

Gascoyne Development Commission

ANNUAL REPORT | 23 24



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

gdc.wa.gov.au

Supported by Department of Primary Industries
and Regional Development



The Mungurragurra (Burrowing Bee)

The Mungurragurra, one of the largest bees in the world, is a remarkable species native to the Gascoyne region in Western Australia. These burrowing bees can grow to more than two centimetres in length, making them a notable presence in their natural habitat.

Their significance extends beyond their size. The Mungurragurra plays a critical cultural role in the local Aboriginal community as well as maintaining biodiversity and supporting sustainable food production. For Thudgari/Yinggarda woman, Toni Roe, the burrowing bee holds meaningful cultural value and knowledge, passed down by her Elders. Toni is dedicated to sharing this knowledge and educating the local community and visitors. You can follow her journey by scanning the QR code.

By celebrating the Mungurragurra, we acknowledge the intrinsic value of our local wildlife and the role it plays in our ongoing development, culture and prosperity.

The decision to feature the Mungurragurra on the cover of this year's annual report underscores our dedication to highlighting what makes our region so unique and a place where people are able and love to live, learn, work, contribute, and visit.



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 in which 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, Thalanyji and Wajarri 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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ABOUT THIS REPORT

The 2023-2024 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

STATEMENT OF COMPLIANCE

For the year ended 30 June 2024



The Hon Don Punch MLA Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering

In accordance with Section 63 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the Annual Report of the Gascoyne Development Commission for the financial year ended 30 June 2024.

In the financial administration of the Gascoyne Development Commission, we have complied with the requirements of the Financial Management Act 2006 and every other relevant written law, and exercised controls which provide reasonable assurance that the receipt and expenditure of monies and the acquisition and disposal of public property and incurring of liabilities have been in accordance with legislative provisions.

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

Andy Munro
Chairperson
21 August 2024


Timothy Bray
Chief Executive Officer
21 August 2024

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PHOTO CREDITS:

Andrew Robertson – Cover, page 2,4,5, 8, 10, 11,12, 16, 24, 27, 28, 32, 40, 41, 42, 48
Exmouth Chamber of Commerce and Blue Media – page 15
GDC – pages 18, 31, 39
Shire of Shark Bay and CJ Maddock – page 22
DPIRD – page 30
Shire of Shark Bay and Nick Thake – page 34, 44, 53, 54



“We continue to work closely with the four Shires, local businesses and community groups on ways to address these and other matters of importance.”

Andy Munro, Chair

The Board is appointed by, and reports to, the Minister for Regional Development. Its role is to oversee the strategic direction and governance of the Commission, with resulting economic and social development outcomes for the Gascoyne region.

The reframing of the Government's overall regional development portfolio has assisted the further refinement of our own Regional Plan. This accommodates considerable strategic thinking and, as a result of close community and business connections, focuses on areas of work that we hope will add significant value to the Gascoyne region.

The most notable regional initiatives this year include:

- The successful Regional Economic Development (RED) grants scheme, which provided matching funds for five projects in the year and for which some 43 applications have recently been submitted for next year's Round 7
- The continuation of REX airline services to Shark Bay and Carnarvon, including the introduction of larger passenger aircraft
- \$10 million election commitment, directly related to Mt Augustus and the Burringurrah community, for parks and tourism infrastructure and management
- The dredging and opening of the Carnarvon fascine and continuing work with the local Heritage Group on the re-establishment of parts of the One-Mile Jetty and surrounds
- Expansion of the Dark Sky tourism project across the four shires, including integration of indigenous storytelling

- Developing a regional plan for the broad arts portfolio, important for community vitality.

We are also most conscious of the obstacles to local and regional development. The availability of land and accommodation are pinch-points, which are proving difficult to resolve in the short term. This is frustrating given the likely future rush of activity in sectors such as defence, resources, renewable energy, aged care, tourism, and agriculture.


We continue to work closely with the four Shires, local businesses and community groups on ways to address these and other matters of importance.

Our CEO, Timothy Bray, leads an experienced and dedicated Commission team who go above and beyond. On behalf of the Board, my thanks go to each staff member's efforts and contributions – 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. We welcomed Stephanie Perry to the Board this year, and I particularly mention the efforts of Deputy Chair Cheryl Cowell, who is also Chair of the Audit and Risk Sub-committee.

We value the discussions with and contributions from the Minister for Regional Development, Honourable Don Punch, and his Ministerial staff.

There remains much to do to contribute to the economic and social growth of the region in which we serve. I am confident that with continued effort, creativity and focus, and with strong stakeholder collaboration, the Commission and the Board can continue to deliver true value for the Gascoyne.



“The Gascoyne has, in every way possible, exceeded my expectations.”

Timothy Bray, Chief Executive Officer

The 2023-2024 reporting year almost exactly marks my anniversary as CEO of the Gascoyne Development Commission. The Gascoyne has, in every way possible, exceeded my expectations. Its spectacular environment, rich history, Aboriginal culture, vital horticultural, agricultural, fisheries industries, world class tourism offerings, sustainable mineral resources, and most of all its fascinating and capable people have provided me with a steep learning curve and a growing understanding of the intensity of experiences packed into the Gascoyne.

These traditional industries are being joined by the promise of renewable energy and critical minerals sectors on a global scale, giving us as much reason to be optimistic about the future.

This year has been full of achievements, including:

- Regional Economic Development (REDs) grants continue to support important projects in areas as diverse as seafood processing, childcare, hairdressing salons, dental services, high quality station stays & water carting
- Our work to progress the transition to low carbon and renewable energy ranges from investigations to establish the potential for infrastructure, to practical trials supported by Horizon power of electric vehicles in our fleet
- In 2024 the Gascoyne Food Festival underwent a significant revitalisation ahead of bigger changes in 2025
- GDC is working hard to help the State and the community of Exmouth prepare for major investments in the defense industry
- The important work with our Aboriginal partners in Carnarvon, Burringurrah and Coral Bay is unlocking investment and bringing forward opportunity

- We are proud to support Aboriginal leaders with a significant Justice Reinvestment project funded by the Commonwealth government

- We have built and strengthened our team by promotion within and active recruitment which saw Richard Soppe, Jordan Koster, Caitlin Smith and James Archibald join the team

- We took the function and capability of our Board to new levels through professional development and implementation of the online Boardable platform.

The Commission does not achieve all this without the leadership, cooperation and constant efforts of our partners.

The Board and staff have worked hard on strengthening the relationships that underpin our work, whether through Board meetings in our towns, the work of committed staff in offices in Exmouth and Carnarvon, direct participation in project working groups, collaboration with Traditional Owners, support of regional visits by the Western Australian Planning Commissioner and his Board, Taskforces, Shire Councils, Chambers of Commerce, community groups, and industry roadshows such as the Gascoyne Food Council event that concluded the 2024 EvokeAg conference, practical support of community and industry events, or just celebrating their achievements with them.

Throughout all this activity my staff and I have been guided by the thoughtful leadership of our Minister, the Hon. Don Punch, the insights and direction from our dedicated Board, chaired by Andy Munro and the wide range of committed and passionate leaders and community members from across the Gascoyne.

I am grateful to everyone who has contributed and I am looking forward to what we can achieve together in the years ahead.

PERFORMANCE HIGHLIGHTS

SECURED \$900,000

and commenced drafting and implementation of the Gascoyne Drought Resilience Program.

Collaborated with the Shire of Carnarvon, Shire of Exmouth, Shire of Shark Bay and Shire of Upper Gascoyne to create a

\$90,000 GASCOYNE REGIONAL ARTS PLAN, with \$50,000 co-funding from the Department of Local Government, Sport and Cultural Industries (DLGSC).

SECURED \$75,000

State Government funding to extend delivery of the **CoRE STEM learning model** across schools in Carnarvon. An innovative educational approach with a primary focus on preparing students for meaningful careers in the resources industry.

Broadband internet now live in the Carnarvon horticultural district.

GDC helped secure **\$600,000** under the **Digital Farm Grants Program**.

The Minister for Regional Development, the Hon Don Punch MLA announced **\$548,090 of successful RED Round 6 grant recipients** at a celebration in Shark Bay in September 2023.

Work commenced on the \$4.5MILLION

One Mile Jetty restoration in collaboration with Shire of Carnarvon, WA Department of Transport and Carnarvon Heritage Precinct.

GDC supported the delivery of the ABORIGINAL BUSINESS LEADERSHIP INITIATIVE. 13 ABORIGINAL BUSINESS

owners completed the 6-month program.

COLLABORATIVE PROJECTS WITH ABORIGINAL PARTNERS, Burringurrah, Coral Bay and Carnarvon.

SECURED \$1.4MILLION

Commonwealth funding for Carnarvon Community **Justice Reinvestment initiative**.

The GDC supported the **Baiyungu Aboriginal Corporation's second annual free cultural arts celebration festival 'Jamba Nyinayi'** at Cardabia Station in Coral Bay.

REGIONAL SNAPSHOT

The Gascoyne

Four Local Government Authorities

CARNARVON

EXMOUTH

SHARK BAY

UPPER GASCOYNE

1,004km
North of Perth

EXMOUTH

POPULATION
3,466^{1.}

GROSS REGIONAL
PRODUCT
\$426^{2.}
MILLION

 JOBS 1,731^{2.}
UNEMPLOYMENT 1.70%^{10.}

CARNARVON

POPULATION
5,528^{1.}

GROSS REGIONAL
PRODUCT
\$759^{2.}
MILLION

 JOBS 2,497^{2.}
UNEMPLOYMENT 6.10%^{10.}



UPPER GASCOYNE

POPULATION
201^{1.}

GROSS REGIONAL
PRODUCT
\$17^{2.}
MILLION

 JOBS 69^{2.}
UNEMPLOYMENT N/A^{10.}

SHARK BAY

POPULATION
1,129^{1.}

GROSS REGIONAL
PRODUCT
\$120^{2.}
MILLION

 JOBS 470^{2.}
UNEMPLOYMENT 1.60%^{10.}

REGIONAL OVERVIEW

Gross Regional Product **\$1.32 BILLION**^{3.}



UNEMPLOYMENT

4.0%^{4.}

BUSINESSES

994^{5.}

TOTAL JOBS

5,156^{3.}



1,004^{3.} LIVES ELSEWHERE,
WORKS IN THE
GASCOYNE

4,152^{3.} WORKS AND
LIVES IN THE
GASCOYNE



PASTORAL LEASES
75%^{8.}
OF LAND

HIGHEST WA
AVERAGE DAILY
SOLAR
EXPOSURE

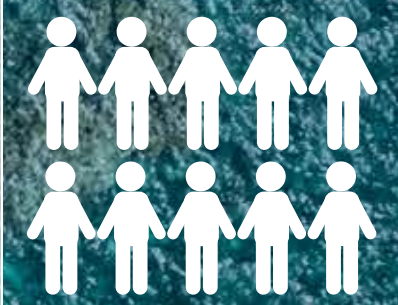


HOME
OWNERSHIP
(OWNED OUTRIGHT)

39^{7.} AVERAGE
AGE



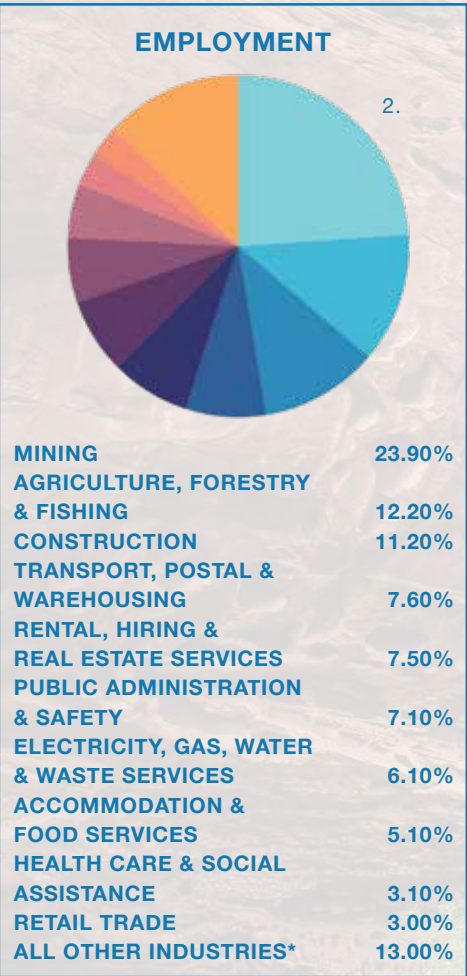
10,324^{1.}
POPULATION



12%^{6.}
ABORIGINAL
AND
TORRES
STRAIT
ISLANDER

1. Remplan 2023 ERP, 2. Remplan (2023 R2) - Economy Profile, 3. REMPLAN (2023 R2) - Economic Overview Gascoyne Region, 4. REMPLAN (2024) - Community Profile Gascoyne Region, 5. ABS Business Counts - Gascoyne (SA3 2023), 6. (2021) Census - ABS Quickstat Aboriginal & Torres Strait Islander Statistical Area Profile - Gascoyne (SA3), 7. (2021) Census - ABS Quickstat Statistical Area Profile - Gascoyne (SA3), 8. Pastoral Lands Board 2022, 9. Australian Curriculum Assessment & Reporting Authority (2023), 10. Small Area Labour Market (March Quarter 2024)

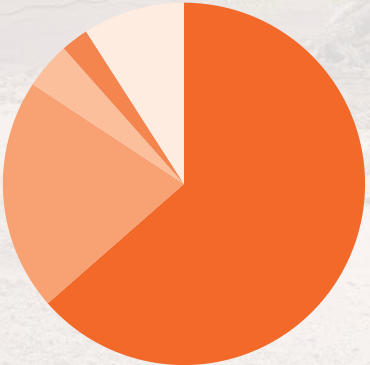
MAJOR INDUSTRIES



AGRICULTURE, FORESTRY AND FISHING SECTORS

(value of each to economic output)

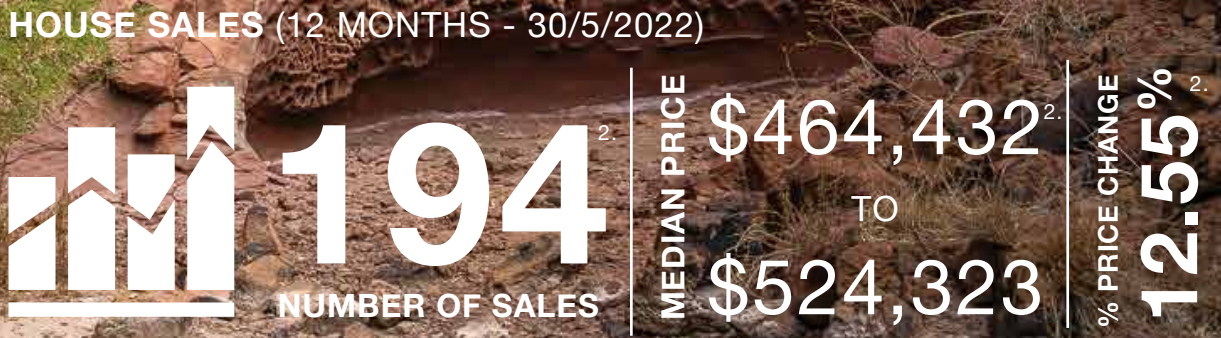
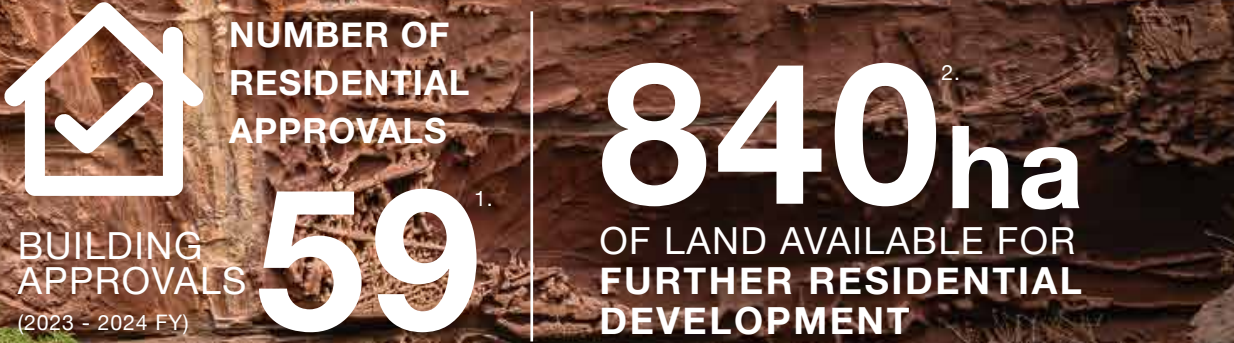
LIVESTOCK, GRAINS AND OTHER AGRICULTURE	\$206	72%	6.
FORESTRY, FISHING AND HUNTING	\$56	20%	
AGRICULTURE, FORESTRY AND FISHING SUPPORT SERVICES	\$14	5%	
AQUACULTURE	\$9	3%	
TOTAL VALUE OF SECTOR	\$285 MILLION	100%	



1. REMPLAN (2023 R2) - Economic Overview Gascoyne Region, 2. Remplan (2023 R2) - Employment -(with separate tourism sector), 3. DPIRD - Prawn Resource of Shark Bay Harvest Strategy 2022-2027, 4. Department of Mines, Industry Regulation & Safety - Western Australia Mineral and Petroleum Statistics Digest 2022-23, 5. Tourism WA - Gascoyne Region Visitor Factsheet 2023, 6. Remplan (2023 R2) - Gascoyne Region Output Report.

*All other sectors refer to the following: Professional, Scientific & Technical Services, Administrative & Support Services, Education & Training, Manufacturing, Other Services, Financial & Insurance Services, Arts & Recreation Services and Wholesale Trade

HOUSING OVERVIEW



1. ABS Building Approvals (June 2024), 2. Corelogic Data & Insights Derived By RDC On Corelogic Data - Market Trends Report As At 30/5/2022.



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

ENABLING LEGISLATION

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

- maximise job creation and improve career opportunities in the region,
- develop and broaden the economic base of the region,
- identify infrastructure services to promote business development within the region,
- provide information and advice to promote business development within the region,
- 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, and
- 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 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.

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.



OUR PEOPLE

Commission staff, except for the Chief Executive Officer (CEO), are employed by the Department of Primary Industries and Regional Development (DPIRD). Resources are provided by DPIRD to the Commission through an agreement, Section 29 of the Act and a Service Level Agreement with the Department to enable the delivery of its obligations under the Regional Development Commissions Act 1993. Commission-based staff continue to perform duties at the day-to-day operational direction of the CEO, with an emphasis to progressively increase the level of coordination and integration with the regional development portfolio.

OUR BOARD

The Gascoyne Development Commission Board is established under the Regional Development Commissions Act 1993. The Board is comprised of six members appointed by the Minister, and the CEO, Timothy Bray, by virtue of office. The Minister directly appoints the Chair and the Deputy Chair. The Board is the governing body with the authority to perform the statutory functions of the Commission and has delegated the day-to-day management to the CEO. The Board meets regularly to consider matters of economic and social importance to the region. The Board formulates advice to the Minister on appropriate matters, sets policy and strategic directions for the Commission, and formulates budget priorities.



Mr Andy Munro
Ministerial representative,
appointed 2018
Chair

As Chair of the Commission, Andy offers leadership from a broad executive experience across both the Western Australian Government and corporate sectors. This has included time within various public sector agencies; as a chief of staff with State Ministers; and within the State's resources sector, in companies associated with both integrated mining and renewable energy. He has significantly contributed to initiatives in regional development, community

engagement, strategic planning and discrete projects. With a four-decade connection to the Gascoyne, Andy continues to be passionate about contributing to the success of the region. He is a progressive thinker and motivated by outcomes. Together with an experienced and talented Board, Andy aims to focus the Commission on delivering against its economic and social development charter, which will result in a strong Gascoyne future.



Timothy Bray
Chief Executive Officer
Appointed 2023

Tim was appointed CEO of the Gascoyne Development Commission in May 2023. He has worked in leadership roles in regional development in the WA government since 2009. Tim has led or driven major projects in regional development in education, housing, community development, urban renewal and economic development mostly in the Kimberley and most with outcomes for Aboriginal people as a significant priority. Prior to that, Tim had a long career in relationship management in the corporate and government banking sector.



Mrs. Cheryl Cowell
Local government
representative,
appointed 2019
Deputy Chair

With 25 years of experience, she is highly knowledgeable about environmental and conservation issues, having served as the Commonwealth funded World Heritage Project Officer.

Cheryl has been instrumental in managing the Shark Bay World Heritage Area and offers guidance to State and Commonwealth Environment Ministers on conservation and protection efforts.

Elected to the Shire of Shark Bay Council in 2007, she became Shire President in 2009.

Cheryl was a Gascoyne Development Commission Board

member from 2011 to 2016 and was re-appointed in 2019. She chairs the Commission's Internal Audit and Risk Sub Committee and is a member of the WALGA Gascoyne Zone Committee. Cheryl has been a WALGA State Council member from 2015 to 2023.

On a personal note, Cheryl is a highly regarded figure and active member of the local Shark Bay community, dedicating her time as a volunteer ambulance officer for a decade and serving as secretary and member of the Shark Bay Pistol Club for the past 28 years.

Cheryl has been living in Denham, Shark Bay since 1995, following over 15 years of work in Kununurra with the Department of Agriculture in the Kimberley Region.



Cr Burke Maslen
Local government
representative, appointed
2020
Member

Cr Burke 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, Gascoyne Manager for Province Resources Limited, and Gascoyne Green Hydrogen project.

Burke brings to the Board his passion and strategic insight into 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.

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.

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 region.



Ms Kirsten Sheppard
Community Representative,
appointed 2022
Member



Mr Dan (Damir) Kuzmicich
Community representative,
appointed 2019
Member

Dan brings to the Board strong business acumen and extensive experience in horticulture and telecommunications. Dan has held the position of President of Veg WA from 2015-2024 and appointed member of APC Vegetables Producers' Committee from 2019-2024 and Hort Innovations Vegetable SIAP Strategic Investment Advisory Panel from 2023. This strategic insight into the horticulture industry has been vital to the economic success of the Gascoyne region.

As a successful horticulturist and grower, 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.

Stephanie Perry is a proud Aboriginal entrepreneur from Carnarvon, known for her vibrant versatility and dedication to community engagement. As the owner and manager of The Carnarvon Paper Shop since 2018, she has transformed the business into a community hub through exceptional customer service. Steph's career spans various roles, including running her own flower and gift shop for 17 years, and administrative positions at RL Transport and Bankwest.

With a strong background in advocacy, negotiation, and report writing, Stephanie excels in managing and promoting business and community development in Carnarvon. Her experience is marked by a deep respect for Aboriginal

culture, a commitment to workplace safety, and advanced administrative skills. Stephanie is known for her positive attitude, creativity, and ability to work both independently and as part of a team. Stephanie is also very passionate about every child's right to an education. Through her various roles, she has demonstrated a profound dedication to improving her community in Carnarvon.



Stephanie Perry
Community representative,
appointed 2023
Member

BOARD MEETINGS

The table below reports the meeting attendance of each Board member during the reporting period, based on eligibility to attend.

POSITION	NAME	MEETINGS (INCLUDING BOARD MEETINGS)
Chair	Andy Munro	6/6
Deputy Chair	Cheryl Cowell	6/6
Member	Damir Kuzmicich	5/6
Member	Burke Maslen	5/6
Member	Stephanie Pery	4/6
Member	Kirsten Sheppard	4/6

POSITION	NAME	AUDIT & RISK ATTENDANCE 2023-24
Chair	Cheryl Cowell	3/3
Deputy Chair	Andy Munro	3/3
Member	Kirsten Sheppard	2/3

OUR LEADERSHIP TEAM

The Gascoyne Development Commission is made up of 14 dedicated employees who work across two offices located in Exmouth and Carnarvon. At the helm of the team is the Chief Executive Officer, responsible for leading and guiding the organisation towards achieving its strategic goals as set by the Board for the Gascoyne region.

The leadership team within the Commission consists of key individuals who play crucial roles in driving the organisation and ultimately the Gascoyne region forward. This team includes the Chief Executive Officer, the Regional Development Director, and three Principal Project Officers, each contributing their expertise and experience to ensure the successful implementation of strategic and operational priorities within the Gascoyne region.

Timothy Bray
CEO

Tim was appointed CEO of the Gascoyne Development Commission in May 2023. He has worked in leadership roles in regional development in the WA government since 2009. See forward on page 19.

Simmone Van Buerle
Director Regional Development

Simmone has been with the GDC since 2019. Her portfolios within the Commission are Tourism, Health, Resources and Community Resilience. She has worked in remote and regional communities throughout WA in Local Government roles with a focus on community development.

Amanda Wilmott
Principal Regional Development Officer

Amanda is based in the Gascoyne Development Commission's Exmouth office and has been working with the GDC since June 2020. Amanda's portfolios are Arts and Culture, Water Management, Natural Resource Management, Environment and Climate Change.

Kate Boston
Principal Regional Development Officer

Kate has been with the Commission since late 2021. Her portfolios are Aboriginal Economic and Social Development, Education, Training, Skilled Migration, Youth and Social Services.

Richard Soppe
Principal Regional Development Officer

Richard joined the GDC in 2024, with his main focus to support the Gascoyne region to develop a Regional Drought Resilience Plan. He worked previously in Victoria on the same program under the Commonwealth Future Drought Fund but realises that the Gascoyne has its own unique people, economy and environment, and is eager to learn more about the region.

PERFORMANCE MANAGEMENT FRAMEWORK

OUR RELATIONSHIP TO GOVERNMENT GOALS:

GDC is committed to contributing to the economic and social development of the Gascoyne region. Everything we do is guided by the Regional Development Commissions Act 1993 and the Western Australian Government’s strategic framework and goals.

OUTCOMES BASED MANAGEMENT:

In Western Australia, the public sector performance management framework is known as Outcome Based Management (OBM). Our activities and services aim to boost the economic and social development of the region through economic diversification and employment growth. These efforts are measured yearly through an independent client perception survey.

Our OBM framework stayed the same during 2023/2024.

SHARED RESPONSIBILITIES WITH OTHER AGENCIES:

We share the WA Government goals with the Department of Primary Industries and Regional Development (DPIRD). Most of our resources, including all staff except the Chief Executive Officer, come from DPIRD. DPIRD also handles our financial, payroll, learning and development, and human resource services under a Service Level Agreement.

The Gascoyne region includes four local government areas of Shark Bay, Carnarvon, Upper Gascoyne and Exmouth, and we partner with these local authorities to make the region a place where people are able and love to live, learn, work, contribute, and visit. We also work closely with other state and Australian Government agencies and regional organisations in this effort.

STATE GOVERNMENT GOALS:
WA Jobs Plan: Diversifying the WA economy, creating local jobs in the future. Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.
DESIRED OUTCOME
An environment conducive to the balanced economic and social development of the Gascoyne Region.
SERVICE
Regional Development
KEY EFFECTIVENESS INDICATOR
The Commission is effective and makes a balanced positive contribution to the social and economic development of the Gascoyne region.
KEY EFFICIENCY INDICATOR
Average operational costs per working hour

PERFORMANCE

2024 SATISFACTION SURVEY RESULTS

GDC commissioned a customer satisfaction survey with our clients in March/April 2024 to solicit responses relating to the Commission’s service and performance for the 2023/2024 financial year.

The electronic-based survey was sent to 156 clients with 121 respondents; 39 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. 92% of respondents thought the Commission was satisfactory or better in this regard.

The target of the effectiveness indicator below is based on the approved calculation method of the Office of the Attorney General. Certification of key performance indicators can be found under Reporting Requirements in this annual report. The table below shows this year, and previous years’ results to this question.

Key Performance Indicator	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Target 2024
An environment conducive to the balanced economic and social development of the Gascoyne Region	87%	NA*	84%	86%	84%	92%	80%

*Not required due to COVID-19.

ADDITIONAL SURVEY RESULTS

The following table has some key highlights from our stakeholder survey against a further three questions, and a comparison to the previous two years’ results.

Performance question	2022	2023	2024	Percentage change from 2023
Gascoyne Development Commission provides a reliable and accessible source of information and advice	96%	84%	91%	8.3% ↑
Gascoyne Development Commission has a good understanding of the needs and issues affecting the Gascoyne region	85%	85%	90%	5.8% ↑
Gascoyne Development Commission staff provide helpful services	78%	82%	82%	0% →

When our stakeholders were asked in the survey if the Commission has a good understanding of needs and issues affecting the Gascoyne Region, this is what they said.

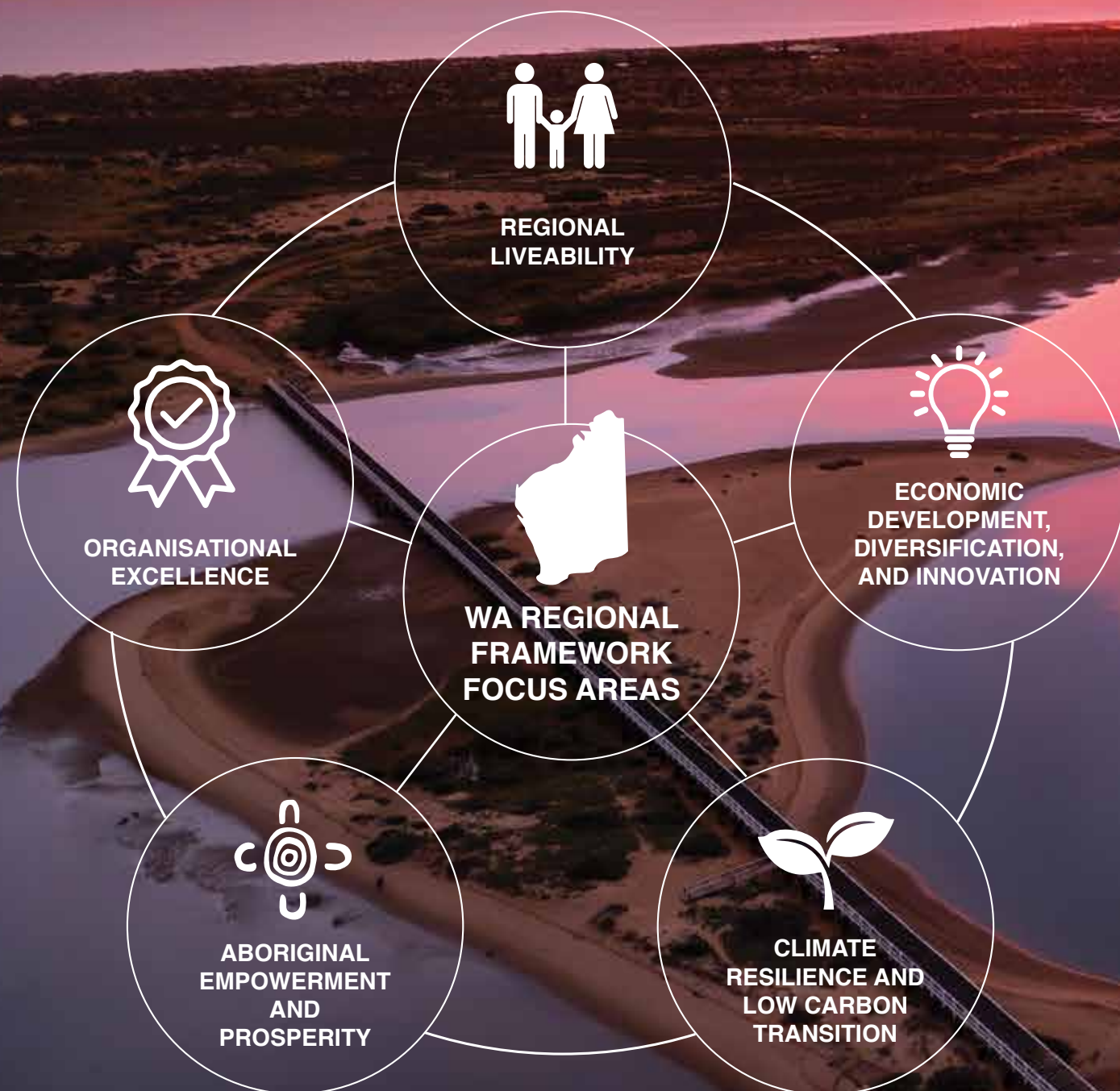
“Their focus on economic and community development is strategic and supportive.”

“Local people are now employed at the GDC who have the professional acumen, local knowledge and desire to improve life and industry for Gascoyne people.”

“The GDC team have a great understanding of local dynamics across social, cultural, justice, political, economic domains, and more. This has been invaluable for their support of justice reinvestment.”

“They've got their finger on the pulse, they are aware, connected, they ask lots of questions about and to industry and community organisations, so they understand the issues.”

Quotes were taken from anonymous responses to the 2024 Annual Stakeholder Survey conducted by Advantage Communications and Research.



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:

- Grow existing and find new and other alternative industries
- Grow existing and find and develop new non-renewable resources and related industries
- Normalise regional living standards
- Increasing the economic participation of Aboriginal people, and
- Organisational excellence.

The GDC Strategic Plan is confined to the Gascoyne, ensuring that it directly addresses the unique needs and context of this region.

In 2023, the WA Regional Development Framework was endorsed and provided consistent guidance across the entire Regional Development portfolio, enhancing strategic alignment among all entities, including the 9 Regional Development Commissions and the Department of Primary Industries and Regional Development, the Regional Development Council and Western Australian Regional Development Trust.

The WA Regional Framework has developed five focus areas which respond to the needs of and align to the Government priorities and legislative framework.

These include:

- Regional liveability
- Economic development, diversification, and innovation
- Climate resilience and low carbon transition
- Aboriginal empowerment and prosperity
- Organisational excellence

While the GDC Strategic Plan and the WA Regional Development Framework have different wording for each of the five key areas of focus, they are inextricably linked.



WA REGIONAL DEVELOPMENT FRAMEWORK

ECONOMIC DEVELOPMENT, DIVERSIFICATION, AND INNOVATION

GDC STRATEGIC GOAL

Grow existing and find and develop new non-renewable resources and related industries.

The Commission is dedicated to sustaining, diversifying, and leveraging the strengths of primary industries, business, tourism, and resource sectors in the Gascoyne region. We achieve this through a multifaceted approach, which includes advocating for essential infrastructure projects that will drive growth and development. By strategically planning and prioritising these initiatives, we aim to create a solid foundation for economic resilience and expansion.

We place a strong emphasis on facilitating local employment and workforce development. This involves working closely with stakeholders and industry leaders to find solutions that work for this community.

IN THE SPOTLIGHT

GASCOYNE PRIMARY PRODUCTION INDUSTRY COLLABORATIONS

The Gascoyne region is renowned for its diverse, high-quality fresh produce, earning a reputation as a vital food hub since the 1940s. With over 180 growers, the region produces up to 80% of Western Australia's bananas and 40,000 tonnes of fruit and vegetables annually, valued at over \$110 million. Additionally, its 67 pastoral stations and thriving fisheries contribute significantly to the local economy, producing sustainable, high-value agricultural and marine products.

Collaborations with the Gascoyne Food Council (GFC) and Carnarvon Grower's Association (CGA) highlight the GDC's commitment to fostering innovation and sustainable growth in the Gascoyne's food sector. By building networks, increasing capacity, and promoting high-quality produce, the GDC aims to enhance economic development and diversification, driving interest and investment in the region's primary production industries.

Approach:

In 2024, the GDC identified opportunities to access funding from DPIRD to support Gascoyne participation in the annual agrifood tech event in Perth – AgriFutures' EvokeAg.

Ten food producers from Carnarvon were supported to attend the conference to explore opportunities and solutions to global agrifood and beverage supply chain challenges.

As a side event to the conference, a Canapes Sundowner, was delivered at Gage Roads Brewery in Fremantle to raise the Gascoyne's profile as a premier food producing region, and to promote the 2024 Gascoyne Food Festival.

Results:

CGA's attendance at EvokeAg allowed them to secure demonstration equipment for bird control in the fields. The solar power machine will be trialled by growers with purchasing discounts negotiated.

The Gascoyne Sundowners canape event was opened by the Minister for Regional Development and was a hugely successful networking event for investors in the Gascoyne region.

More than 188 attendees participated in the canape event. The event provided an opportunity to sample the finest produce from the Gascoyne, facilitating connections among producers, consumers, processors, chefs, food enthusiasts,

Gascoyne Development Commission



and industry experts from both the Gascoyne and inter-regional markets.

Gascoyne produce was showcased at the WA Regional BBQ at WA Museum in Perth – an event that also provided an opportunity for Carnarvon growers to engage directly with the Minister for Agriculture.

The collaboration led to a follow up event in Carnarvon – the Gascoyne Primary Industry Forum in partnership with the Shire of Carnarvon and the Gascoyne Food Council.

Key statistics:

10 FOOD PRODUCERS ATTENDED EVOKEAG

188 PEOPLE ATTENDED CANAPES EVENT

60+ ATTENDEES AT GASCOYNE PRIMARY INDUSTRY FORUM

Conclusion:

The collaborative initiative underscores the importance of partnerships and innovation in maintaining and expanding the region's food production capabilities. By connecting stakeholders and showcasing Gascoyne's exceptional produce, the GDC, CGA and GFC are pivotal in reinforcing the region's status as a premier food hub, ensuring long-term sustainability and profitability for its industries.



WA REGIONAL DEVELOPMENT FRAMEWORK

CLIMATE RESILIENCE AND LOW CARBON TRANSITION

GDC STRATEGIC GOAL

Grow existing and find new and other alternative industries.

The Commission is committed to fostering the development of new and alternative industries in the Gascoyne region. We understand the critical importance of leveraging our unique natural capital to build resilient and sustainable sectors, particularly in tourism and primary industries.

For primary industries, this involves a thorough examination of supply chains and a focus on strengthening the region's natural resource base, including horticulture, pastoralism, fisheries and aquaculture.

Supporting arts and culture, education and training, research and land management opportunities are vital pathways towards economic diversification. A key aspect of this is tapping into new and emerging industries such as renewable energy.

IN THE SPOTLIGHT

GASCOYNE DROUGHT RESILIENCE PLAN

The Gascoyne region, characterised by its extensive pastoral estate, intensive horticultural fruit and vegetable production, and diverse communities faces significant drought risks. To strengthen preparedness for intensive droughts, the GDC has been invited to facilitate the development of a Regional Drought Resilience Plan (RDRP). The RDRP program is funded through collaboration with the Commonwealth Future Drought Fund and the WA Department of Primary Industries and Regional Development (DPIRD).

The plan aims to enhance the resilience of communities, economies, and natural environments through a set of activities that can be undertaken by individuals, communities, businesses, and governments. The focus on evidence-based analysis, and innovative approaches to regional drought resilience ensures that the Gascoyne region is better prepared for future droughts, contributing to overall climate resilience.

Approach:

In early 2024, GDC facilitated a co-designed Drought Resilience Plan, engaging local communities and leveraging regional expertise. Input into the plan was solicited from the pastoralist and horticulture sector, Traditional Owners, the Shires of Shark Bay, Carnarvon, Exmouth and Upper Gascoyne, environmental groups, state government agencies and other interested representatives. Since the plan is "for the region, by the region", the process of developing the plan is as important as the plan itself.

Results:

The draft plan contains two main sections. The first section of the plan tells the story of drought experience, drought vulnerability, and existing drought resilience in the Gascoyne. The second part of the plan contains a set of actions identified by the region to further strengthen drought resilience. By mid-2024, the draft plan will be released for public feedback, with the final draft due by October 2024. Approval from the Commonwealth Government is anticipated by December 2024. This collaborative effort underscores the importance of integrating local knowledge and experience with a fact-based approach to develop effective drought management actions contributing to the resilience of communities, economies, and natural environments in the Gascoyne region.

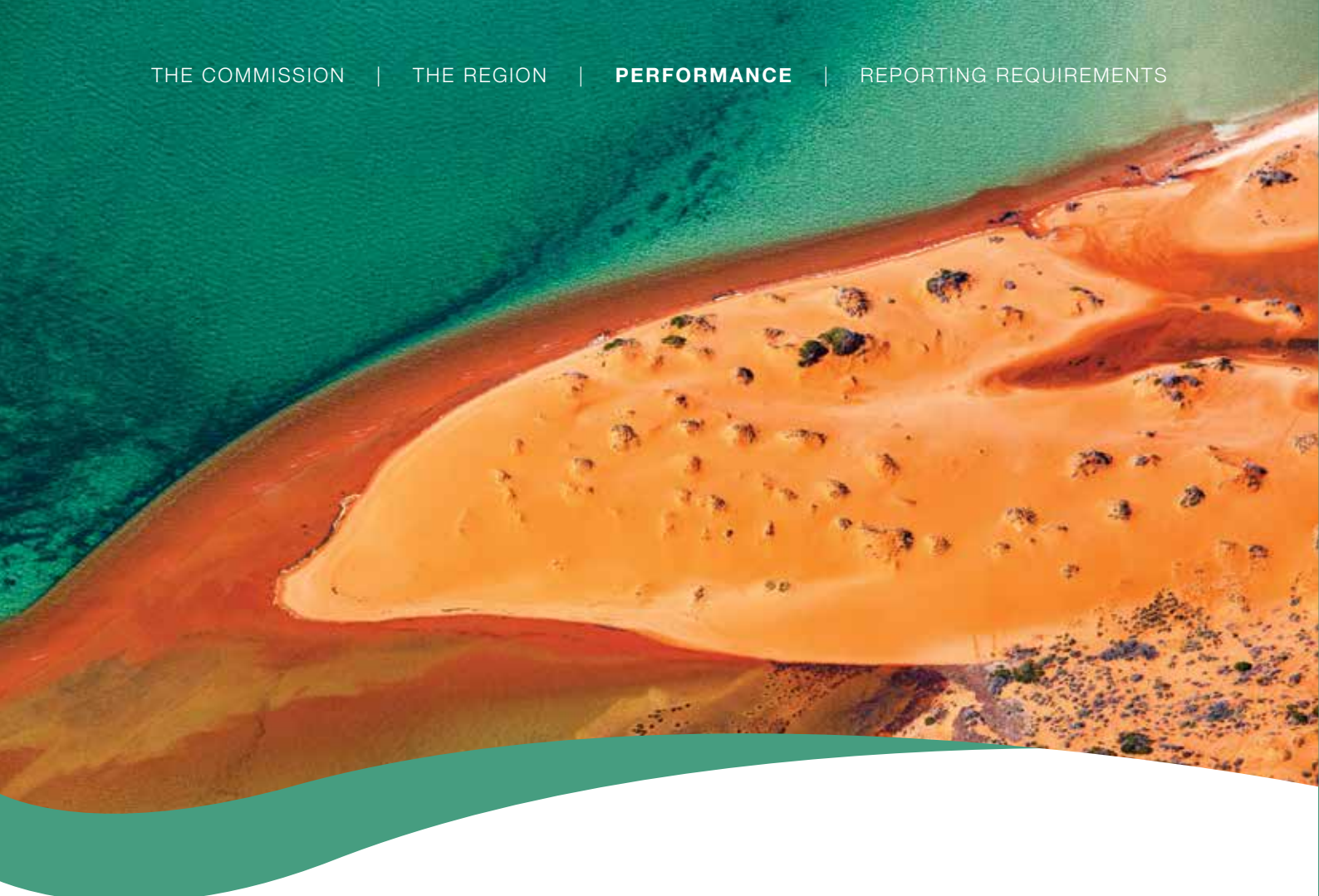
Conclusion:

The Gascoyne Drought Resilience Plan showcases a successful model of bottom-up planning, bringing local knowledge and experience together to guide funds for collaborative implementation of activities between government bodies, businesses and communities. By prioritising community engagement and a regional long-term vision, the GDC is paving the way for a resilient and adaptive future for the Gascoyne region.

KEY STATISTICS IN SIX MONTHS:

35
one-on-one
consultations

60+
stakeholder groups
engaged



WA REGIONAL DEVELOPMENT FRAMEWORK

REGIONAL LIVEABILITY

GDC STRATEGIC GOAL Normalising living standards

The Commission is focused on enhancing regional liveability by leveraging opportunities that improve health services, education, cost of living, amenities, and community connections – essential building blocks of quality of life in the Gascoyne region.

Our approach involves a deep understanding of local and regional demographics and living standards. We collaborate with relevant agencies to ensure effective service delivery and necessary infrastructure improvements.

By promoting opportunities and fostering community connections through strategic financial support for small events, the Commission actively contributes to elevating living standards across the region.

IN THE SPOTLIGHT

SHARK BAY AFFORDABLE HOUSING

Worker's accommodation remains a critical issue constraining economic growth across the Gascoyne include the Shire of Shark Bay.

Workforce housing and accommodation remains a top priority for the GDC. One of the key actions from the 2021 Gascoyne Housing Action Plan was to support the Shire of Shark Bay with the design, business case and identification of a loan facility for group accommodation development in Denham.

Approach

In late 2021, GDC provided \$50,000 to the Shire of Shark Bay toward the cost of developing a business case that explores options for a group housing development within Denham, which will provide suitable medium to long term accommodation for key service employees including government officers and local business workers. This financial backing was crucial in enabling the project to move forward efficiently and effectively.

Results

Following completion, the business case was used to justify and strengthen funding applications for housing projects. As a result, the Shire was successful in securing a further \$4,637,500.

KEY STATISTICS:

\$4.2M from the Social Housing Economic Recovery Package (SHERP) for 12 Independent Living Units

\$250,000

Regional Economic Development (RED) Grant Round 6 to assist in the construction of five new houses in Denham

\$187,500

from the State Government's Infrastructure Development Fund for land servicing

Conclusion

The Shark Bay Affordable Housing project is a prime example of how local government leadership, combined with innovative design and strategic partnerships, can effectively address pressing community needs. The collaboration between the Shire of Shark Bay, the Department of Communities, and the GDC has not only met the immediate need for affordable housing but has also set a precedent for future projects aimed at improving regional liveability. This initiative underscores the importance of tailored solutions that consider local needs and resources, ultimately fostering a more sustainable and vibrant community in Shark Bay.



WA REGIONAL DEVELOPMENT FRAMEWORK

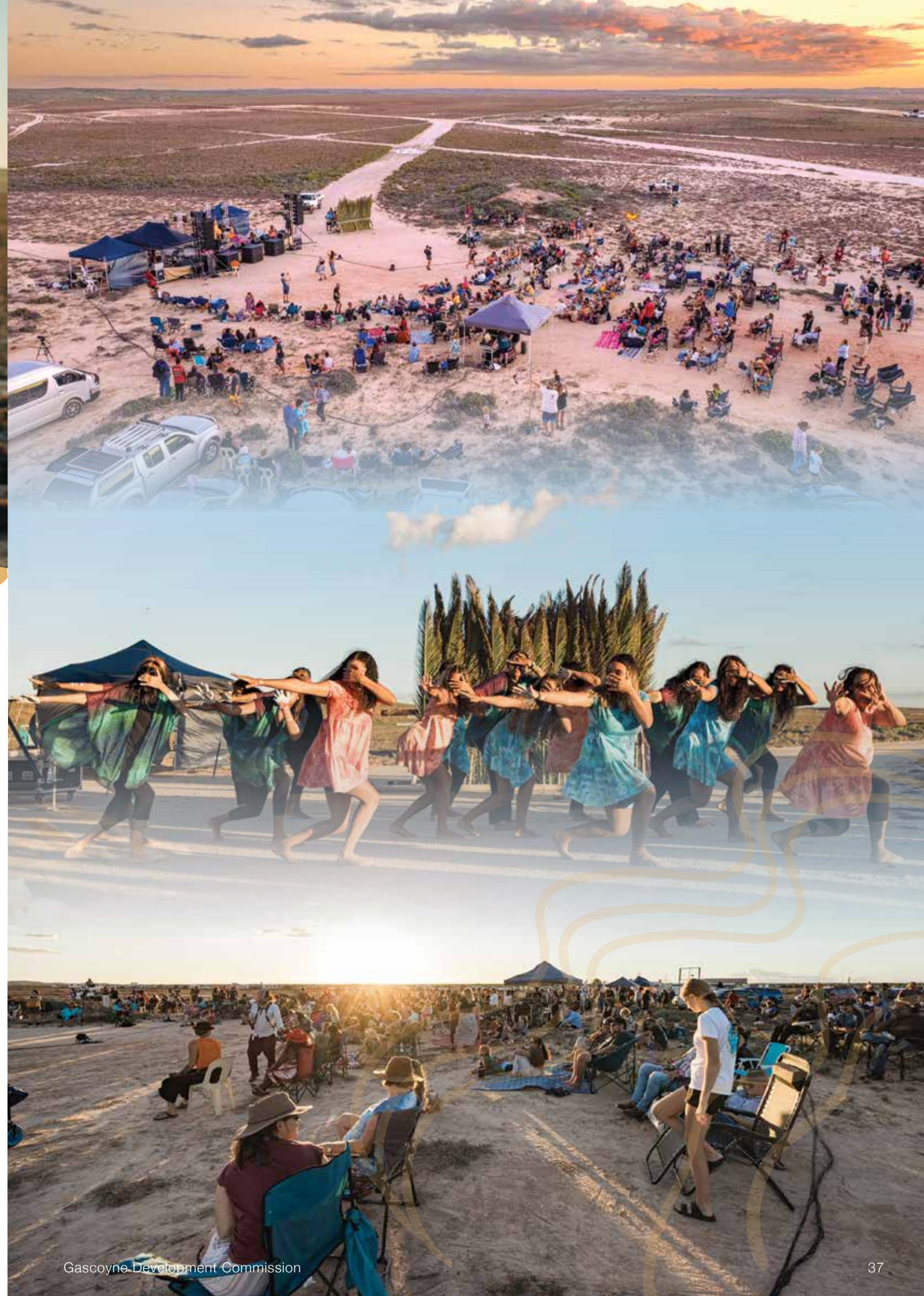
ABORIGINAL EMPOWERMENT AND PROSPERITY

GDC STRATEGIC GOAL

Increasing the economic participation of Aboriginal People

Aboriginal and Torres Strait people make up 12 per cent of the Gascoyne population, enriching the region with their culture and knowledge of the region, particularly its natural systems. However, they often face disparities in health and economic outcomes compared to non-Aboriginal and Torres Strait Islander residents.

The Commission is committed to increasing the involvement of local Aboriginal people by providing genuine employment and partnership opportunities. This is accomplished through direct funding, such as with the Jamba Nyinayi Festival, or by collaborating with individuals and groups to foster sustainable business and employment initiatives, like the support provided to re-establish the Burringurrah Community Aboriginal Corporation and to assist Baiyungu Aboriginal Corporation with their aspirations in Coral Bay.



IN THE SPOTLIGHT

CARNARVON JUSTICE REINVESTMENT: EMPOWERING ABORIGINAL COMMUNITIES

The Carnarvon Justice Reinvestment (JR) initiative seeks to create a community-led approach to reducing incarceration rates and improving public safety by addressing underlying social issues and preventing crime. The GDC facilitated collaboration within the community to design a JR strategy for Carnarvon and complete a successful grant application for Commonwealth funding, emphasising the empowerment and prosperity of the Carnarvon Aboriginal community.

Approach

The journey towards securing Commonwealth funding for the Carnarvon JR project was driven by the local Aboriginal community's persistence and determination. Four Aboriginal community members were supported to attend a statewide Justice Reinvestment Forum in Perth to explore the benefits of a JR model for Carnarvon. Recognising the importance of being centrally involved in shaping outcomes for their young people, they established a JR community group consisting of 14 members to drive the design, development and delivery of a data-driven JR strategy for Carnarvon.

The GDC facilitated this process by leveraging its strong relationships, built through years of living and working with the community. The trust between the Commission and the community at both personal and professional levels was instrumental in uniting partners and coordinating efforts to complete the comprehensive grant application. The support from the Commonwealth, both in the application process and in providing eventual funding, was critical in ensuring the project's viability.

Results

The collaborative effort led to the development of a robust, place-based response to justice reinvestment in Carnarvon. The involvement of Traditional Owners ensured that cultural considerations were integrated into the program, making it more effective and relevant to the community's unique needs.

Securing the \$1.4 million Commonwealth grant is a significant milestone, allowing the project to move forward with adequate resources. The initiative focuses on both restoration and resilience, aiming to address immediate issues while building long-term sustainability for the community. This approach strengthens the social and economic fabric of Carnarvon, promoting a safer and more cohesive community environment.

Conclusion:

The Carnarvon Justice Reinvestment project highlights the importance of community-driven initiatives in achieving meaningful and sustainable outcomes. The GDC's collaboration with local Aboriginal groups to secure Commonwealth funding has been instrumental in creating a culturally sensitive and effective program delivery. This project not only addresses immediate justice concerns but also lays the groundwork for long-term prosperity and empowerment of Aboriginal communities in Carnarvon.

KEY STATISTICS:

4 community members supported to attend a JR Forum in Perth

14 active community members meeting fortnightly to progress the JR project

\$1.4m secured from the Commonwealth

22 engaged and supportive service providers and government agencies

50+ attendees at community JR activity planning workshop





WA REGIONAL DEVELOPMENT FRAMEWORK

ORGANISATIONAL EXCELLENCE

GDC STRATEGIC GOAL

Organisational Excellence

As a key driver of regional economic development, the Commission coordinates across government to gather local insights, identify gaps and consistencies, and provide strategic investment opportunities.

We utilise evidence-based decision-making and focus on attracting and retaining skilled staff. Our team contributes to projects on behalf of the State Government, driving regional economic development through effective project and program management and collaborative stakeholder engagement thereby influencing policy decisions.

IN THE SPOTLIGHT

REGIONAL DATA PROJECT

Tourism is a major industry in the Gascoyne region, being the largest employing sector. In 2023 there were 307,000 visitors, injecting \$476 million into the region's economy.

To both strengthen and drive new domestic, national, and international visitation and capture new economic opportunities, delivery of strategic regional tourism infrastructure is required. This will support more sustainable and resilient communities. However, currently there is a lack of quality, timely, longitudinal, and replicable data specific to each region. This makes it challenging to build a compelling case for investment in tourism infrastructure.

Better tourism data is needed in remote and regional areas to underpin decisions regarding business improvement and investor confidence. Tourism WA reports tourism data according to regional tourism regions which span several Regional Development Commission areas. They are unable to provide data according to individual tourism nodes.

Approach

The GDC led the Tourism Infrastructure Initiative in partnership with the Mid West and Pilbara Development Commissions. The proposal was successful in securing DPIRD leverage funding in late 2022. The three-stage project involves:

- Production of a new tourism data collection methodology and data set (completed)
- Delivery of a data-led tourism infrastructure development plan (in progress)
- Delivery of one tourism infrastructure business case for each region (not yet commenced)

Phase one enlisted AEC Group and Localis to investigate methodology for capturing granular tourism data and the development of a system that combines traditional data with new analytic methods available. The cross-regional approach was essential to ensure tourism infrastructure development does not occur in silos. Data collection across the three regions will enable consumer trends and travel routes to be identified.

Results

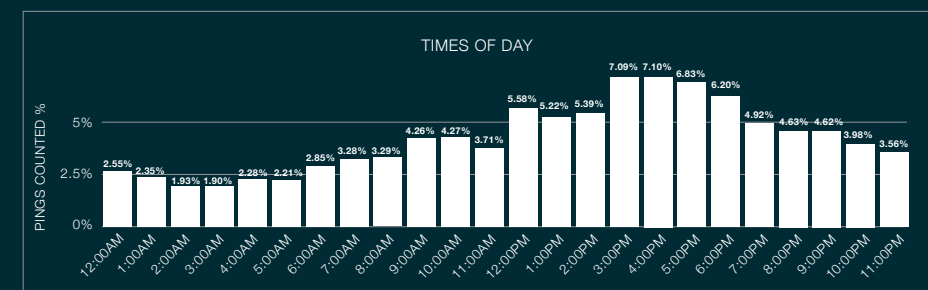
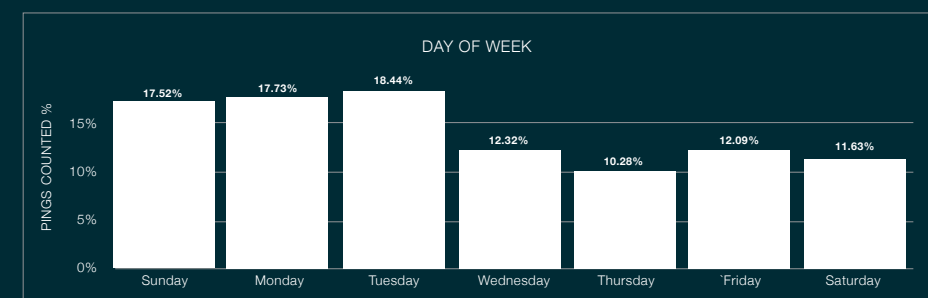
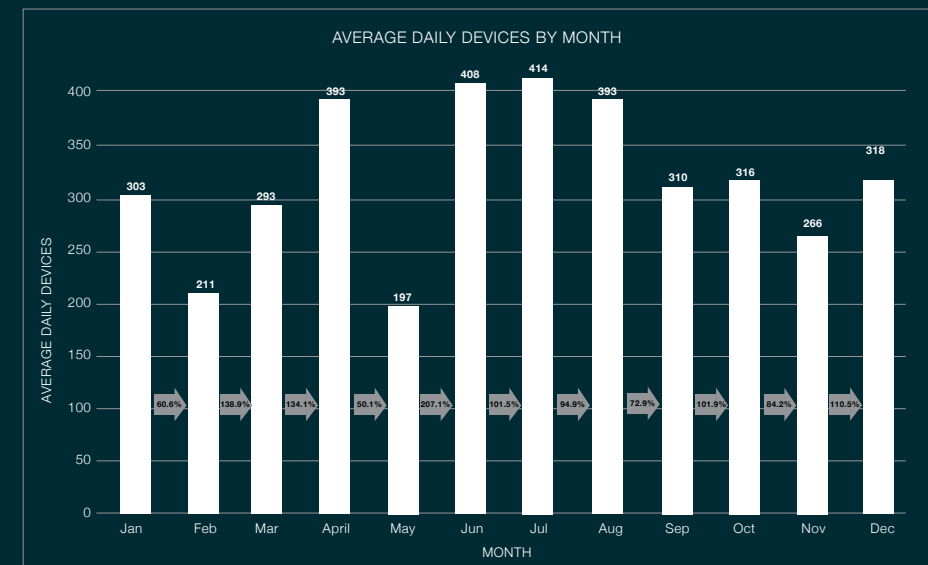
Completed in May 2024, the new tourism data platform "WA Tourism Data 2.0", provides users with access to a range of existing and new (including mobile phone – mobility data) measures and metrics on visitation and tourism data across the three regional and 100 identified tourism node/locations. This gives users greater insight into regional visitation.

The platform is now being used to deliver a data-led cross regional tourism infrastructure development plan for the combined Mid West, Gascoyne and Pilbara regions.

The plan will identify highest priority infrastructure investments to activate and support tourism growth across the three regions.

Visitation

Aggregated device figures with percentage source markets displaying visitation trends to each node by month.



**Excerpt from "WA Tourism Data 2.0" on Coral Bay mobility data in 2023*

Conclusion

This new tourism data platform will underpin the development of a data-led tourism infrastructure business case in the Gascoyne region. Building a compelling case for substantial investment into strategic regional tourism infrastructure which will drive new domestic, national, and international visitation and capture new economic opportunities for regional businesses.

This project exemplifies GDC's commitment to organisational excellence. By leveraging comprehensive data analysis and fostering collaboration, the project supports sustainable tourism development, protects the environment, and drives economic outcomes for local communities. This initiative ensures that investments are efficiently targeted, enhancing the overall effectiveness of tourism infrastructure and services in the Gascoyne region.

REGIONAL ECONOMIC DEVELOPMENT (RED) GRANTS PROGRAM

The Regional Economic Development Grants (RED Grants) program is a State Government initiative that has invested \$55.85 million over nine years to locally driven projects, stimulating economic growth and development in regional Western Australia.

Delivered locally by the State's nine Regional Development Commissions, up to \$250,000 is available for individual projects that contribute to increasing or sustaining jobs, expanding or diversifying industry, developing skills or capability, increasing business productivity and attracting new investment to the regions.

Additionally, the GDC's regional priorities align with projects that grow primary production, Aboriginal empowerment and prosperity, tourism, regional liveability as well as climate resilience and low carbon transition.

Creating 36 direct and indirect jobs within the region, five Gascoyne projects shared in \$548,090 of RED Grant funding in Round 6 of the program. Grants were awarded to recipients supporting regional livability, workforce accommodation and climate resilience as well as projects supporting the mining sector.

More than \$3.9 million has been committed to 35 RED Grant projects in the Gascoyne region. These community-driven initiatives support local projects that contribute to population and economic growth, as well as innovation pilots, fostering regional development.



The GDC Board checking out the renovations of grant recipient The Birdcage Hair Exmouth.

Gascoyne Development Commission

RED GRANT ROUND 6 PROJECTS:

\$250,000 – Shire of Shark Bay: Essential Worker Accommodation

The project will construct five new 3x2 houses in Denham, housing up to 10 essential workers and their families. Two of the houses will be allocated to the Shire for essential worker accommodation. The remaining three houses are to be leased on a long-term basis by the Department of Communities as Government Regional Officers' Housing (GROH).

\$180,000 – The Birdcage Hair Exmouth: The Birdcage Salon Expansion Project

The grant will be used to refurbish a building within Exmouth's commercial precinct, transforming it into the town's largest holistic hair and beauty salon while also creating an additional four full-time jobs.

\$103,090.91 – Gascoyne Plumbing Solutions: Gascoyne Plumbing Solutions Expansion

The project involves the purchase and customisation of a trailer with wastewater and freshwater tanks, making Gascoyne Plumbing Solutions the only company that can transport potable water in the region.

\$10,000 - ABC Foundation Ltd: Containers for Change Infrastructure Upgrade: Custom-Made Trailer

The project involves the purchase of a custom-made cage trailer to facilitate the collection of cans and bottles to and from sites and events across the Gascoyne region.



SCAN TO WATCH
ABC FOUNDATION
LTD. CONTAINERS
FOR CHANGE
PROJECT VIDEO.



\$5,000 - Exmouth Dental Pty Ltd: Provision of Relative Analgesia (RA) Sedation Equipment [Nitrous oxide "Happy gas"] for dental clients

The project will allow for the purchase of sedation equipment for the delivery of nitrous oxide to anxious dental patients, who would otherwise need to travel to Perth for anaesthesia.



LOCAL CONTENT ADVISER PROGRAM

The GDC role of Local Content Adviser is in place to support regional suppliers and contractors to connect to government procurement opportunities and to encourage government agencies to maximise supply and job opportunities for regional businesses on government projects.

The Local Content Adviser Program was developed by State Government to support the implementation of the Western Australian Jobs Act 2017. Longitudinal data collected from the Department of Finance has recorded an annual average of 25.8 contracts awarded in the Gascoyne region for the period of 2017-2023. This average includes depressions in the data from 2020 to 2022 where many State agencies extended existing contracts to ensure business continuity through a global pandemic.

Preliminary data from 2023 to 2024 indicates an increase of contracts issued in the Gascoyne region from a range of state government departments, with local suppliers stepping up to keep state expenditure in the Gascoyne region.

LOCAL CONTENT ACHIEVEMENTS IN THE 2023-2024 INCLUDE:

250+ businesses across the region receiving weekly updates on tenders, relevant grants and industry-specific information and training opportunities available in the Gascoyne.

27 Gascoyne applications submitted for the Local Capability Fund – Gascoyne Round 2023, funded by Department of Jobs, Tourism, Science and Innovation (JTSI). Local Content Adviser provided support for applicants, assisted the Grow Local program in rolling out grant writing workshops, and collaborated with JTSI as a member of the assessment panel.

Supported 3 Gascoyne businesses to secure state funding from JTSI for their projects through the 'Digital Transformation Round', 'Aboriginal Business Round' and 'Supplying Key Projects Round'.

IN THE SPOTLIGHT:

Tyler Contracting, a predominantly Aboriginal-owned business, is proud to have secured a tender with Main Roads WA's Midwest-Gascoyne region for Gardening Services at the Carnarvon depot. This significant achievement is a testament to the importance of supporting local content and empowering Indigenous businesses.

As a newly formed business, Tyler Contracting sought guidance from the Local Content Adviser at the GDC, to navigate the tender process. GDC played a crucial role in explaining the process and facilitating communication between Tyler Contracting and Main Roads WA.

"We were thrilled to take on our first tender," said Tyler Contracting. "GDC helped us understand the process and ensured we highlighted our relevant experience. Although we had previously completed similar work before starting Tyler Contracting, they helped us showcase our credentials and demonstrate how our business would benefit from this contract."

The contract has not only enabled Tyler Contracting to upgrade their equipment but also expand their services offered locally. Moreover, it has given them the confidence to tackle future tenders with confidence, knowing they can meet the requirements and submit a competitive bid.

"This contract is a significant milestone for us as a small business," said Tyler Contracting. "It demonstrates that local content matters and GDC is committed to supporting Indigenous businesses. We're proud to be contributing to the local economy and showcasing our capabilities. We look forward to continuing to work with GDC and other government agencies to create more opportunities for Indigenous businesses in the Gascoyne region."

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	ORGANISATION	SPEND
Market Research	Advantage Communication & Marketing PTY LTD	\$9,040.00
Polling	Nil	Nil
Direct Mail	Nil	Nil
Media Advertising	Facebook	\$211.77
Advertising - other	Carnarvon Sign Worx	\$45.45
Advertising - other	Deasmedia	\$1,425.00
Advertising - other	Telstra Limited	\$192.72
Advertising - other	Public Sector Commission	\$8,542.81
TOTAL SPEND		\$19,457.75

Total expenditure for 2023-2024 was \$19,475.75

BOARD REMUNERATION

POSITION	NAME	REMUNERATION TYPE	PERIOD OF MEMBERSHIP	TERM OF APPOINTMENT	GROSS/ACTUAL REMUNERATION 2023/24
Chair	Andy Munro	Stipend	12 months	6 years	\$47,099.00
Deputy Chair	Cheryl Cowell	Stipend & sitting fees	12 months	6 years	\$14,197.93
Board Member	Damir Kuzmicich	Sitting fees	12 months	3 years	\$4,470.00
Board Member	Burke Maslen	Sitting fees	12 months	4 years	\$7,361.00
Board Member	Stephanie Perry	Sitting fees	12 months	3 years	\$3,226.00
Board Member	Kirsten Sheppard	Sitting fees	12 months	3 years	\$7,245.00

DISABILITY ACCESS AND INCLUSION PLAN OUTCOME

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

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

The Commission holds 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:

Compliances to policies, including the process of quality assurance decisions relating to recruitment, selection and employment.

The Commission has a Code of Ethics and Conduct that has incorporated the Public Sector Code of Ethics and applies to both staff and Board members of the Commission.

As part of the Commission’s induction package, all new staff are provided with guidelines and procedures (incorporated in the Code of Ethics and Conduct) to ensure compliance. A continuous review is conducted of a comprehensive range of 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 2023-24 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 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.

The Commission is currently reviewing the record-keeping practices and identified there needed to be an improvement in record keeping systems with further staff training required in 2024/2025.

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.

ANNUAL PERFORMANCE 2023-24

INDICATOR	TARGET	ACTUAL
Number of fatalities	Zero	Zero
Lost time injury/disease incidence rate	Zero	Zero
Lost time injury and/or disease severity rate	Zero	Zero
Percentage of injured workers returned to work: i. Within 13 weeks ii. Within 26 weeks	NA	NA
Percentage of managers trained in occupational safety, health and injury management responsibilities	30%	0%

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

WA MULTICULTURAL POLICY FRAMEWORK

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

WORKFORCE INCLUSIVENESS STATEMENT

The Commission is dedicated to creating an inclusive and diverse workplace, where all members feel welcome to be a part of the team, across Exmouth and Carnarvon.

As part of the most recent WA Public Sector Census, DPIRD staff, which includes staff at the Commissions, were asked about their diversity, whether they had shared this with the agency and, if not, the reason for not sharing. Results include:

- Most staff across WA felt safe sharing their diversity information.
- There were a number of staff who didn’t feel safe to share their information, with reasons including:
 - They may have to prove whether they are Aboriginal or Torres Strait Islander.
 - They don’t want to be the spokesperson for cultural or linguistically diverse people.
 - They may be treated differently.

The GDC will continue to build on our successes at attracting Aboriginal people and particularly younger Aboriginal people to the Commission as staff and Board Members through targeted recruitment and active support, development and provision of opportunities for our existing people.

PULSE CHECK

In a separate pulse check, GDC staff have shared their unique views on inclusiveness in the workplace:

“The GDC is committed to creating an inclusive workplace where all staff members feel valued, respected, and empowered to contribute their unique perspectives and talents.”

“Although only recently joining the GDC staff, my first impression is that the flat structure of the organisation helps in inclusiveness regarding age, gender and cultural background. The Gascoyne region has a broad cultural diversity and multiple languages spoken, which is not directly reflected in the GDC staff. However, my impression is that all efforts are made to reflect the views and inputs of the diverse population in the Gascoyne.”

“I feel that the GDC is an inclusive and equitable workplace where every individual is valued and given equal opportunities for career advancement and personal growth’.”

FINANCIAL TARGET SUMMARY

Each year, we are required to meet various targets established by the State Government. These targets are related to desired outcomes, service delivery, and performance metrics. The agreement serves as a means for the State Government to monitor the Commission's operational performance.

ACTUAL RESULTS AGAINST BUDGET TARGETS

FINANCIAL TARGETS	2024 TARGET ⁽¹⁾ (\$000)	2024 ACTUAL (\$000)	VARIATION ⁽²⁾ (\$000)
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income) ³	2,722	3,063	(341)
Net cost of services (sourced from Statement of Comprehensive Income) ⁴	2,722	3,048	(326)
Total equity (sourced from Statement of Financial Position) ⁵	392	101	(291)
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows) ⁶	-	(322)	(322)
Approved salary expense level ⁷	247	250	3)

1. As specified in the Section 40 budget estimates
2. The variation is the difference between the Target and Actual for each line item

Explanation of variations:

3. Total cost of services is higher than the budget estimates (2024 Target) by \$341k. This mainly relates to \$85k for the One Mile Jetty project which was approved through mid-year review, \$75k for the Centre of Resource Excellence learning foundation grant payment , \$120k relating to salaries for the Regional Drought Resilience program approved after the 23-24 Budget.
4. Net cost of services is higher than the budget estimates (2024 Target) by \$326k. This mainly relates to \$85k for the One Mile Jetty project which was approved through mid-year review, \$75k for the Centre of Resource Excellence learning foundation grant payment , \$120k relating to salaries for the Regional Drought Resilience program approved after the 23-24 Budget.
5. The variance of \$291k in equity results from the increased spend in the current financial year as described above.
6. Cash decreased during the financial year as a result of the \$85k for the One Mile Jetty project which was approved through mid-year review, \$75k for the Centre of Resource Excellence learning foundation grant payment and a reduction in income from State Government due to timing of the final receipt at financial year end.
7. Salary cap is in line with target

WORKING CASH TARGETS

	2024 AGREED LIMIT (\$000)	2024 TARGET(1)/ACTUAL(2) (\$000)	VARIATION (\$000)
Agreed working cash limit (at Budget)	36	36	-
Agreed working cash limit (at Actuals) ¹	49	115	66

Explanation of variations

1. This variation is due to brought forward cash balance.

FINANCIAL
REQUIREMENTS

FOR THE FINANCIAL YEAR
ENDED 30 JUNE 2024



Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

Gascoyne Development Commission

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

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

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

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Gascoyne Development Commission for the year ended 30 June 2024 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

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

Other Matter – prior period financial statements not audited

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

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

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

In my opinion, in all material respects, the controls exercised by the Gascoyne Development Commission are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2024 and the controls were implemented as designed as at 30 June 2024.

The Board's responsibilities

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

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 Assurance Engagements on Controls issued by the Australian Auditing and Assurance Standards Board.

That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Gascoyne Development Commission for the year ended 30 June 2024. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Gascoyne Development Commission are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2024.

Other Matter – prior period key performance indicators not audited

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

The Board's responsibilities for the key performance indicators

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

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

Auditor General's responsibilities

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

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

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

My independence and quality management relating to the report on financial statements, controls and key performance indicators

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

Other information

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

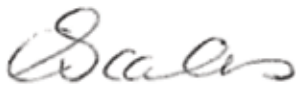
My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

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

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

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

This auditor’s report relates to the financial statements and key performance indicators of the Gascoyne Development Commission for the year ended 30 June 2024 included in the annual report on the Commission’s website. The Commission’s management is responsible for the integrity of the Commission’s website. This audit does not provide assurance on the integrity of the Commission’s website. The auditor’s report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



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

Gascoyne Development Commission – 30 June 2024

Disclosures and Legal Compliance

Certification of Financial Statements

For the financial year ended 30 June 2024

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

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



Clinton Haskew Jones
Chief Finance Officer
25 July 2024

Timothy Bray
Chief Executive Officer
25 July 2024

Andrew Munro
Chairman of the Board
25 July 2024



Gascoyne Development Commission

Financial Statements
for the financial year ended 30 June 2024

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Gascoyne Development Commission – 30 June 2024			
Statement of Comprehensive Income For the year ended 30 June 2024			
	Notes	2024 \$'000	2023 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	321	467
Supplies and services	2.3	2,405	2,104
Depreciation	4.0	87	81
Finance costs	6.2	7	-
Grants and subsidies	2.2	162	-
Other expenses	2.3	81	24
Total cost of services		3,063	2,676
Income			
Other income	3.2	15	146
Total income		15	146
NET COST OF SERVICES		3,048	2,530
Income from State Government			
Income from other public sector entities	3.1	643	617
Resources received	3.1	2,100	1,882
Total income from State Government		2,743	2,499
DEFICIT FOR THE PERIOD		(305)	(31)
OTHER COMPREHENSIVE INCOME			
Total other comprehensive income		-	-
TOTAL COMPREHENSIVE LOSS FOR THE PERIOD		(305)	(31)

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

Gascoyne Development Commission – 30 June 2024			
Statement of Financial Position As at 30 June 2024			
	Notes	2024 \$'000	2023 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	115	159
Restricted cash and cash equivalents	6.3	145	423
Receivables	5.1	18	2
Total Current Assets		278	584
Non-Current Assets			
Amounts receivable for services	5.2	34	34
Right-of-use assets	4.0	136	213
Total Non-Current Assets		170	247
TOTAL ASSETS		448	831
LIABILITIES			
Current Liabilities			
Payables	5.3	22	27
Lease liabilities	6.1	82	83
Employee related provisions	2.1(b)	184	183
Total Current Liabilities		288	293
Non-Current Liabilities			
Lease liabilities	6.1	59	132
Total Non-Current Liabilities		59	132
TOTAL LIABILITIES		347	425
NET ASSETS		101	406
EQUITY			
Contributed equity		90	90
Accumulated surplus		11	316
TOTAL EQUITY		101	406

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

Gascoyne Development Commission – 30 June 2024

Statement of Changes in Equity
For the year ended 30 June 2024

	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2022	90	347	437
Deficit	-	(31)	(31)
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	(31)	(31)
Balance at 30 June 2023	90	316	406
Balance at 1 July 2023	90	316	406
Deficit	-	(305)	(305)
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	(305)	(305)
Balance at 30 June 2024	90	11	101

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

Gascoyne Development Commission – 30 June 2024

Statement of Cash Flows
For the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		643	617
Net cash provided by State Government		643	617
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(322)	(394)
Supplies and services		(389)	(266)
Finance costs		(7)	-
Grants and subsidies		(162)	-
GST payments on purchases		-	(14)
Other payments		(12)	(1)
Receipts			
Commonwealth grants and contributions		-	(2)
GST receipts from taxation authority		6	19
Other receipts		5	144
Net cash used in operating activities		(881)	(514)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(84)	(79)
Net cash used in financing activities		(84)	(79)
Net increase/(decrease) in cash and cash equivalents		(322)	24
Cash and cash equivalents at the beginning of the period		582	558
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	260	582

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

Gascoyne Development Commission – 30 June 2024

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 25 July 2024.

Statement of compliance

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

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

Basis of preparation

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

Accounting of Goods and Services Tax (GST)

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

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

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

Contributed equity

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

Comparative information

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

- Right-of-Use Asset reconciliations.

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

1. Basis of preparation continued

Judgements and estimates

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

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2024 \$'000	2023 \$'000
Employee benefits	283	247
Superannuation - defined contribution plans	38	33
Annual leave expense	-	74
Long service leave expense	-	113
Total employee benefits expenses	321	467
Add: AASB 16 Non-monetary benefits	94	81
Total employee benefits	415	548

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

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

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

2.1. (b) Employee related provisions

	2024 \$'000	2023 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	48	55
Long service leave	117	109
	165	164
<u>Other provisions</u>		
Employment on-costs	19	19
Total current employee related provisions	184	183
Total employee related provisions	184	183

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.

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

2.1 (b) Employee related provisions (continued)

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

Long service leave liabilities: Unconditional long service leave provisions are classified as current liabilities as the Commission does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Commission has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

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

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

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

	2024 \$'000	2023 \$'000
Employment on cost provision		
Carrying amount at start of period	19	18
Additional/(reversals of) provisions recognised	-	1
Carrying amount at end of period	19	19

Key sources of estimation uncertainty- long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year. Several estimates and assumptions are used in calculating the Commission's long service leave provision. These include expected future salary rates, discount rates, employee retention rates and expected future payments.

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

2.2. Grants and subsidies

	2024 \$'000	2023 \$'000
Non Public organisations	162	-

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

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

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

2.2. Grants and subsidies continued

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

2.3. Other expenditure

	2024 \$'000	2023 \$'000
Supplies and services		
Board fees	84	67
Communications	7	2
Consultants and contractors	101	93
Consumables	19	12
Travel	87	46
Other operating expenses	7	2
Resources provided free of charge by DPIRD ^(a)	2,100	1,882
Total supplies and services expense	2,405	2,104
Other expenses		
Building and infrastructure maintenance	7	3
Donations and sponsorships	5	11
Employment on-costs	-	1
Internal audit fees	19	-
Other expenses	50	9
Total other expenses	81	24
Total other expenditure	2,486	2,128

(a) Support Services provided by Department of Primary Industries and Regional Development (DPIRD) to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development Commissions Act 1993*. See note 3.1 Income from State Government.

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

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

3. Our Funding Sources

How we obtain our funding

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

	Notes
Income from State Government	3.1
Other income	3.2

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

3.1. Income from State Government

	2024 \$'000	2023 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	541	617
- Department of Jobs, Tourism, Science and Innovation	102	-
Total grants and subsidies	643	617
Resources received from other public sector entities during the period:		
- Services received free of charge - DPIRD ^(a)	2,100	1,882
Total resources received	2,100	1,882
Total income from State Government	2,743	2,499

(a) Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development Commissions Act 1993*. See note 2.3 Other expenditure.

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

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

3.2. Other income

	2024 \$'000	2023 \$'000
Other sundry income	15	146

4. Right-of-use assets

	2024 \$'000	2023 \$'000
Buildings	124	192
Vehicles	12	21
Net carrying amount	136	213

Additions to right-of-use assets during the 2024 financial year were \$143,912 (2023: \$250,000).

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

Initial recognition

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

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

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

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

4. Right-of-use assets (continued)

Subsequent Measurement

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

Depreciation

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease 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.

Impairment

Right-of-use assets are tested for impairment when an indication of impairment is identified. 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.

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.

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

	2024 \$'000	2023 \$'000
Buildings	77	70
Vehicles	10	11
Total right-of-use asset depreciation	87	81
Lease interest expense (included in Finance Cost)	7	-

The total cash outflow for leases in 2024 was \$86,716 (2023: \$80,590).

5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

5.1. Receivables

	2024 \$'000	2023 \$'000
Current		
GST receivable	-	2
Other debtors	18	-
Total current receivables	18	2

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

5.2. Amounts receivable for services (Holding Account)

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

	2024 \$'000	2023 \$'000
Trade payables	9	11
Accrued expenses	3	3
Accrued salaries	6	-
GST Payable	4	13
Total current payables	22	27

Payables are recognised at the amounts payable when the Commission becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 15-20 days.

6. Financing

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

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

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

6.1. Lease liabilities

	2024 \$'000	2023 \$'000
Current	82	83
Non-current	59	132
	141	215

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).

This section should be read in conjunction with note 4 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

	2024 \$'000	2023 \$'000
Lease interest expense	7	-

'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.

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

6.3. Cash and cash equivalents

	2024 \$'000	2023 \$'000
Current non-restricted cash and cash equivalents	115	159
Non-Royalties for Regions fund restricted cash		
Externally funded projects	109	100
Regional Development Scheme	36	37
Royalties for Regions Fund Projects Restricted cash		
Regional Grant Scheme	-	286
Current restricted cash and cash equivalents	145	423
Total cash and cash equivalents	260	582

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 (2023: 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:

	2024 \$'000	2023 \$'000
Financial assets		
Cash and cash equivalents	260	582
Financial assets at amortised cost ^(a)	52	34
Total financial assets	312	616
Financial liabilities		
Financial liabilities at amortised cost ^(b)	159	229
Total financial liabilities	159	229

(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 2024 (2023: None).

Gascoyne Development Commission – 30 June 2024

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
Key management personnel	8.2
Related party transactions	8.3
Related bodies	8.4
Affiliated bodies	8.5
Special purpose accounts	8.6
Remuneration of auditors	8.7
Supplementary financial information	8.8
Explanatory statement	8.9

8.1. Events occurring after the end of the reporting period

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

8.2. Key management personnel

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

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

Compensation band (\$)	2024	2023
Compensation of members of the accountable authority		
50,001 - 60,000	1	-
40,001 - 50,000	-	1
10,001 - 20,000	1	-
0 - 10,000	4	5
Compensation of senior officers (\$)		
300,001 - 350,000	1	-
250,001 - 300,000	-	1
150,001 - 200,000	1	-
0 - 100,000	-	1
	2024	2023
	\$'000	\$'000
Total compensation for members of the accountable authority and senior officers	627	349

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

8.3. Related party transactions

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

Related parties of the Commission include:

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

Gascoyne Development Commission – 30 June 2024

Notes to the financial statements

8.3 Related party transactions continued

- associates and joint ventures, of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

Material transactions with other related entities

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

8.4. Related bodies

The Commission had no related bodies during the reporting period.

8.5. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.6. Special purpose accounts

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

8.7. Remuneration of auditors

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

8.8. Supplementary financial information

(a) Write-offs

There was no write offs during the financial year.

(b) Losses through theft, defaults and other causes

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

(c) Gift of public property

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

8.9. Explanatory statement

The Commission is exempt from T1 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 2024

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 2024.



Andrew Munro
Chairman
25/07/2024



Tim Bray
Chief Executive Officer
25/07/2024

GASCOYNE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2024

DETAILED INFORMATION IN SUPPORT OF KEY PERFORMANCE INDICATORS

Relationship to Government Goals

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 Government goals and the Commissions outcome:

Government Goal	Desired Outcome	Service
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future. Safe, Strong, and Fair communities: Supporting our local regional communities to thrive	An environment conducive to the balanced economic and social development of the Gascoyne Region.	Regional Development

Key Effectiveness Indicator

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. 156 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 121 completed surveys were obtained from this client contact list (a response rate of 78%), giving a maximum standard error ratio of +/- 4.23% 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.

GASCOYNE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2024

Key Effectiveness Indicator:	Actual 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024
The Commission is effective and makes a positive contribution to the economic and social development of the Gascoyne region.	84%	86%	84%	80%	92%

SERVICE: REGIONAL DEVELOPMENT.

Key Efficiency Indicator

Average cost per hour

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

Key Efficiency Indicator	Actual 2021	Actual 2022	Actual 2023	Target ³ 2024	Actual 2024
Average cost ¹ per hour ²	\$139	\$151	\$142	\$142	\$135

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 detailing the total cost of service excluding grants and subsidies.

Note 2: Hours are calculated using a calculation method consistent with Department of Primary Industries and Regional Development and other Commissions. 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.

GASCOYNE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2024

Comments

The total hours worked was 16% above target. With some additional projects coming in throughout the financial year, total operating expenses are 10% above target resulting in the average cost per hour being 5% below target.



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

Supported by Department of Primary Industries
and Regional Development