facilitation, and advocating for our region.

Our strategic plan sets out the five main initiatives that we focus on:

- Leveraging strengths in resources industry
- Economic Diversification
- Quality of Life

■ Aboriginal Economic Development

■ Organisational Excellence

To deliver these initiatives the Commission is focused on a range of projects.



## LEVERAGING STRENGTHS IN RESOURCES INDUSTRY

The Commission is focused on maintaining and diversifying the non-renewable resource and related industries in the Gascoyne. We do this by advocating and planning for enabling infrastructure and facilitating local employment and workforce development.

The Commission is focused on leveraging the opportunities within the resource and related industries sector to maximise the participation of regional businesses. We do this by working with our local Chambers of Commerce and Industry to develop them as strong and sustainable organisations.



## CASE STUDY 1

### Developing Future Jobs and Future Employees

#### Overview

Education and training are at the core of building a strong, local workforce. We have worked with the resources sector to develop industry-led solutions to workforce development, finding new ways to develop a future pipeline of workers.

#### Approach

The Commission researched successful initiatives and identified the CoRE STEM learning program which is an early workforce development initiative promoting career opportunities in the resource sector.

Through our Resource Industry Working Group, we partnered with the resource sector, and the Gascoyne Hydrogen Cluster, to fund the design and delivery of a project-based Science, Technology, Engineering and Mathematics (STEM) education program for Carnarvon's primary and secondary school students.

In 2023, the education program commenced in Carnarvon schools and includes project-based learning for students, teacher professional development, Industry partnerships and a graduate mentor program.

#### Results:

- 6 x teachers completed 5 x days of STEM program professional development
- Over 75 students participating in the 2023 STEM program.
- 2 x bespoke, Gascoyne focussed learning modules co-designed and developed with local teachers.

#### Conclusion:

A successful collaboration between education, industry and community to enable a more diverse workforce - a conduit between today's primary and secondary schools and tomorrow's workforce.



Teachers in Carnarvon receive training for the STEM Program.

## CASE STUDY 2

### Increasing the participation of Gascoyne businesses in contracting opportunities

#### Overview

The growing mining and resources industry is generating important flow-on benefits for local small and medium businesses. The Commission is focused on maximising the participation of Gascoyne businesses in contracting opportunities.

#### Approach

The Commission partnered with Rio Tinto and the Shire of Carnarvon to fund the design and delivery of a GROW Local program by the Carnarvon Chamber of Commerce. Launched in November 2022, the GROW local program supports local businesses by providing access to free workshops and training, local mentoring programs, connections with similar businesses and business resources. Funding contributions and in-kind support from project partners enabled the Carnarvon Chamber to engage an Executive Officer to drive the program and open a new office premise to support local-businesses development initiatives.

#### Results:

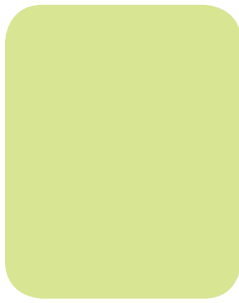
- New Chamber of Commerce office opened in Carnarvon.
- A series of free workshops to support sustainable local businesses.
- A GROW Local website designed and developed. The website provides support services and information to local businesses.
- Monthly Grow Local newsletter and Facebook page launched.

#### Conclusion

The Commission collaborated with key stakeholders to engage local businesses to ensure a wider economic benefit is realised through the resource sector.



GDC Representatives attend the Grow Local launch.



## ECONOMIC DIVERSIFICATION

The Commission is committed to the development of new and alternative industries in the Gascoyne. We recognise the importance of developing industries that leverage off natural capital in our unique region. This means strengthening the tourism and primary industries sectors, ensuring their resilience and sustainability.

For primary industries this includes looking closely at supply chains and strengthening the region's natural resource base in horticulture, pastoralism, fisheries and aquaculture.

Supporting arts and culture, education and training and research as well as land management opportunities is also a pathway towards economic diversification in the region.

Economic diversification relies on leveraging new and emerging industries such as renewable hydrogen. The WA Government is supporting a range of projects in this sector and the Commission is in a unique place to facilitate development of this industry.





## CASE STUDY 3

### Publication of the Gascoyne Food and Beverage Capability Guide

#### Overview

The Gascoyne region is one of Western Australia's "food bowls" with a gross regional output annually of \$1.479 billion. The food and beverage sector provides opportunities to diversify the Gascoyne economy and workforce. We have partnered with the Department of Primary Industries and Regional Development (DPIRD) to produce the first Gascoyne Food and Beverage Capability Guide.

#### Approach

We worked with the Gascoyne Food Council (GFC) to identify unique food and drink producers in the region, and to highlight the food events that take place in the Gascoyne. The 'Gascoyne Food Festival' attracts high profile chefs to showcase food from the region through a series of unique food events, held over a 6-week period.

We worked with local businesses to profile their products to

make the most of domestic and export market opportunities. This included engaging a local photographer to provide images for the Guide.

In June 2023, the Guide was launched by Minister for Regional Development, Hon. Don Punch MLA. The publication showcases the Gascoyne as a 'food hub', where wholesalers, restaurants and visitors can access information to purchase food directly from the producers in the region.



Local businesses from the Food and Beverage Guide at the launch with Minister Punch.



## Results

- 29 local food businesses and primary producers have been featured in the Guide, supporting and increasing their business capacity.
- The Guide assists restaurants, retailers and consumers identify and source product from the Gascoyne region.
- Raised the profile of the Gascoyne as a food producing region through heightened media exposure.
- Strengthened the Commission's support of the Gascoyne Food Council. As well as collaborating on the Guide with the GFC, we sponsored the 2023 Gascoyne Food Festival and co-funded promotional banners.
- Promoted the Gascoyne Food Festival as the region's premier food tourism event.

## Conclusion

The Gascoyne Food and Beverage Capability guide was produced as a successful collaboration between DPIRD, the Gascoyne Food Council and the Commission. The published guide is building capacity of the private sector in the agriculture and food industry as well as diversifying and growing alternative industries within the region.



GDC Board member Naomi McMahon (L), with GDC staff member Simmone Van Buerle (R) with community members at Canapes on the Gascoyne at Brickhouse Station 2022.



Scan to see the Gascoyne Food and Beverage Capability Guide.

## QUALITY OF LIFE

The Commission is focused on leveraging opportunities to increase regional livability. We understand that health services, education, cost of living, amenity, and connection to community are building blocks that contribute to the regional quality of life.

The Commission's approach is to understand and recognise local and regional demographics and living standards, and to collaborate with the agencies that are accountable for service delivery and infrastructure improvements where these are required.

By promoting opportunity in the region and strengthening community connection through strategic financial support of small events, the Commission is contributing to the elevation of regional living standards.

### Overview

In 2021, the Commission contracted a review of residential housing availability and market failures in the Gascoyne region. Three priorities were recommended to drive increased worker housing availability and create the conditions for increased private sector investment:



An aerial view of the Coral Bay township.

- Unlock private capital – support private sector investment in new construction and renovations.
- Optimise government assets – enhance the utilization of public and government regional officer housing and land assets.
- Innovate the home building sector with more efficient and varied options for development, design and construction.

### Approach

The review informed our subsequent 11-point Housing Action Plan to address land activation and housing shortages across the region. The plan outlined the role of the Commission and opportunities, including region-specific responses to unique issues. Through the activation of the 11-point action plan, the Commission has advanced various opportunities to address land activation and housing shortages, including providing a supporting role to enable ongoing, adequate land supply.

We prioritise intergovernmental collaboration as a way to promote and support projects. In September 2022, the GDC facilitated a Gascoyne Housing

Forum, coinciding with the Major Projects Summit in Geraldton. This forum meeting convened relevant stakeholders including local government, and Agency heads and senior executives to discuss and initiate efficient and achievable actions.

### Results

- The Commission formed a Gascoyne Housing and Land Subcommittee which meets bimonthly to provide proactive commentary and solutions to land constraints and opportunities within the Gascoyne region.
- Denham affordable housing study completed and endorsed by Shire of Shark Bay Council.
- Shire of Carnarvon and Shire of Upper Gascoyne supported through RED Grants to develop workforce accommodation.
- A prospectus of Gascoyne Land and Housing development opportunities released to facilitate private investment.
- Attracted funding to investigate the preferred option for the next 100 houses in Carnarvon to improve liveability, maximise public benefit and reduce cost of development.



Minister MacTiernan visits Coral Bay workers accommodation site.

■ Partnered with the Shire of Carnarvon to co-fund a business case for the Regional Infrastructure Development Fund. The fund aims to address infrastructure constraints in the water, wastewater and electricity network which are impacting

the delivery of regional worker accommodation.

### Conclusion

Through the Commission's housing action plan, steps have been undertaken to address accommodation shortages as a

considered region-wide response and in each of the Gascoyne's main townsites: Exmouth, Coral Bay, Carnarvon, Gascoyne Junction and Denham. We are monitoring future land supply, to ensure an ongoing pipeline of residential land activation.

### Housing Action Plan

1. Support the Exmouth workers accommodation land release EOI.
2. Facilitate private sector investment in an Exmouth workers accommodation development.
3. Investigate options for funding new residential land head works in Gascoyne Junction.
4. Group accommodation development in Denham.
5. Develop new workers accommodation in Coral Bay.
6. Investigate a preferred option for the next 100 houses in Carnarvon to improve liveability, maximise public benefit

and reduce cost of development.

7. Convene a regional forum with relevant stakeholders including directors general and agency executives.
8. Develop a site opportunity prospectus and EOI process for key government owned sites that could be offered to the market to support worker housing.
9. Publish six-monthly housing and land snapshots by local government area/town.
10. Undertake housing construction and land development feasibility benchmarking study to explore opportunities for incentives and alternative

construction methods to deliver worker housing.

11. Through WARDA prepare a 2022/23 cross regional land activation budget ask, with a focus on addressing workforce accommodation shortages.

Scan to see the GDC Housing prospectus.

## ABORIGINAL ECONOMIC DEVELOPMENT



GDC Staff attended a professional development day with Yinggarda local and Traditional Owner Renee Turner of Wooramulla Eco Cultural Journeys to learn about Aboriginal Bush foods and culture.

Representing 12% of the Gascoyne population, Aboriginal people bring a rich diversity of culture to the region, yet they remain disadvantaged compared to non-Aboriginal people in terms of health and economic outcomes.

The Commission is committed to increasing the participation of local Aboriginal people through genuine employment and partnership opportunities. We achieve this through means such as direct funding, as well as collaborating with individuals

and groups to create sustainable businesses with employment opportunities.

Throughout 2022/2023, the Commission has strived to improve the participation of Aboriginal people in the broader community by providing advice and support to build the capacity of Aboriginal businesses and organisations. Recent highlights include:

- The Commission delivered funding which was used to train six traditional owners to deliver an Astro tourism experience during the Ningaloo Eclipse.
- We facilitated the support of cultural tourism businesses in the Gascoyne through WAITOC, the peak representative for Aboriginal tours and experiences in Western Australia.
- We continued to support the cultural centre Gwoonwardu Mia in Carnarvon as a key economic development hub for the region.

Regional Economic Development (RED Grant) funding was awarded to three Aboriginal-led projects in the Gascoyne:

- The Commission was proud to support the Baiyungu

Aboriginal Corporation's inaugural Jamba Nyinayi Festival at Cardabia Station (Case Study 5).

- RED Grants funding was awarded to Mallards Contracting Pty Ltd, allowing the expansion of its operations through the construction of a new office and storage facility in the Carnarvon light industrial area. The business is 100% Aboriginal owned and has a strong emphasis on employing and training Aboriginal people.
- Through the RED Grants program, ABC Foundation was able to purchase a can counting machine to increase the efficiency of the Containers for Change Scheme in Carnarvon.

Supporting and developing local Aboriginal people to have a greater role in the region's economic development assists meeting the Federal Government's "Closing the Gap" goals. We play a role by providing local opportunities to drive economic development.



Participants at the Aboriginal Night Sky Star Gazing workshop at Gwoonwardu Mia.

## CASE STUDY 4

### Baiyungu Aboriginal Corporation, Jamba Nyinayi Festival



Local workers at Cardabia Station during the construction of the infrastructure upgrades.

#### Overview

The Commission is committed to activating Aboriginal capital held through interests in land and skills into the local economy. The Commission was pleased to support the inaugural Jamba Nyinayi Festival held at Cardabia Station in Coral Bay on the 19 April 2023. Jamba Nyinayi, meaning “sit for a while” brought the community together to share in Aboriginal culture.

In conjunction with the State Government, the Traditional Owners of Baiyungu country held a cultural arts festival to mark the Ningaloo total solar eclipse. The festival included a drone light show and a music and dance program. The drone light show, (First Lights: Nyinggulu) played at Cardabia Station the night before the Eclipse and then again at Town Beach in Exmouth on the night of the Eclipse. Guided by Baiyungu custodian Hazel Walgar and Yingarrda-Wadjarri artist Sonya Edney, the special event told the story of Jirndarl (the sun) and Willarda (the moon) who fall in love and can finally come together when the sun and moon meet during an Eclipse.

#### Approach

The Commission were involved in early planning for the event and helped to identify funding sources and corporate sponsorship for the inaugural festival.

The Baiyungu Aboriginal Corporation (BAC) received a Regional Economic Development (RED) Grant in 2022 to upgrade the facilities at Cardabia Station in preparation for the festival, and for legacy tourism outcomes. With the Commission’s support, BAC partnered with Real Futures to engage Aboriginal Trainees to undertake the work.

#### Results/Achievements

- The festival provided ongoing Aboriginal employment and training opportunities:
  - Six Aboriginal Trainees completed their Certificate 2 in construction.
  - Seven Aboriginal Trainees completed their Excavator and Skid Steer Training.
  - Four of the Aboriginal Trainees have secured ongoing work, with the rest still undertaking work at Cardabia Station.

- Construction and redevelopment of permanent tourism infrastructure upgrades at Cardabia Station has provided opportunity for development of tourism product. BAC are planning for the festival to be an annual event at Cardabia station with economic development outcomes for Traditional Owners.
- Commission staff attended the festival, volunteering their time to assist event coordinators.

#### Conclusion

The Gascoyne is rich in Aboriginal culture and history. By collaborating with and supporting Aboriginal organisations such as BAC, the Commission are supporting the economic development of Aboriginal people and Aboriginal based tourism options.

The GDC will continue to focus on fostering relationships with stakeholders to help create sustainable businesses and employment opportunities for Aboriginal people in the region.

## CASE STUDY 5

### AstroTourism Project

#### Overview

The Gascoyne region has stable weather conditions and dark night skies with little light pollution, offering opportunities for diversification of the tourism industry through development of astrotourism product. Dark sky tourism increases overnight visitor numbers and offers opportunities for Aboriginal cultural tourism.

The Commission had previously funded an on-country stargazing experience in Gascoyne Junction in 2020 and through the success of this event, recognised that there was significant opportunity in Carnarvon on Yinggarda country to develop Aboriginal Astrotourism experiences due to the rich cultural history of the region. This had the potential to support Aboriginal economic development in the region, meet visitor demand for authentic cultural experiences, and develop skills and capabilities for local Aboriginal people.

#### Approach

We partnered with Astrotourism WA, WA Museums, and Gwoonwardu Mia Aboriginal Heritage and Cultural Centre (GM) to develop an Aboriginal

Astrotourism project that would leverage opportunities arising from the 2023 Ningaloo Eclipse.

Over two days and two nights, Astrotourism WA trained Aboriginal people to utilise telescopes and provide dark sky tourism experiences. It also included a workshop detailing how to run a Dark Sky Tourism experience.

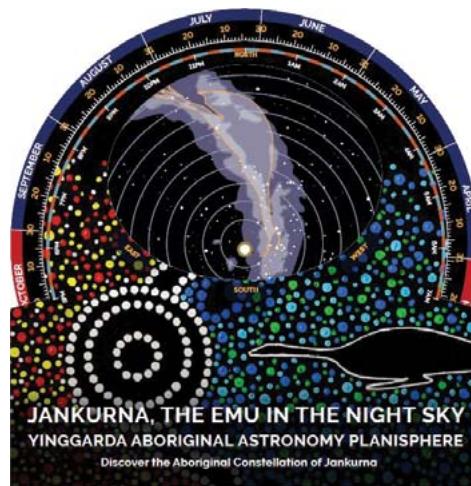
The workshop provided an opportunity for local Aboriginal Elders to share information about Aboriginal night sky constellations and stories to help which foster relationships with the wider community. Subsequent to this, an Yinggarda Aboriginal Astronomy Planisphere was designed, produced and printed. A planisphere is a handheld aid used to identify which constellations are visible to an observer on any date and time. Local Aboriginal Artist Toni Roe was selected to design the artwork for the planisphere which features the Aboriginal Constellation of the Emu in the Sky. AstrotourismWA worked with Elder, John Dale to develop the information, language and cultural stories which are featured on the Planisphere.



Yinggarda local Renee Turner of Wooramulla Eco Cultural Journeys with her new telescope.

#### Results/Achievements

- Five local Aboriginal people were selected to attend the workshops.
- Meaningful employment opportunities created for Elders and artists during the project.
- High quality star gazing experiences were successfully delivered to around 665 visitors over 10 nights during the Total Solar Eclipse in April 2023.
- Funding was provided by the Commission to the Shire of Carnarvon to assist businesses prepare for the Total Solar Eclipse. This allowed Wooramulla Eco Cultural Journeys to purchase a telescope to provide ongoing cultural stargazing tourism experiences as part of their business.



The Yinggarda planisphere.

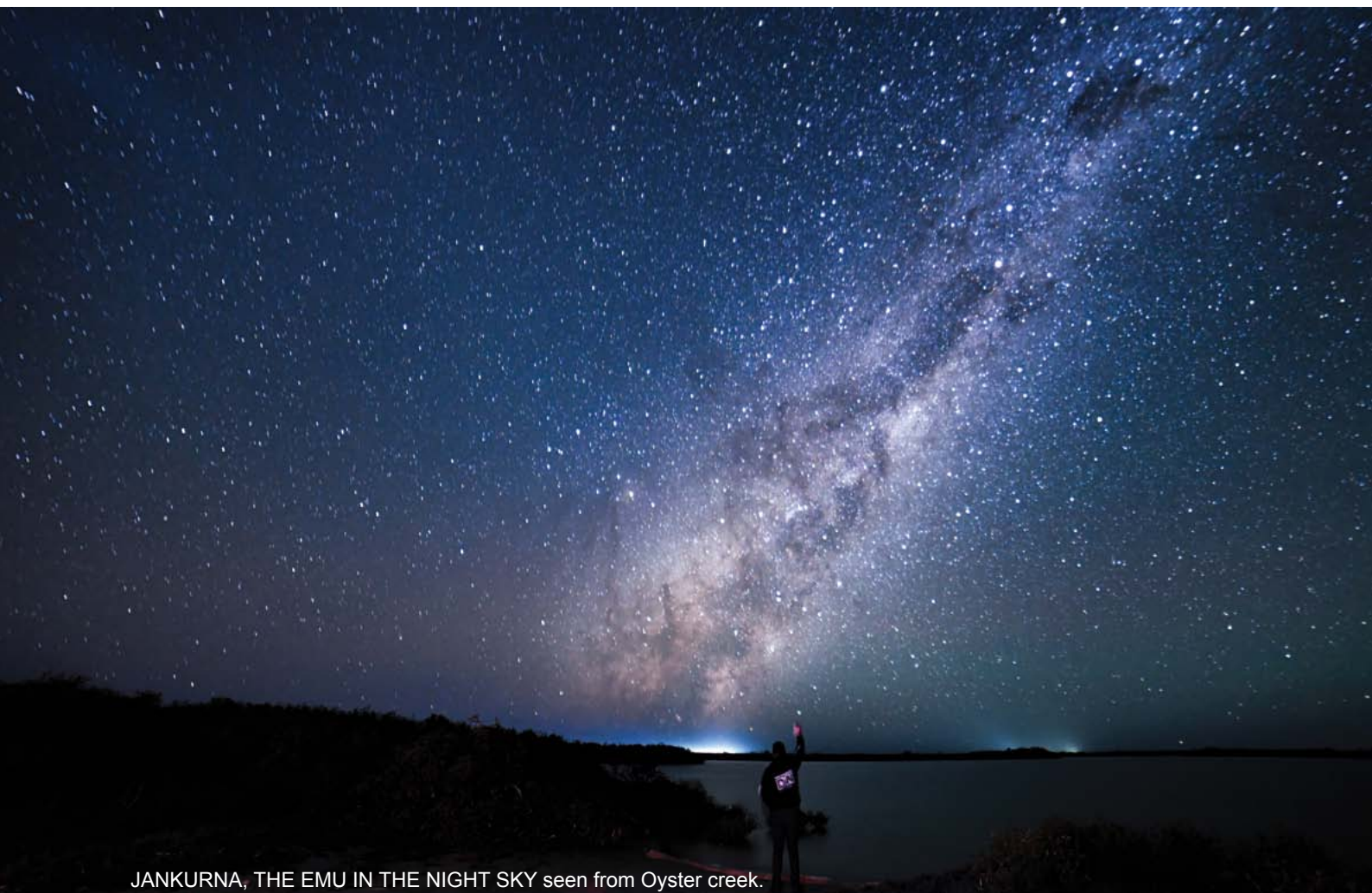


■ 1,500 Yinggarda Planispheres produced to enhance the tourism offering at GM and provide an additional income stream to the centre which can be invested in other areas going forward.

## Conclusion

The Commission recognises the importance of the history and culture of Aboriginal people in the Gascoyne, and the unique collaborative opportunity

where this can be leveraged in developing Astrotourism in the region. Through this collaborative project, we have been able to increase the economic participation of Aboriginal people in the Gascoyne.



JANKURNA, THE EMU IN THE NIGHT SKY seen from Oyster creek.

## ORGANISATIONAL EXCELLENCE

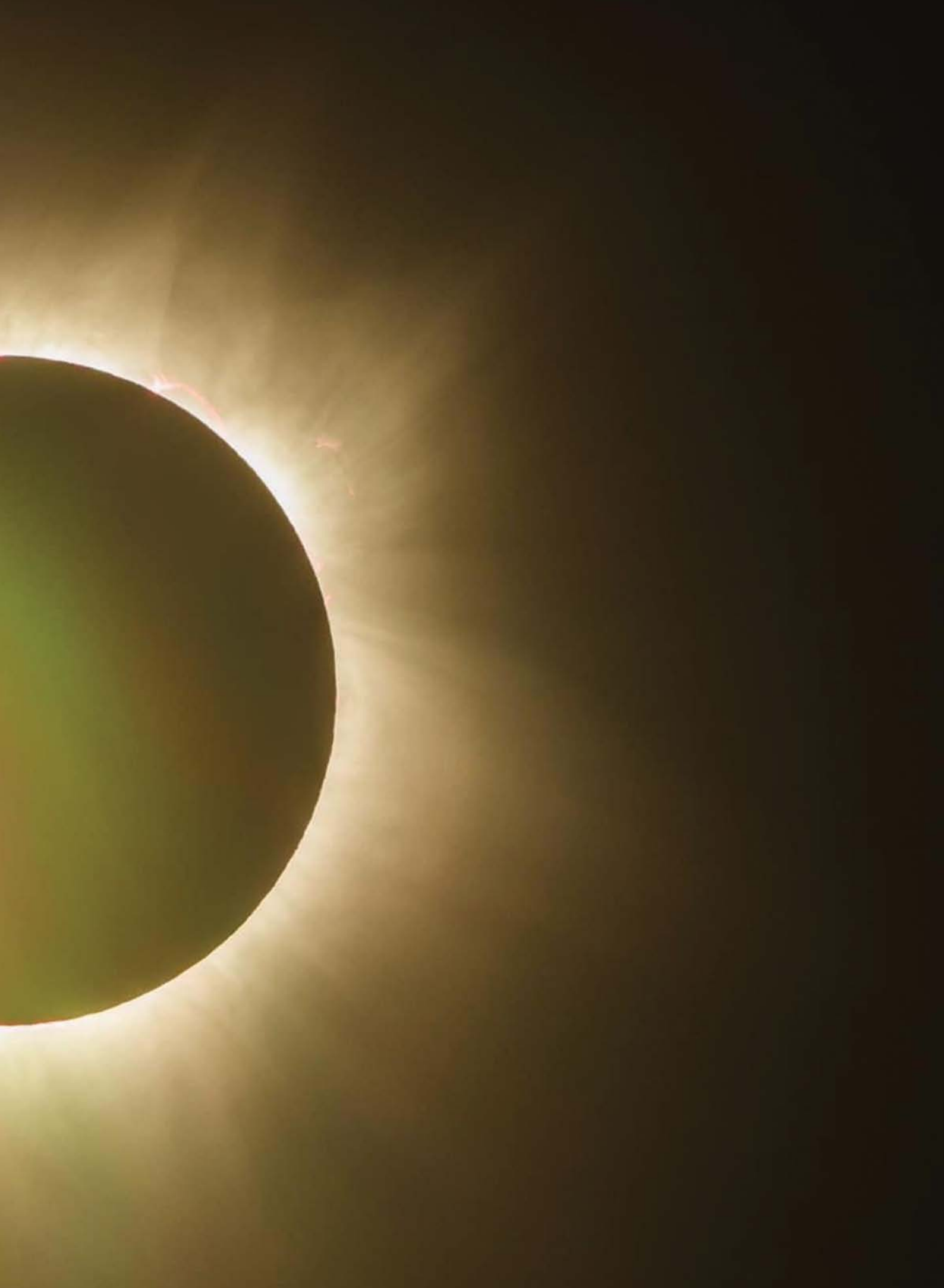
As a key enabler for regional economic development, the Commission's role involves coordination across government to gather local information, identify gaps and inconsistencies, and provide strategic investment opportunities where possible.

We do this by the stronger use of evidence to inform decision making and by identifying, attracting, and retaining staff with the required skills and

experience. Commission staff contribute to projects on behalf of the State Government and drive regional economic development through effective project and program management and by influencing policy decisions.



Stakeholders gather at the official opening of the GDC Exmouth Office in August 2022.



## CASE STUDY 6

### 2023 Ningaloo Eclipse



Viewers at the Totality Brunch in Exmouth during the Eclipse.

#### Overview

In 2017 the Commission was alerted about a rare hybrid solar eclipse in our region in 2023. The Exmouth peninsula would be the only place in mainland Australia from which the eclipse could be witnessed in totality. Recognising that this would offer significant opportunities and challenges for the region, we were proactive in advocating for a whole of government approach and commenced early planning to ensure that there would be legacy outcomes for the Gascoyne. This included registering the domain name for Ningalooeclipse.com in 2018.

We were successful by forming partnerships and collaborations

with key government agencies and local stakeholders. We were a voice for our region and advocated for our local businesses and community stakeholders to ensure that they were supported to prepare for the expected influx of visitors.

#### Approach

The Commission understood that substantial planning would be required to manage the influx of visitors (safety, security, and expectations) and to provide suitable services and facilities. It was clear that this would be beyond the capacity of small regional organisations. To enable effective government decision making, we partnered with the Shire of Exmouth and Tourism

WA to produce a report in 2020 which identified the opportunities and risks and examined leverage and mitigation activities.

Following the completion of this report, a Senior Officer's Working Group was formed to enable a cross section of government departments to collaborate and action potential pathways and synergies to ensure the delivery of a safe and secure event. The Commission's key role was to ensure local stakeholders had a voice, and that regional development outcomes were maximised. We wanted to ensure that our local businesses would build their capacity and advocated for additional funding for this purpose.



The Eclipse sequence in Exmouth.





International visitors at the official Eclipse viewing site in Exmouth.

## Results

- The Commission's proactive approach led to the State Government committing over \$22 million to provide infrastructure upgrades in the region to help ensure the 2023 Eclipse would be a successful local and global event.
- Telecommunications upgrades increased network capacity for the event, with some legacy improvement from two new permanent towers.



GDC Staff Member Paige Ryan volunteers with the Carnarvon Visitors Centre during the Solar Eclipse.

- Road infrastructure upgrades permanently increased the number of rest stops along the Northwest Coastal Highway.
- Financial Assistance Agreements signed with the Shires of Exmouth and Carnarvon to fund infrastructure upgrades including the Exmouth Town Beach redevelopment, and Carnarvon Visitor Centre upgrades.
- Implementation of a targeted Local Capability Fund to support businesses in Exmouth, Coral Bay and Carnarvon to build capacity ahead of influx of visitors.
- Australia Post released three commemorative stamps as collectors' items for the occasion.
- Perth Mint released a commemorative coin.
- Successful delivery of a Dark Sky Festival Program to raise the profile of the region as an astrotourism destination.
- High degree of local, national and international media coverage (including BBC, CNN and New York Times).
- New fulltime Tourism WA Officer based in Exmouth.
- Three RED Grant recipients in the Gascoyne were provided \$267,000 funding to facilitate increased tourism and employment opportunities for projects preparing for the Eclipse.
- The Commission also provided funding through the Shire of Carnarvon to 10 small businesses to leverage the opportunities presented by the solar eclipse.



GDC worked closely with Carol Redford from Astrotourism WA to prepare for the 2023 Eclipse.

## REGIONAL ECONOMIC DEVELOPMENT (RED) GRANTS PROGRAM

The Regional Economic Development (RED Grants) program has invested \$50.85 million over nine years in local projects across Western Australia's regions, to drive economic development and support regional communities.

Delivered locally by the State's nine Regional Development Commissions, RED Grants support projects that contribute to sustainable jobs, expand or diversify industry, increase business productivity, attract new investment in the region and the development of skills and capabilities.

Additionally, the GDC's regional priorities align with projects that grow primary production, Aboriginal economic development, tourism, workforce development and accommodation as well as vibrant communities and innovation.

More than \$3.5 million has been committed to 32 RED Grant projects in the Gascoyne since Round 1, providing sustained economic growth and job creation.



Round 5 RED Grant recipients with Minister MacTiernan in 2022.

### Red Grants Round 5 Results

- Round 5 of the program resulted in eight projects across the Gascoyne sharing \$609,014 of funding.
- Economic diversification achieved with wide range of projects targeting workforce accommodation, new horticultural products, and building the tourism and hospitality sectors in preparation for the 2023 Ningaloo Total Solar Eclipse.
- Forty-four direct and indirect jobs created.



GDC staff members promote RED grants at the 2023 Carnarvon Growers Association Day.

## Gascoyne Regional Economic Development Grants – Round 5 2023



### Shire of Carnarvon: Carnarvon Essential Worker Accommodation

**Funded: \$240,000**

The Shire of Carnarvon will construct two multi-worker private bedroom/bathroom houses on Shire owned land. Providing essential worker accommodation for local businesses, a purpose-specific housing design will be used so that each dwelling can accommodate up to 4 essential workers.



### Baiyungu Aboriginal Corporation: Jamba Nyinayi Festival Cardabia Station project

**Funded: \$152,000**

The project constructed new tourism infrastructure at Cardabia Station in Coral Bay to support their cultural arts, dance and a music festival coinciding with the 2023 Ningaloo Total Solar Eclipse.



### Carnarvon Windfest Incorporated: Gascoyne Wind and Wave Series

**Funded: \$26,000**

The project supported Windfest 2023 to include three water sports events across the Gascoyne. The events aim to stimulate the region's economy during the typical tourism low season with funding to be used for event management and promotion.



### The Trustee for Ningaloo Holding Trust: Luxury sailing catamaran refit

**Funded: \$65,000**

Ningaloo Discovery will refurbish their sailing catamaran 'Windcheetah' to facilitate new marine eco tour offerings in Exmouth.



### A.Aiach & B.G Shepherd: Mutts Café expansion

**Funded: \$50,000**

The project allowed Mutts café to upgrade their commercial kitchen and equipment to increase capacity from 60 to 200 people and create a new burger restaurant in time for the 2023 Ningaloo Total Solar Eclipse.



### ABC Foundation Ltd: Containers for Change Infrastructure Upgrade, Can counting machine

**Funded: \$16,686**

The grant allowed for the purchase of a can counting machine to increase the efficiency of the Containers for Change Scheme (C4C) in Carnarvon.



**Mallard Contracting Pty Ltd: Regional Office facility in Carnarvon**

**Funded: \$32,824**

Mallard Contracting will expand its operations through the construction of a new office and storage facility in the Carnarvon light industrial area. The business is 100% Aboriginal owned with a strong emphasis on employing and training Aboriginal people.



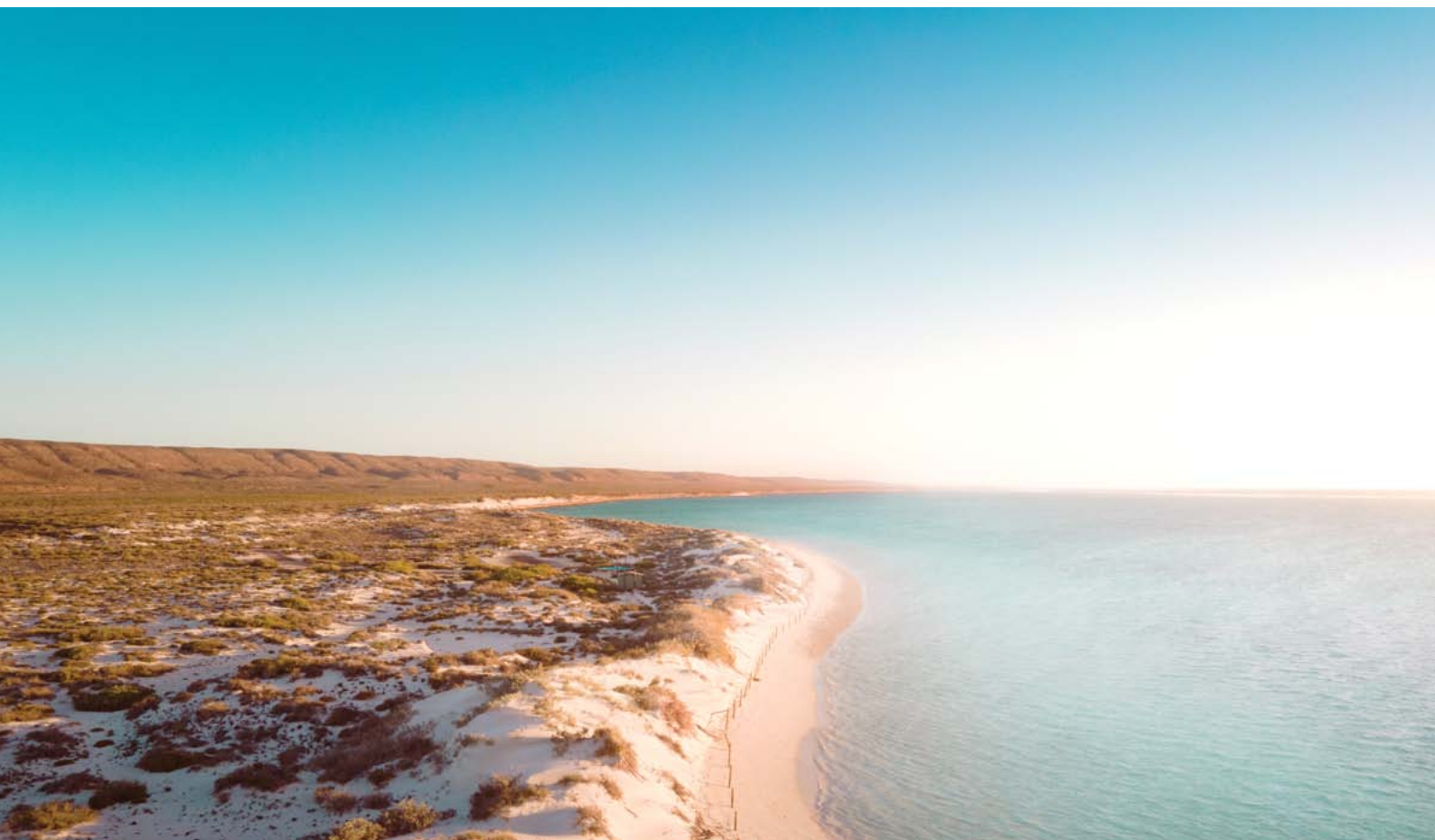
**MT Boston Pty Ltd / Ozparagus: White asparagus production in the Gascoyne**

**Funded: \$26,504**

Ozparagus will use the grant to trial production of a white asparagus variety through the construction of new growing domes. White asparagus attracts a higher market price and net return than other green varieties and can be grown year-round.

RED Grant recipient, Dive Ningaloo, officially launched 'Lady Ningaloo' in Exmouth on 11 November 2022. This \$1.2 million project was supported by \$200,000 funding to refit a 24-meter catamaran to become WA's only luxury and fully dedicated SCUBA diving live-aboard. The completed project also created 7 new jobs.

Scan here to see RED Grant information and recipient success stories.



## LOCAL CONTENT ADVISORY PROGRAM

The Local Content Adviser Network (LCAN), was established in 2018 with a Local Content Advisor (LCA) based in each of the nine regions working collaboratively within Regional Development Commissions.

The Small and Medium Enterprise/ Business (SME) sector is a key component of the economic health of a region. The ability of that sector to build on its capacity and capability in response to demand opportunities is an integral part of the role of the Local Content Advisor (LCA).

In the Gascoyne the LCA focus is on strengthening relationships with key stakeholders to ensure early intervention in procurement activities and maximise local content opportunities. Some of the engagements and relationship focus include:

- Main Roads WA under their restructured operational model
- Department of Biodiversity, Culture and Attractions as they increase the resources under management in the region.
- Department of Finance in their regional construction and maintenance programs of agency wide assets.
- Department of Communities as they plan their forward works around construction and refurbishment of assets.
- Local Government Authorities through sharing of business capability and capacity in the region and involvement in identifying local content opportunities in procurement planning.

- Business and Industry Representative bodies to develop a coordinated approach to supporting opportunity for regional SME's.

The Commission's LCA continues to maintain a strong focus on promoting opportunity for Aboriginal Business through mechanisms available under the Aboriginal Procurement Policy, as well as working with these businesses to facilitate access to support services specifically created for assisting Aboriginal Business. The Commission's LCA has partnered with relevant stakeholders to support Gwoonwardu Mia as an economic hub for Aboriginal business support within the Gascoyne. Through this collaboration, an Aboriginal Business Leadership Program was launched in early 2023.

## 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
Media Advertising - Facebook	\$479.94
Market research	
Advantage Communications Research Client Survey	\$4,972
Survey Monkey Subscription	\$382
Polling	Nil
Direct Mail	Nil
Media advertising	Nil

Total expenditure for 2022-2023 was \$5833.94.

### 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 many meetings in its own offices and has installed accessible ramps, doorways, and amenities, and has a dedicated ACROD parking bay. 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:

Compliance 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 2022-23 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.

## Workplace health and safety

The Commission is committed to the principles of occupational health and safety (WHS) 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. WHS 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 WHS

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.

## 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.

## Annual performance 2022-23

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	NA	NA
ii. Within 26 weeks		
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.

## **FINANCIAL STATEMENTS**

For the period ended 30 June 2023



## Disclosures and Legal Compliance

### Certification of Financial Statements

For the reporting period ended 30 June 2023

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 2023 and the financial position as at 30 June 2023.

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.



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Michael Juliff  
Chief Finance Officer  
25 July 2023



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Tim Bray  
Chief Executive Officer  
07 August 2023



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Andrew Munro  
Chairman of the Board  
07 August 2023

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**Statement of Comprehensive Income**  
**For the year ended 30 June 2023**

	Notes	2023 \$'000	2022 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	2.1(a)	467	257
Supplies and services	2.3	2,104	2,267
Depreciation and amortisation expense	4.1, 4.2	81	61
Finance costs	6.2	-	1
Grants and subsidies	2.2	-	10
Other expenses	2.3	24	12
<b>Total cost of services</b>		<b>2,676</b>	<b>2,608</b>
<b>Income</b>			
Other income	3.2	146	-
<b>Total income</b>		<b>146</b>	<b>-</b>
<b>NET COST OF SERVICES</b>		<b>2,530</b>	<b>2,608</b>
<b>Income from State Government</b>			
Income from other public sector entities	3.1	617	472
Resources received	3.1	1,882	1,892
<b>Total income from State Government</b>		<b>2,499</b>	<b>2,364</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>(31)</b>	<b>(244)</b>
<b>TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD</b>		<b>(31)</b>	<b>(244)</b>

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

# Gascoyne Development Commission – 30 June 2023

## Statement of Financial Position As at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6.3	445	140
Restricted cash and cash equivalents	6.3	137	418
Receivables	5.1	2	5
<b>Total Current Assets</b>		<b>584</b>	<b>563</b>
<b>Non-Current Assets</b>			
Amounts receivable for services	5.2	34	34
Right-of-use assets	4.2	213	40
<b>Total Non-Current Assets</b>		<b>247</b>	<b>74</b>
<b>TOTAL ASSETS</b>		<b>831</b>	<b>637</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.3	27	42
Lease liabilities	6.1	83	32
Employee related provisions	2.1(b)	183	118
<b>Total Current Liabilities</b>		<b>293</b>	<b>192</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	6.1	132	8
<b>Total Non-Current Liabilities</b>		<b>132</b>	<b>8</b>
<b>TOTAL LIABILITIES</b>		<b>425</b>	<b>200</b>
<b>NET ASSETS</b>		<b>406</b>	<b>437</b>
<b>EQUITY</b>			
Contributed equity	8.9	90	90
Accumulated surplus/(deficit)		316	347
<b>TOTAL EQUITY</b>		<b>406</b>	<b>437</b>

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

## Gascoyne Development Commission – 30 June 2023

### Statement of Changes in Equity For the year ended 30 June 2023

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2021</b>		90	591	681
Surplus/(deficit)		-	(244)	(244)
Other comprehensive income	8.9	-	-	-
Total comprehensive income for the period		-	(244)	(244)
Transactions with owners in their capacity as owners:				
Capital appropriations	8.9	-	-	-
Total		-	-	-
<b>Balance at 30 June 2022</b>	8.9	90	347	437
<b>Balance at 1 July 2022</b>		90	347	437
Surplus/(deficit)			(31)	(31)
Other comprehensive income	8.9		-	-
Total comprehensive income for the period		-	(31)	(31)
Transactions with owners in their capacity as owners:				
Capital appropriations	8.9	-	-	-
Total		-	-	-
<b>Balance at 30 June 2023</b>	8.9	90	316	406

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

## Gascoyne Development Commission – 30 June 2023

### Statement of Cash Flows For the year ended 30 June 2023

Notes	2023 \$'000	2022 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>		
Funds from other public sector entities	<u>617</u>	<u>472</u>
<b>Net cash provided by State Government</b>	<u>617</u>	<u>472</u>
<i>Utilised as follows:</i>		
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Payments</b>		
Employee benefits	(394)	(255)
Supplies and services	(266)	(377)
Finance costs	-	(1)
Grants and subsidies	-	(10)
GST payments on purchases	(14)	(33)
Other payments	(1)	(14)
<b>Receipts</b>		
GST receipts from taxation authority	19	29
Other receipts	<u>144</u>	<u>46</u>
<b>Net cash used in operating activities</b>	<u>(514)</u>	<u>(615)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Payments</b>		
Principal elements of lease payments	<u>(79)</u>	<u>(59)</u>
<b>Net cash used in financing activities</b>	<u>(79)</u>	<u>(59)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	24	(202)
<b>Cash and cash equivalents at the beginning of the period</b>	558	760
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.3 <u><u>582</u></u>	<u><u>558</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 07 August 2023.

### Statement of compliance

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

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

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

### Basis of preparation

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

### Accounting of Goods and Services Tax (GST)

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

- (a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.

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

### Contributed Equity

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

### Comparative information

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

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

## Notes to the financial statements

### Judgements and estimates

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

## 2. Use of Our Funding

### Expenses incurred in the delivery of services

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

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

#### 2.1. (a) Employee benefits expenses

	2023 \$'000	2022 \$'000
Employee benefits	247	207
Superannuation - defined contribution plans	33	28
Annual leave expense	74	14
Long service leave expense	113	8
<b>Total employee benefits expenses</b>	<b>467</b>	<b>257</b>
Add: AASB 16 Non-monetary benefits	81	58
<b>Net employee benefits</b>	<b>548</b>	<b>315</b>

**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

	2023 \$'000	2022 \$'000
<b>Current</b>		
<u>Employee benefits provisions</u>		
Annual leave	55	54
Long service leave	109	59
Deferred salary scheme	-	3
	<b>164</b>	<b>116</b>
<u>Other provisions</u>		
Employment on-costs	19	2
<b>Total current employee related provisions</b>	<b>183</b>	<b>118</b>
<b>Total employee related provisions</b>	<b>183</b>	<b>118</b>

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.

## Notes to the financial statements

**Annual leave liabilities:** Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

### 2.1 (b) Employee related provisions (continued)

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

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

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

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

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

	2023 \$'000	2022 \$'000
<b>Employment on cost provision</b>		
Carrying amount at start of period	2	2
Additional/(reversals of) provisions recognised	10	-
<b>Carrying amount at end of period</b>	<b>12</b>	<b>2</b>

### 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

	2023 \$'000	2022 \$'000
Non Public organisations	-	7
Local Government agencies	-	3
<b>Total recurrent grants and subsidies</b>	<b>-</b>	<b>10</b>

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.

## Notes to the financial statements

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.

### 2.2 Grants and Subsidies (continued)

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

	June 2023 \$'000	2022 \$'000
<b>Supplies and services</b>		
Board fees	67	64
Communications	2	3
Consultants and contractors	93	248
Consumables	12	12
Travel	46	44
Other	2	4
Resources provided free of charge by DPIRD <sup>(a)</sup>	1,882	1,892
<b>Total supplies and services expense</b>	<b>2,104</b>	<b>2,267</b>
<b>Other expenses</b>		
Building and infrastructure maintenance	3	2
Donations and sponsorships	11	7
Other expenses	9	3
<b>Total other expenses</b>	<b>24</b>	<b>12</b>
<b>Total other expenditure</b>	<b>2,128</b>	<b>2,279</b>

(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.

## Notes to the financial statements

## 3. Our Funding Sources

## How we obtain our funding

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

	Notes
Income from State Government	3.1
Other income	3.2

## 3.1. Income from State Government

	2023 \$'000	2022 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	617	472
<b>Total grants and subsidies</b>	<b>617</b>	<b>472</b>
Resources received from other public sector entities during the period:		
- Services received free of charge - DPIRD <sup>(a)</sup>	1,882	1,874
- Services received free of charge - State Solicitor's Office <sup>(b)</sup>	-	18
<b>Total resources received</b>	<b>1,882</b>	<b>1,892</b>
<b>Total income from State Government</b>	<b>2,499</b>	<b>2,364</b>

(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.

(b) Legal services provided free of charge by the State Solicitor's Office

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

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

## 3.2. Other income

	2023 \$'000	2022 \$'000
Other sundry income	146	-
<b>Total other income</b>	<b>146</b>	<b>-</b>

## 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 2023	Office equipment \$'000	Total \$'000
1 July 2022 and 30 June 2023		
Gross carrying amount	40	40
Accumulated depreciation	(40)	(40)
Carrying amount at start of period	-	-

#### 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	2023 \$'000	2022 \$'000
Office equipment	-	1

As at 30 June 2023, there were no indications of impairment to property, plant and equipment. All surplus assets at 30 June 2023 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.

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

## Notes to the financial statements

### 4.1.1 Depreciation and impairment (continued)

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

	2023 \$'000	2022 \$'000
Buildings	192	9
Vehicles	21	31
<b>Net carrying amount</b>	<b>213</b>	<b>40</b>

Additions to right-of-use assets during the 2023 financial year were \$250,000 (2022: \$38,275).

#### 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 and underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

#### Subsequent Measurement

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

#### Depreciation and impairment of right-of-use assets

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

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

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

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

	2023 \$'000	2022 \$'000
Buildings	70	51
Vehicles	11	9
<b>Total right-of-use asset depreciation</b>	<b>81</b>	<b>60</b>
Lease interest expense (included in Finance Cost)	-	1

The total cash outflow for leases in 2023 was \$80,590 (2022: \$59,758).

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

## Notes to the financial statements

The Commission has leases for vehicles and residential accommodation. 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
Other assets	5.3

#### 5.1. Receivables

	2023 \$'000	2022 \$'000
<u>Current</u>		
GST receivable	2	7
Other debtors	-	(2)
<b>Total current receivables</b>	<b>2</b>	<b>5</b>

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)

	2023 \$'000	2022 \$'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

	2023 \$'000	2022 \$'000
Trade payables	11	35
Other payables	-	4
Accrued expenses	3	3
GST Payable	13	-
<b>Total current payables</b>	<b>27</b>	<b>42</b>

**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

	2023 \$'000	2022 \$'000
Current	83	32
Non-current	132	8
	<u>215</u>	<u>40</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

	2023 \$'000	2022 \$'000
Lease interest expense	-	1

'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

	2023 \$'000	2022 \$'000
<b>Current non-restricted Cash and cash equivalents</b>	<b>445</b>	<b>140</b>
<b><i>Non-Royalties for Regions fund restricted cash</i></b>		
Externally funded projects	100	101
Regional Development Scheme	37	37
<b><i>Royalties for Regions Fund Projects Restricted cash</i></b>		
Regional Grant Scheme	286	280
<b>Current restricted cash and cash equivalents</b>	<b>137</b>	<b>418</b>
<b>Total cash and cash equivalents</b>	<b>582</b>	<b>558</b>

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 (2022: None).

## 7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and contingent 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:

	2023 \$'000	2022 \$'000
<b><u>Financial assets</u></b>		
Cash and cash equivalents	582	558
Financial assets at amortised cost <sup>(a)</sup>	34	32
<b>Total financial assets</b>	<b>616</b>	<b>590</b>
<b><u>Financial liabilities</u></b>		
Financial liabilities at amortised cost <sup>(b)</sup>	229	82
<b>Total financial liabilities</b>	<b>229</b>	<b>82</b>

(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 2023 (2022: 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
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
Supplementary financial information	8.9
Explanatory statement	8.10

#### 8.1. Events occurring after the end of the reporting period

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

#### 8.2. Initial application of Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2023:

- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2022-3 *Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*

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

#### 8.3. Key management personnel

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

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

Compensation band (\$)	2023	2022
<b>Compensation of members of the accountable authority</b>		
50,001 - 60,000	-	1
0 - 50,000	6	5
<b>Compensation of senior officers (\$)</b>		
250,001 - 300,000	1	1
150,001 - 200,000	-	1
0 - 100,000	1	-
	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	288	447
Post-employment benefits	30	41
Other long-term benefits	31	39
<b>Total compensation for members of the accountable authority and senior officers</b>	<b>349</b>	<b>527</b>

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

## Notes to the financial statements

### 8.4. Related party transactions

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

Related parties of the Commission include:

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

### Material transactions with other related entities

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

### 8.5. Related bodies

The Commission had no related bodies during the reporting period.

### 8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

### 8.7. Special purpose accounts

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

### 8.8. Remuneration of auditors

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

	2023 \$'000	2022 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	-	-

The Auditor General has dispensed with the audit for the years ended 30 June 2023 and 30 June 2022 under section 14 of the *Auditor General Act 2006*.

### 8.9. 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.

### 8.10. 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.

# **GASCOYNE DEVELOPMENT COMMISSION**

## **KEY PERFORMANCE INDICATORS**

**For the year ended 30 June 2023**

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### **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 2022.



Andy Munro  
Chairman  
7 August 2023



Timothy Bray  
Chief Executive Officer  
7 August 2023

# **GASCOYNE DEVELOPMENT COMMISSION**

## **KEY PERFORMANCE INDICATORS**

### **For the year ended 30 June 2023**

#### **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. 153 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 110 completed surveys were obtained from this client contact list (a response rate of 72%), 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.

<b>Key Effectiveness Indicator:</b>	<b>Actual 2020</b>	<b>Actual 2021</b>	<b>Actual 2022</b>	<b>Target 2023</b>	<b>Actual 2023</b>
The Commission is effective and makes a positive contribution to the economic and social development of the Gascoyne region.	na%*	84%	86%	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 2023**

#### **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.

<b>Key Efficiency Indicator</b>	<b>Actual 2010</b>	<b>Actual 2021</b>	<b>Actual 2022</b>	<b>Target 2023</b>	<b>Actual 2023</b>	<b>Variance</b>
Cost per Project Hour	\$133	\$139	\$151	<b>\$138</b>	<b>\$142</b>	\$4

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.

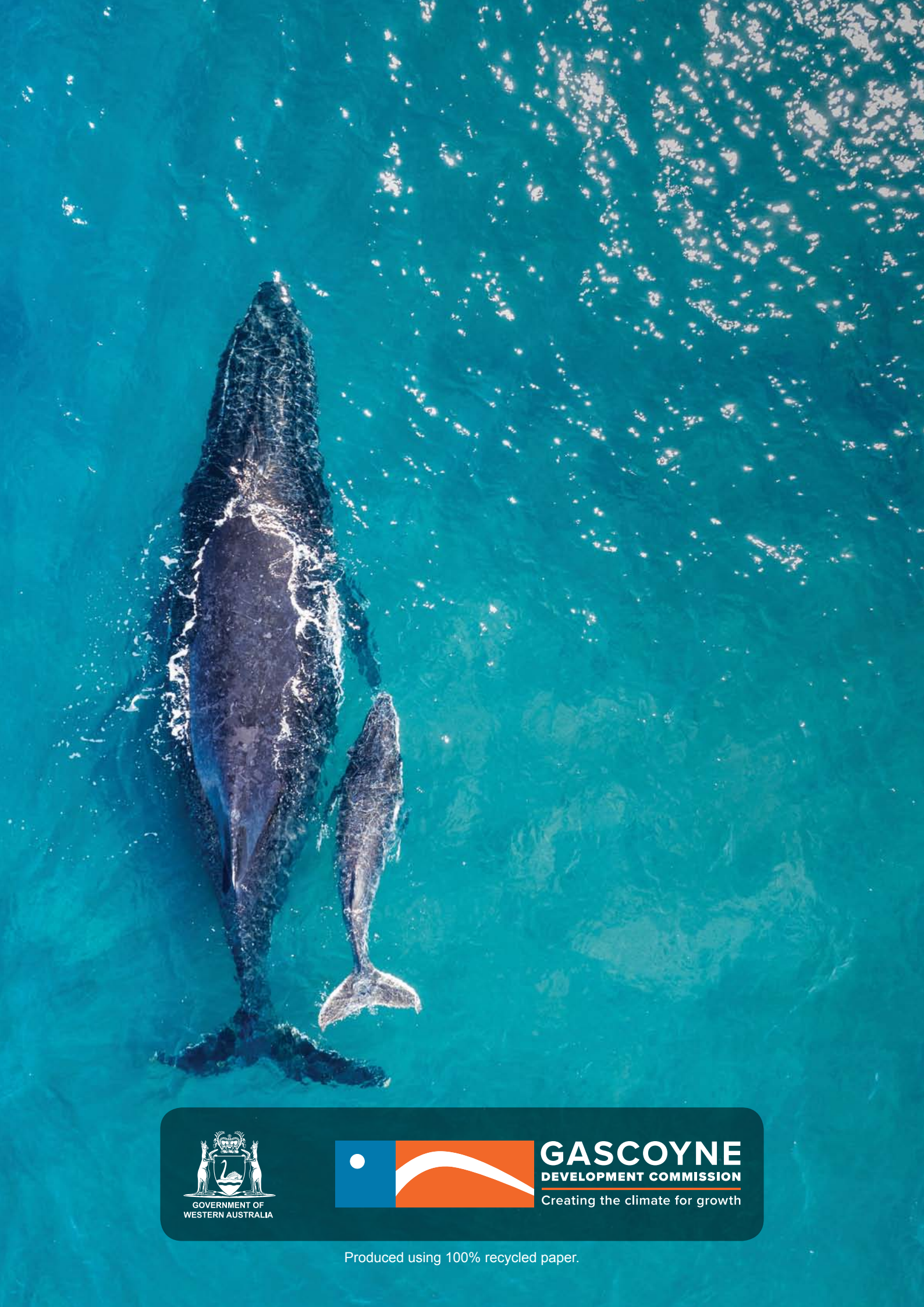
Note 1: Operating cost information is sourced from the Statement of Comprehensive Income total cost of service excluding grants and subsidies.

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.







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