



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

Gascoyne Development Commission
ANNUAL REPORT
24/25

gdc.wa.gov.au



ACKNOWLEDGEMENT OF COUNTRY

The Gascoyne Development Commission (GDC) acknowledges the Yinggarda, Baiyungu, Malgana, Thudgari, Thalanyji and Wajarri peoples as the Traditional Custodians of the lands on which we work. We pay our respects to Elders past, present and emerging, and honour the enduring cultural, spiritual and educational traditions of Aboriginal and Torres Strait Islander peoples across the nation.

We recognise the unbroken connection First Nations peoples hold with Country – a relationship that spans tens of thousands of years and continues to shape the identity, knowledge and resilience of our communities today. Their stewardship of land, water and culture is integral to our region’s past, present and future. We also acknowledge the vital role Aboriginal and Torres Strait Islander peoples have played, and continue to play, in shaping the economic and social fabric of the Gascoyne region.

PHOTO CREDITS

Page 02	Tourism WA
Page 04	Tourism WA
Page 09	Gascoyne Media
Page 10	Tourism WA
Page 12	Tourism WA
Page 14	Tourism WA
Page 16	Tourism WA
Page 19	Tourism WA
Page 20	Tourism WA
Page 26	Tourism WA
Page 28	Tourism WA
Page 31	Tourism WA
Page 32	Department of Defence
Page 34	Outback Magazine
Page 38	Tourism WA
Page 41	Gascoyne Media
Page 46	Blue Media Exmouth – Photography
Page 48	Tourism WA
Page 50	Gascoyne Media
Page 52	Tourism WA; WA Government House
Page 53	Tourism WA
Page 54	WA Government House
Page 57	WA Government House
Page 58	WA Government House



CONTENTS

INTRODUCTION

Welcome.....	4
Statement of Compliance	5

OVERVIEW

Chair’s Report.....	6
CEO Report.....	7
About the GDC	8
Regional Development Portfolio.....	12
Regional Development Framework	13
Performance Highlights	14
Regional Snapshot.....	16
Regional Overview.....	17
Organisational Structure.....	20
Our Board.....	21
Our Leadership Team	24
Performance Management Framework.....	26
Significant Issues	28
Survey Snapshot	30

PERFORMANCE

Strategic Priorities in Action.....	32
Strategic Goal 1	34
Local Content Advisory Program	36
Regional Economic Development Grants	38
Strategic Goal 2	42
Artificial Reef.....	44
Electric Vehicle Trial.....	46
Strategic Goal 3	48
Gascoyne Food Festival	50
Strategic Goal 4	52
Burringurrah Aboriginal Community	54
Strategic Goal 5	56
Carnarvon Common Ground Project	58

DISCLOSURES AND
LEGAL COMPLIANCE

Report On Operations	61
Independent Auditor’s Report.....	62
Certified Financial Statements.....	68
Key Performance Indicators	85
Ministerial Directives.....	89
Other Financial Disclosures	89
Government Policy Requirements	90
Other Legal Requirements.....	92

WELCOME

Our theme this year is renewal – a reflection of the region’s growing momentum and our burning commitment to building a stronger future for the Gascoyne.



This year’s cover, featuring the Leichhardt’s Lake MacLeod Project, reflects the theme of renewal and rejuvenation. With plans to double production volumes, the operation symbolises the Gascoyne’s ongoing potential for growth and transformation.

The 2024–2025 Gascoyne Development Commission (GDC) Annual Report highlights our role and responsibility to the Gascoyne region and highlights the work we do to drive economic and social change.

Projects – some which have been years at a standstill – are coming to life through perseverance, connection, collaboration, facilitation and guidance.

This report provides an overview of our performance and achievements over the past year, in line with our strategic priorities and key performance indicators. It is submitted to the Minister for Regional Development and tabled in the Parliament of Western Australia. It has been prepared in accordance with the Public Sector Commission’s annual reporting framework for the 2024-25 financial year and includes audited financial statements.

STATEMENT OF COMPLIANCE

For the year ended 30 June 2025

Hon Stephen Dawson MLC, Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley

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 2025. 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.



Burke Maslen
Chairperson
21 August 2025



Timothy Bray
Chief Executive Officer
21 August 2025

ONLINE REPORT

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

FEEDBACK

We would love to hear what you think about this report and the work we do at the GDC. To share feedback, please contact us via our contact details.

CONTACT

Head Office: 33 Robinson Street, Carnarvon WA 6701
Postal: PO Box 781, Carnarvon WA 6701
Telephone: +61 (0)8 9941 7000
Email: info@gdc.wa.gov.au
Website: www.gdc.wa.gov.au
LinkedIn: [gascoyne-development-commission](https://www.linkedin.com/company/gascoyne-development-commission)
Facebook: [GascoyneDevelopmentCommission](https://www.facebook.com/GascoyneDevelopmentCommission)

CHAIR'S REPORT

“ This ever-improving platform of genuine partnership helps us work collaboratively to drive a stronger and more diverse economy. ”

Burke Maslen, Chair

It was a great privilege to be appointed as the Chair of the Commission's Board at the beginning of 2025. This exciting new opportunity to continue to serve the community, businesses and individuals of the Gascoyne where most of my professional life has been centred for many years is one I take very seriously. I am encouraged and genuinely excited to see the Government's focus on diversifying our regional economies and expanding the renewable energy sector, given the huge opportunities to do so in the Gascoyne.

In 2025, we also welcomed Kevin Leahy as our newest Board member. Kevin, who is based in Exmouth but is active across the Gascoyne, has proven an excellent addition to an already dynamic and progressive Board working hard to benefit the Gascoyne. I would also like to extend special recognition to our former Chair, Mr Andy Munro. Andy's skilled stewardship, guidance and leadership of the Board over many years leaves a strong positive legacy that we continue to benefit from every day. We wish him all the very best in his future endeavours. This year also marked the farewell of Kirsten Shepherd, who served as a Board Member for the Gascoyne with great distinction. Their skills, passion for the Gascoyne and great work ethics have driven important contributions that we will miss greatly.

The past 12 months has seen the Commission move purposefully under the leadership of our CEO Tim Bray to a more strategic focus, building important and stronger relationships with each of our local Governments, state agencies and departments, community groups and traditional owners. This ever-improving platform of genuine partnership helps us work collaboratively to drive a stronger and more

diverse economy and better communities in which to live.

Selecting high points from the year is not easy but several deserve special mention.

In Shark Bay, the Shire has worked hard on an innovative approach to progress accommodation solutions for essential housing and aged care in collaboration with (variously) the former Department of Communities and local builders.

In Carnarvon, the eagerly awaited Artificial Reef is underway. Reef modules are being constructed in Carnarvon for deployment by the Department of Primary Industries and Regional Development and due in no small part to hard work from the GDC team.

Collaborative work with the Gascoyne Food Council has seen the spectacular rejuvenation in 2024 of the renowned Gascoyne Food Festival. In August 2025, 13 events across the entire Gascoyne will again showcase the Gascoyne's incredible variety of produce from meat to seafood to vegetables and fruit, in environments that put a spotlight on our special locations, driving tourism and more people visiting the region while gaining an appreciation of how special this place is.

These achievements are always a team effort, however, and I extend grateful thanks to my fellow Board members for their work, to CEO Tim Bray for his leadership, the whole team at GDC for their hard work and constant drive and the people of the Gascoyne for joining us on this important journey.

CEO REPORT

Annual reporting is an important opportunity to reflect on the year's activity not just from the critical compliance standpoint but also the achievements of the Commission.

In the Gascoyne, 2024/25 has been absolutely 'action-packed'. At the midpoint of the year we welcomed our new Chairperson, Mr Burke Maslen, and farewelled the previous Chairperson, Mr Andy Munro. I want to extend personal thanks to Andy for his steady, experienced and insightful leadership during our professional time together. Andy's knowledge of the Gascoyne and his reliable guidance was absolutely invaluable and I wish him all the best in his future endeavours. Following Andy was never going to be easy but in Burke Maslen I have an extraordinarily committed advisor and source of regional intelligence. Burke's steady, mature and relentlessly cheerful guidance further sets the stage for great things in the Gascoyne.

Of course great things don't happen in isolation. The WA Government's clear strategic direction is encapsulated by the Made in WA plan, and the WA Government's Diversify WA economic framework. This strategic framework will provide the Gascoyne, myself, the Board and our staff with clear visionary strategic direction over coming years. These clear strategies also play to the natural strengths of the Gascoyne and the hard work of the past 24 months in building the capabilities of the Commission. The Commission has and will continue to foster close relationships with our stakeholders and partners to execute collaborative projects that contribute to the Government's vision for WA and the Gascoyne.

“ Real progress towards those goals happens on many scales, and the Gascoyne is rich with many examples. ”

Timothy Bray,
Chief Executive Officer

Real progress towards those goals happens on many scales, and the Gascoyne is rich with many examples. Regional Economic Development (RED) grants remain a powerful mechanism for supporting community partners including many small businesses and Aboriginal organisations with projects to diversify the economy and improve community services. From childcare to dental services, to water carting businesses to beauty salons, station stays, housing developments and innovative research for better food and produce handling and everything in between, RED grants in the Gascoyne have supported important businesses and services that diversify our economy and support our communities.

Across larger initiatives, the Commission continues to work in partnerships with key agencies to progress housing, key worker and tourism development as well as the services that support them. We're working with private sector and Government partners to progress the Gascoyne's world leading renewable energy prospects. We're also paving the way for companies that are bringing projects in critical minerals to market which will grow and diversify our economy. It's been an exciting year but we know there is more and better to come!



WHAT WE DO

At the GDC, our purpose is clear: we work for the benefit of the Gascoyne – not for ourselves, but for the communities, industries and people who call this region home. Our role is to listen deeply, identify real opportunities and act in ways that bring lasting economic and social value.

This past year, our focus has been on renewal. We've seen the region re-energise through new projects, partnerships and possibilities. Our work is driven by what matters most to the Gascoyne, from supporting local industries and entrepreneurs to improving liveability and access.

We believe in the Gascoyne's potential – and we're committed to helping it grow. Every decision we make and every initiative we support is designed to create a more vibrant, resilient future for the region

WHO WE ARE

GDC 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. The Commission is run by a board of management selected with membership categories of community, local government and ministerial nominees. Read more about our Board on Page 21.

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.
- 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 GDC 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.

OUR PEOPLE

Commission staff, except for the Chief Executive Officer, are employed by the Department of Primary Industries and Regional Development. Resources are provided by the Department to the Commission through an agreement under Section 29 of the Regional Development Commissions Act 1993 and a Service Level Agreement with the Department to enable the delivery of its obligations under the Regional Development Commissions Act 1993. Commission assigned staff continue to perform duties at the direction of the CEO.



Making change for Carnarvon



Governor of Western Australia visiting Exmouth



OUR VISION

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

OUR PURPOSE

Our purpose is to connect communities, industry and the environment to generate sustainable economic and social development outcomes. This occurs through our strong project delivery, enabling and advocacy roles, each of which are focused on leveraging the Gascoyne's unique blend of environmental and cultural assets, social capital, small business and primary production capabilities.

OUR VALUES

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

We value:

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

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

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

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



RESPONSIBLE AND REPORTING MINISTERS

The Commission is responsible to the Minister for Regional Development. Our work was guided by the Hon Don Punch MLA, Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering, until March 2025, and currently, the Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley, the Hon Stephen Dawson MLC.

The Minister has the power to direct the Commission, either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the Regional Development Commissions Act 1993.

GDC also reports to the Minister for Gascoyne, after that portfolio was created in March 2025. The Hon Hannah Beazley MLA, Minister for Local Government; Disability Services; Volunteering; Youth; Gascoyne provides guidance on issues specific to the Gascoyne.



Hon Stephen Dawson MLC

Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley

19 March 2025 – current



Hon Don Punch MLA

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

8 June 2023 – 19 March 2025



Hon Hannah Beazley MLA

Minister for Local Government; Disability Services; Volunteering; Youth; Gascoyne

19 March 2025 – current

REGIONAL DEVELOPMENT FRAMEWORK

The 2023 WA Regional Development Framework provides guidance across the entire Regional Development portfolio, enhancing strategic alignment among all entities.

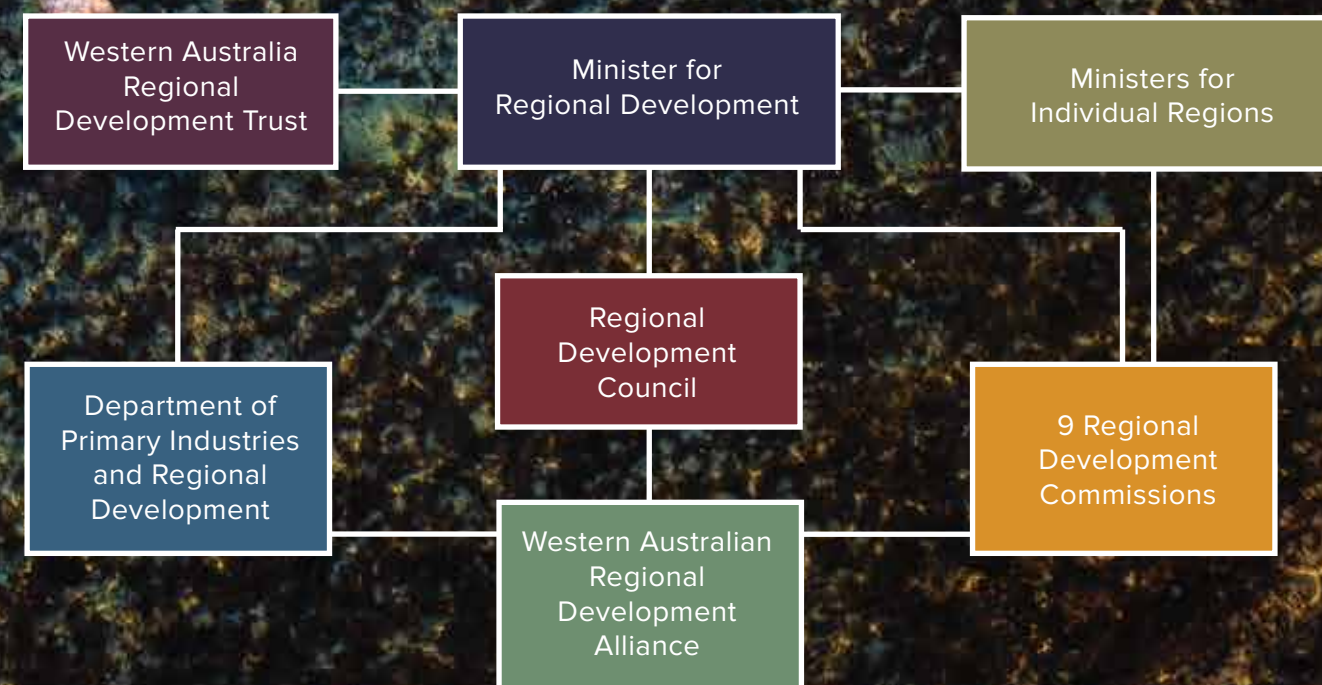
The WA Regional Development Framework includes five focus areas that reflect both WA Government priorities and the enabling legislative framework. The framework's 5 priorities are:



Although the GDC Strategic Plan and the WA Regional Development Framework use different language to describe their five key focus areas, they are closely aligned and interconnected. Further details on the strategic priorities can be found on Page 32.

REGIONAL DEVELOPMENT PORTFOLIO

The GDC is part of the WA Government's Regional Development Portfolio which comprises:



PERFORMANCE HIGHLIGHTS



The Gascoyne

Four Local Government Authorities

- CARNARVON
- EXMOUTH
- SHARK BAY
- UPPER GASCOYNE

EXMOUTH

POPULATION
3,566^{1.}

GROSS REGIONAL
PRODUCT
\$444^{2.}
MILLION

JOBS 1,731^{2.}
UNEMPLOYMENT 1.80%^{10.}

CARNARVON

POPULATION
5,599^{1.}

GROSS REGIONAL
PRODUCT
\$770^{2.}
MILLION

JOBS 2,497^{2.}
UNEMPLOYMENT 6.20%^{10.}



UPPER GASCOYNE

POPULATION
201^{1.}

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

JOBS 69^{2.}
UNEMPLOYMENT 1.90%^{10.}

SHARK BAY

POPULATION
1,164^{1.}

GROSS REGIONAL
PRODUCT
\$134^{2.}
MILLION

JOBS 470^{2.}
UNEMPLOYMENT 1.80%^{10.}



Gross Regional Product

\$1.36 BILLION^{3.}

UNEMPLOYMENT

BUSINESSES

TOTAL JOBS

4.1%^{4.}

1,013^{5.}

4,767^{3.}

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

3,763^{3.} WORKS AND
LIVES IN THE GASCOYNE



HIGHEST WA
AVERAGE DAILY
SOLAR
EXPOSURE

SCHOOL
ENROLMENTS

1525^{9.}

HOME
OWNERSHIP
(OWNED OUTRIGHT)

932^{7.}

10,530^{1.}
POPULATION

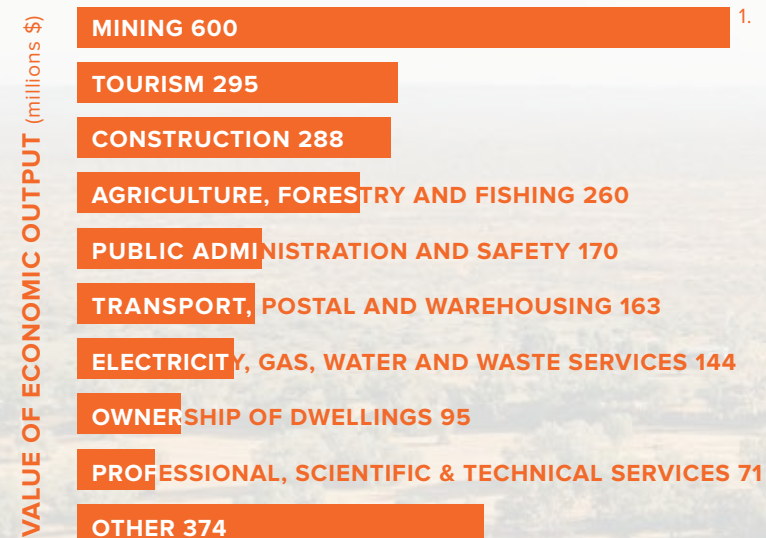
12%^{6.}

ABORIGINAL
AND
TORRES
STRAIT
ISLANDER

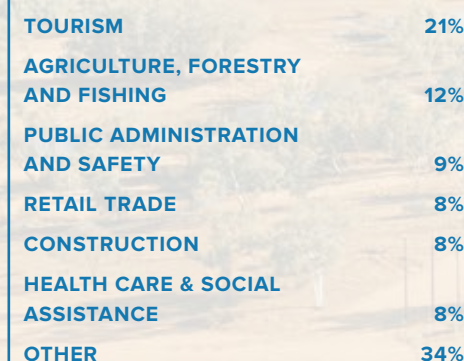
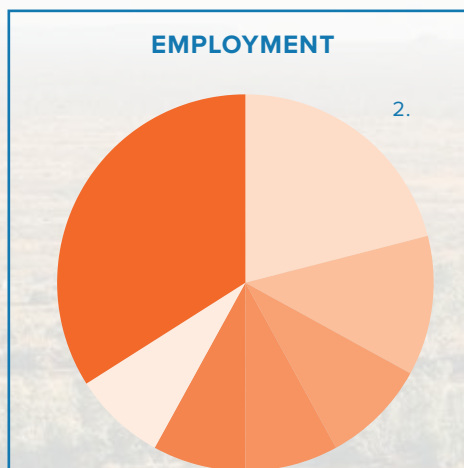
39^{7.} AVERAGE
AGE

1. Remplan 2024 ERP, 2. Remplan (2024 R2) - Economy Profile, 3. REMPLAN (2024 R2) - Economic Overview Gascoyne Region, 4. REMPLAN (2024) - Community Profile Gascoyne Region, 5. ABS Business Counts – Gascoyne (SA3 2024), 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 (2024), 10. Small Area Labour Market (March Quarter 2025)

MAJOR INDUSTRIES



3. MAIN MINED COMMODITY
SALT



TOURISM

OVERNIGHT VISITORS (2024)

267,000^{5.}



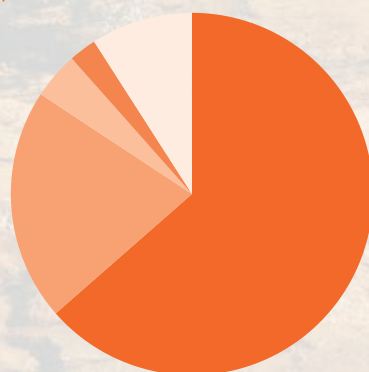
TOTAL VISITOR NIGHTS
2.22M^{5.}

TOTAL VISITOR SPEND INCLUDING DAYTRIPS
\$385M^{5.}

AGRICULTURE, FORESTRY AND FISHING SECTORS

(value of each to economic output)

LIVESTOCK, GRAINS AND OTHER AGRICULTURE	\$190	72%	6.
FORESTRY, FISHING AND HUNTING	\$48	18%	
AGRICULTURE, FORESTRY AND FISHING SUPPORT SERVICES	\$15	6%	
AQUACULTURE	\$11	4%	
TOTAL VALUE OF SECTOR	\$264 MILLION	100%	



1. REMPLAN (2024 R2) - Economic Overview Gascoyne Region, 2. Remplan (2024 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 2024, 6. Remplan (2024 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



NUMBER OF RESIDENTIAL APPROVALS

BUILDING APPROVALS
(JULY 24 - MAY 25)

81^{1.}

840^{2.}ha

OF LAND AVAILABLE FOR FURTHER RESIDENTIAL DEVELOPMENT

HOUSE SALES (12 MONTHS - 31/5/2024)



181^{3.}

NUMBER OF SALES

MEDIAN PRICE

\$509,530^{3.}
TO
\$528,676

% PRICE CHANGE
18.90%^{3.}

RENTALS (12 MONTHS - 30/5/2022)

NUMBER OF RENTALS

55



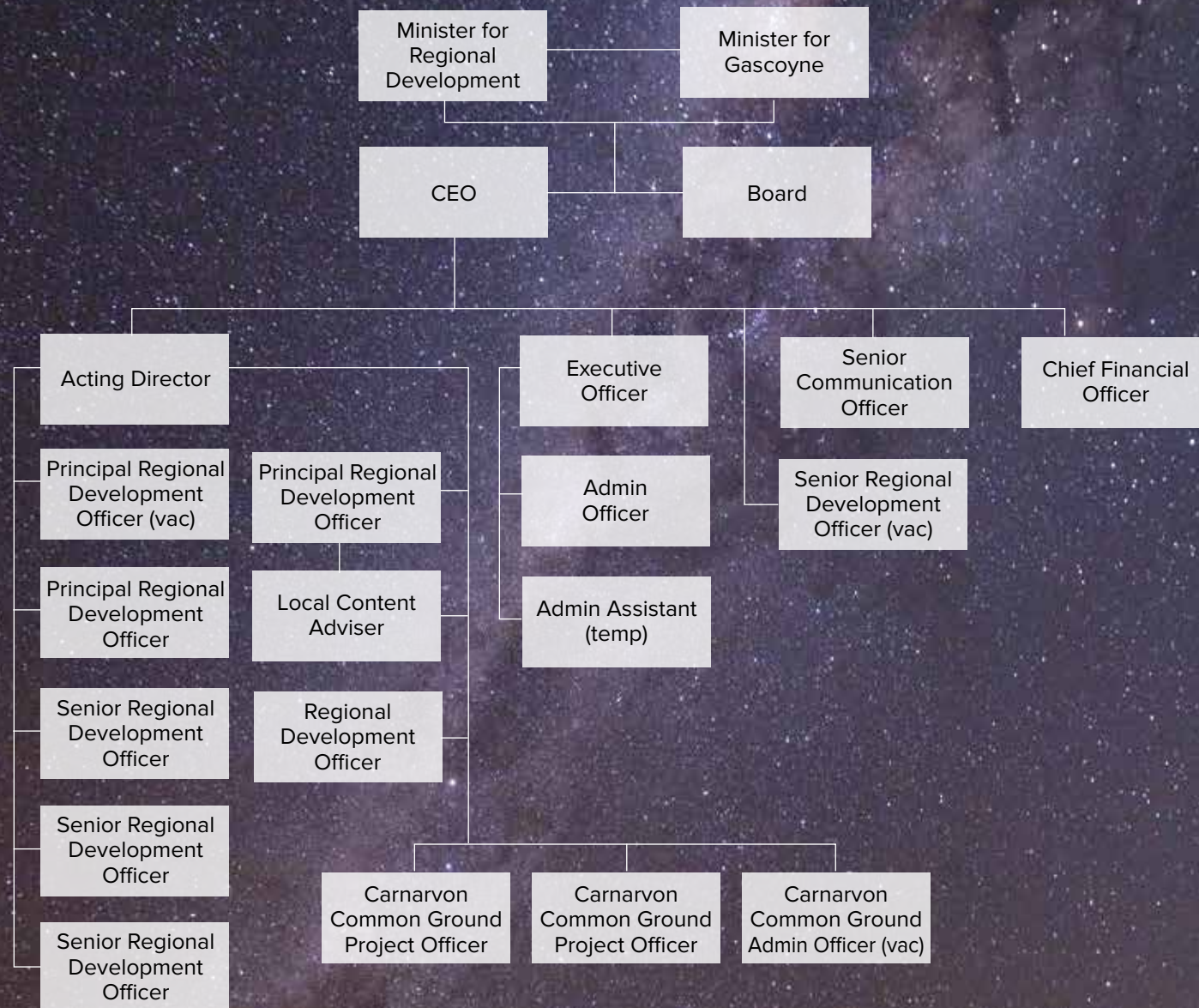
\$621 PER WEEK
MEDIAN RENTAL PRICE

% PRICE CHANGE
+14.24%

1 ABS Building Approvals (July 2024 - May 2025) 2. Corelogic Data & Insights Derived By RDC On Corelogic Data - Market Trends Report As At 30/5/2022. 3. Corelogic Data & Insights Derived By RDC On Corelogic Data - Market Trends Report As At 31/5/2024



ORGANISATIONAL STRUCTURE



OUR BOARD



Deputy Chair Cheryl Cowell and Member Kirsten Sheppard unavailable for the photo.

The GDC 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.

Cr Burke Maslen

Ministerial Representative, appointed 2025. Chair.

Born and raised in Carnarvon, Burke brings strong local knowledge, leadership and a passion for the Gascoyne's economic development. He is the owner and Director of Outback Coast Property and currently serves as Chair of the GDC.

Burke is also Deputy Shire President for the Shire of Carnarvon and represents the Gascoyne Minilya Pastoral Ward.

His leadership extends across various roles, including Chair of the Gascoyne Regional Road Group, Co-Chair of the Carnarvon Artificial Reef Project and representative for the Gascoyne Green Hydrogen project with Province Resources.

With a strong interest in pastoralism, horticulture, tourism, fishing and sustainable mining, Burke brings strategic insight to the Board. He is committed to supporting innovation and growth across both established and emerging industries in the region.



Tim was appointed Chief Executive Officer (CEO) of the GDC in May 2023 and brings extensive experience in regional development, following a long career in corporate and government banking.

Since 2009, he has worked across WA in senior roles focused on growing regional economies and communities.

Tim is a strategic and passionate leader who believes in the potential of the Gascoyne – its people, industries, and unique environment. He has led or contributed to a wide range of initiatives across housing, manufacturing, Aboriginal economic development, aviation, construction, agriculture and education.

He values the opportunity to work alongside the Commission’s dedicated Board and staff to help the region thrive – particularly by building opportunities for young people.



Timothy Bray
Chief Executive Officer, appointed 2023.



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

A long-term resident of Denham, Cheryl brings deep strategic knowledge and passion for tourism, conservation, and World Heritage management to the Board.

She has worked with the Department of Biodiversity, Conservation and Attractions in Shark Bay since 1995 and has served as World Heritage Project Officer since 1999. Cheryl is also Executive Officer for the Shark Bay World Heritage Advisory Committee and has provided high-level advice to State and Commonwealth Ministers.

Elected to the Shire of Shark Bay Council in 2007, she has been Shire President since 2009. Cheryl previously served on the Commission’s Board from 2011 to 2016 and currently chairs its Audit and Risk Subcommittee.

She also represents the region on WALGA’s Gascoyne Zone committee and State Council. Cheryl is an active community member, including 10 years with St John Ambulance and the Shark Bay Pistol Club.

Ms Kirsten Sheppard
Community Representative,
appointed 2022. Member.

Kirsten is the owner-operator of Dive Ningaloo in Exmouth and has 13 years of experience in the tourism industry.

With a focus on marine conservation and sustainable practices, she’s passionate about protecting the unique ecology of the Ningaloo Reef and supporting eco-tourism in the Gascoyne.

Kirsten is also committed to creating inclusive economic opportunities in regional areas.

Through her involvement on local committees, she contributes a tourism perspective to regional development while continuing to learn from other industries across the Gascoyne.



Dan is a proud local from Carnarvon, having been born and raised in the region. His family’s business, ST Kuzmicich, has been a cornerstone of the local horticultural industry, supplying fresh produce to markets since the 1960s.

After playing football for Ramblers and a stint with East Fremantle in the WAFL, Dan returned to Carnarvon in 2003 to co-manage the family plantation alongside his brother.

Dan’s leadership extends beyond the region – he served as Chair of Vegetables WA (2015–2024) and is a member of Hort Innovation’s Vegetable Strategic Investment Advisory Panel. These roles have given him valuable insights into the challenges and opportunities facing growers locally and nationally.

Dan remains deeply committed to supporting the long-term viability of the horticulture industry. His passion lies in identifying sustainable pathways for growers, ensuring they can continue to innovate and thrive in an increasingly complex agricultural landscape.



Mr Damir (Dan) Kuzmicich
Community Representative,
appointed 2019. Member.



Stephanie Perry is a proud Aboriginal entrepreneur from Carnarvon, known for her vibrant versatility and dedication to community engagement.

Steph’s career spans various roles, including running her own businesses for more than 20 years as well as administrative positions at Gascoyne Transport Services and Bankwest.

With a strong background in advocacy, negotiation, and report writing, Stephanie has extensive experience 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 Perry
Community Representative,
appointed 2023. Member.

With more than three decades of experience living and working in the Gascoyne region, Kevin brings a wealth of knowledge across government, transport, and hospitality industries.

He spent 17 years and continues to be the Director of Norcoast Holdings, a transport company, with 15 of those years based in Exmouth. Before that, he dedicated more than a decade to running the Gascoyne Hotel in Carnarvon, playing a key role in the local hospitality sector.

Beyond his professional career, Kevin has been an active member of the community, contributing both on and off the field with the Ramblers Footy Club and supporting the Chambers of Commerce in both Exmouth and Carnarvon.

His deep connection to the region and its industries allows him to provide valuable insights and experience to the Board.



Kevin Leahy
Community Representative, appointed
2024. Member.

Retired Board Members

In December 2024, the Chair appointment for Andy Munro ended. GDC acknowledges his significant contributions to the Gascoyne region.

Andy Munro – Ministerial Representative, appointed 2018.

OUR TEAM

GDC is made up of 13 dedicated employees who work across two offices in the towns of Exmouth and Carnarvon. The CEO is responsible for leading and guiding the organisation towards achieving its strategic goals as set by the Board for the Gascoyne region.

Our leadership team includes the Regional Development Director and 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
Chief Executive Officer

Tim was appointed CEO of the GDC in May 2023. He has worked in leadership roles in regional development in the WA government since 2009. See his Foreword on page 22.



Amanda Wilmott
Acting Director Regional Development

Amanda is based in the 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 is based in the Carnarvon office and has been working with the GDC since November 2020. Kate’s portfolios are Aboriginal Economic Development, Workforce Development, Education and Training, Youth and Social Services, Energy Futures including Renewables.



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 is located in the Carnarvon office and is the focus point for horticulture and the pastoral sector, and covers the portfolios for primary production, drought resilience, environment, natural resources management and digital connectivity.





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 2024/2025.

SHARED RESPONSIBILITIES WITH OTHER AGENCIES:

The GDC has shared responsibilities with other agencies of the Regional Development Portfolio, as outlined on Page 12.

Many of our resources, including all staff, except the CEO, are provided by Department of Primary Industries and Regional Development. The Department also provides our financial, payroll, learning and development, and human resource services under a Section 29 of the Regional Development Act 1993 and a Service Level Agreement.

The Gascoyne region includes four local government areas, 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 for the future.

SAFE, STRONG, AND FAIR COMMUNITIES:

Supporting our local regional communities to thrive.

DESIRED OUTCOME

An environment conducive to the balanced economic and social development of the Gascoyne Region.

SERVICES

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.



SIGNIFICANT ISSUES



Housing

- Persistent shortages of residential housing and workforce accommodation driving elevated costs or simple unavailability is directly limiting the ability of key industries to expand and attract workers in all Gascoyne centres and in some cases is even driving population decline. Solutions for these are multifactorial. Turning a persistent challenge into a support and driver for our numerous opportunities for regional economic growth depends on strong partnerships between state and local governments, industry, and community stakeholders to ensure that infrastructure and land use policies are responsive to local needs and opportunities.

Key factors driving the shortage include:

- **Low levels of new housing construction:** Fewer than two houses per year have been built in some areas over the past decade, despite a short- to medium-term need for up to 350 additional homes in Carnarvon alone over the next ten years with a further 400 across other centres.
- **Aging housing stock:** The average house in the region is now around 50 years old, often well beyond their design life.
- **High construction costs:** Building in the Gascoyne is about 50–60% more expensive than in Perth, a differential that is compounded by high headworks costs and small developments.
- **Market failures:** Lack of critical infrastructure capacity, and the increase of short-stay accommodation over long-term rentals have further reduced housing availability. Access to affordable finance and insurance is a significant barrier to private activity.



Water Supply

- Exmouth is currently facing a significant water shortage, which is directly limiting the town's ability to address its growing housing needs. The existing water supply, sourced from a network of low-yielding groundwater bores, is under increasing pressure due to population growth, a strong tourism industry, and the impacts of climate change. As demand rises, the water supply scheme often operates near capacity, especially during peak tourist seasons. Investigation of suitable solutions that include sustainable groundwater options and a small-scale desalination plant are underway.



Social

- Social issues, including elevated youth disengagement, crime rates, and anti-social behaviour remain above similar levels in the metropolitan setting. Community leaders are advocating for a comprehensive overhaul of current youth intervention programs, greater investment in community-led initiatives, and the immediate reinstatement and expansion of critical youth services such as mental health support, diversion programs, crisis housing, and family support.
- The cost of living in the Gascoyne region is approximately 9% higher than in Perth metropolitan areas and access to high-quality essential public services such as health care, childcare, and education continue to be limited. Although the region benefits from a range of community health facilities and support programs, residents often face longer wait times, reduced service availability, and the need to travel considerable distances for specialist care or advanced educational opportunities.

SURVEY SNAPSHOT

The GDC commissioned an annual stakeholder survey to evaluate its effectiveness and guide strategic planning.

In 2025, 104 responses were received from a defined population of 215 eligible stakeholders, representing a strong response rate of 48%. Surveys were conducted via a mixed-method approach, including 34 telephone interviews and 70 online responses. Findings indicate that most stakeholders view the GDC positively.

Over 85% believe the Commission contributes effectively to the region’s social and economic development, and more than 90% believe it understands local needs.

GDC staff were described as helpful, responsive, and professional. Key improvement areas identified include enhanced visibility, more equitable business support, and stronger advocacy on critical issues such as housing, youth development, and regional infrastructure.

Economic development priorities identified by stakeholders include increased housing supply, tourism activation, and greater support for local and Aboriginal enterprises.

Social development priorities centre on youth engagement, safety, education, and community wellbeing.

The target of 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 Disclosures and Legal Requirements section of this report.

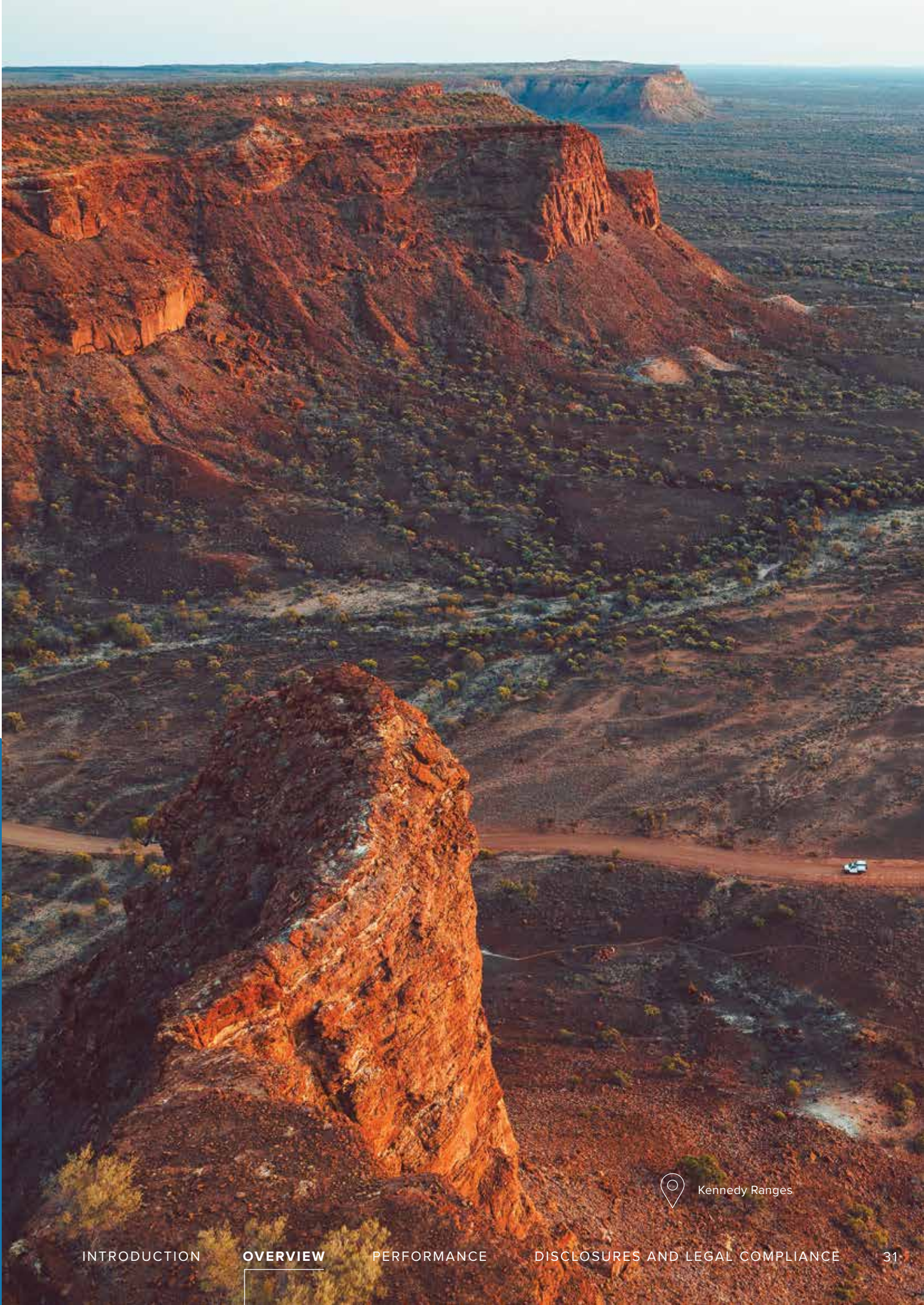
KEY PERFORMANCE INDICATOR	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ACTUAL 2023	ACTUAL 2024	ACTUAL 2025	TARGET 2025
An environment conducive to the balanced economic and social development of the Gascoyne Region	NA*	84%	86%	84%	92%	85%	80%

*N/A due to COVID-19 exemption

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

They understand their region and how best to succinctly describe the geography, demographics and economic drivers.

GDC understood the needs and significance of economic, community needs, education and health and employment.



Kennedy Ranges

STRATEGIC PRIORITIES IN ACTION

GDC’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 2022-2026 GDC Strategic Plan sets out the five main initiatives which provides a strategic direction for achieving the Government Goals, desired outcomes and key performance indicators. These five initiatives are linked to the WA Regional Development Framework.

- Grow existing and find and develop new non-renewable resources and related industries (economic development, diversification, and innovation).
- Grow existing and find new and other alternative industries (climate resilience and low carbon transition).
- Normalise regional living standards (regional liveability).
- Increasing the economic participation of Aboriginal people (Aboriginal empowerment and prosperity).
- Organisational excellence (organisational excellence).

The following pages demonstrate our strategic goals in more detail including case studies on key achievements and initiatives.



STRATEGIC GOAL 1

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

PRIORITIES	HOW WE ACHIEVED THIS
1.1 Attract non-renewable industries to the region	<ul style="list-style-type: none">Partnered with Shire of Upper Gascoyne to run the 2024 Resource Connect: Mining Symposium which saw 40 stakeholders within and servicing the rare earth industry share their experiences with business and community.
1.2 Advocate for policy that leverages the resource sectors' social license obligations & ensures practical fulfillment	<ul style="list-style-type: none">Advocated to the WA Government to support new and existing WA policy frameworks that support the role of the resources sector in the community, including completion of pre-feasibility investigations for marine infrastructure in the Gascoyne.
1.3 Support the diversification of the non-renewable resource sector	<ul style="list-style-type: none">Collaborated and supported Gascoyne Gateway Working Group which is proposing a deep-water port in Exmouth.Facilitated development of Hastings critical minerals opportunity.
1.4 Maximise local content outcomes within the non-renewable sector	<ul style="list-style-type: none">Collaborated on the Housing Strategy for Carnarvon's workforce development in preparation for Leichhardt's Lake MacLeod Project taking over operation of the operation and its expansion.

GDC is committed to collaborating, connecting, and facilitating alongside stakeholders to unlock opportunities for economic development, diversification and innovation.

We place strong emphasis on supporting local employment and workforce development, working closely with industry and community partners to deliver practical, place-based solutions like the Workforce Accommodation development for the Shire of Shark Bay. We're also proud to stand alongside the local chambers of commerce in our region to support small business in the Gascoyne.

We're focused on driving the expansion, innovation and diversification of our primary industries, business, tourism and resource sectors while advocating for the infrastructure needed to enable long-term growth.

We also recognise that investment in arts and culture, education and training, research, and land management are critical enablers of economic diversification.

“The theme of renewal and rejuvenation really resonates with what’s happening at Lake MacLeod. Under Leichhardt, we’re seeing new energy across the site – growing the team and sustainably expanding operations to ensure long-term success. It’s an exciting time for the Gascoyne, and Lake MacLeod is a big part of that story.”
– Elisa Andreoli, Operations Manager Lake MacLeod



GOAL 1 IN ACTION

Local Content Adviser Program

The Local Content Adviser Program is part of a statewide initiative to boost regional economic growth by maximising local business participation in government supply and contracting opportunities.

The program embeds a full time position as a ‘Local Content Adviser’ within the GDC, where they connect local suppliers, contractors and jobseekers with government, industry and training stakeholders to promote and facilitate access to procurement opportunities.

In the Gascoyne, this has resulted in significant local economic benefits, including local contractors securing major refurbishment and maintenance contracts, and increased capability and competitiveness of regional businesses.

WORK IN ACTION

WHAT WE DID

Our Local Content Adviser worked closely with Gascoyne Cleaners (formerly Gascoyne Domestics), offering personalised guidance to help them navigate government procurement processes and identify new growth opportunities. By highlighting the potential of commercial contracts, the Adviser encouraged the owner to expand beyond residential cleaning and connect with other local businesses through the Carnarvon Chamber of Commerce. This support included guidance to support a successful bid for the Central Regional TAFE cleaning contract of the Carnarvon Campus, equipping the business with the confidence and knowledge needed to prepare a high quality submission. As a result, Gascoyne Domestics was able to broaden its services and lay the foundation for future expansion.

CHALLENGES

Transitioning from residential to commercial cleaning presented several challenges, including understanding complex tender requirements, scaling operations and building a team. The owner initially expressed concern about taking on large contracts, but with ongoing support, training and regular updates on local opportunities, these hurdles were gradually overcome.

2

YEARS IN BUSINESS

OVER \$900,000+

in WA Government Contracts

9

JOBS CREATED

GROWING PRESENCE

in the Gascoyne and extending into neighbouring regions

RESULT

Gascoyne Cleaners successfully rebranded to reflect their expanded commercial capabilities. Within a year, they secured major contracts, including the Central Regional TAFE Carnarvon Campus and Main Roads WA that spans across the Gascoyne and Mid-West regions.

These contracts created 9 jobs within the Gascoyne Cleaners team.

Business owner, Hazel Wilkinson has shown a willingness to share knowledge with peers, leading to broader community benefits. This year, Hazel was recognised as the Carnarvon Emerging Businesswoman of the Year for 2025.

TESTIMONIAL

“With the support of the GDC, I’ve grown from a sole trader into a company employing a team of locals – and I’m now on track to becoming a half-a-million-dollar business.

“Connecting with other local business owners through the Chamber of Commerce has opened up opportunities I never imagined. Renee [GDC’s Local Content Adviser] encouraged me to go for my first tender – the TAFE contract – at a time I thought it was too big a jump from residential cleaning. But 12 months later, we’re delivering a 97% satisfaction rate each month.”

– Hazel Wilkinson,
Owner/Operator, Gascoyne Cleaners

GOAL 1 IN ACTION

Regional Economic Development (RED) Grants

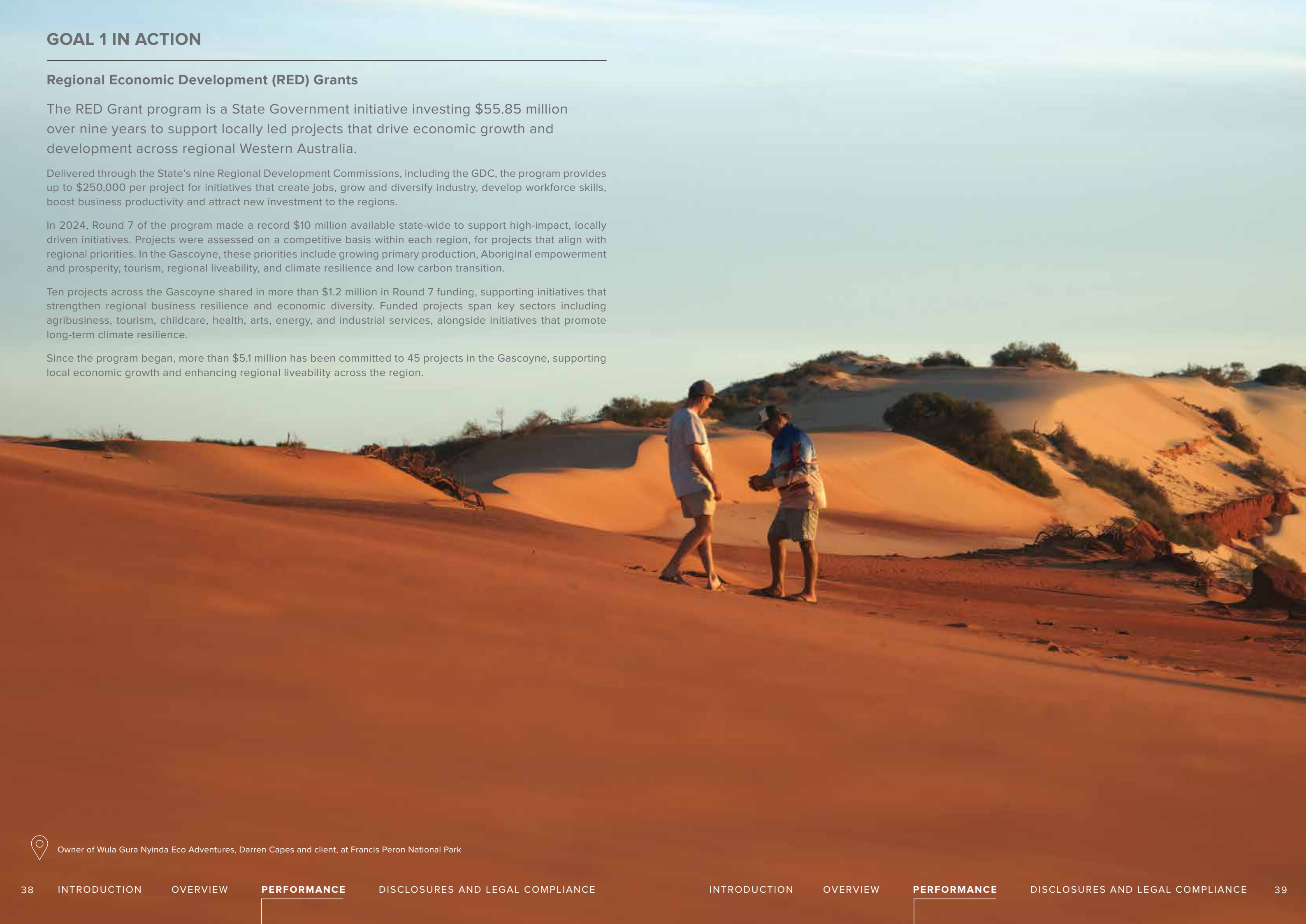
The RED Grant program is a State Government initiative investing \$55.85 million over nine years to support locally led projects that drive economic growth and development across regional Western Australia.


Delivered through the State’s nine Regional Development Commissions, including the GDC, the program provides up to \$250,000 per project for initiatives that create jobs, grow and diversify industry, develop workforce skills, boost business productivity and attract new investment to the regions.

In 2024, Round 7 of the program made a record \$10 million available state-wide to support high-impact, locally driven initiatives. Projects were assessed on a competitive basis within each region, for projects that align with regional priorities. In the Gascoyne, these priorities include growing primary production, Aboriginal empowerment and prosperity, tourism, regional liveability, and climate resilience and low carbon transition.

Ten projects across the Gascoyne shared in more than \$1.2 million in Round 7 funding, supporting initiatives that strengthen regional business resilience and economic diversity. Funded projects span key sectors including agribusiness, tourism, childcare, health, arts, energy, and industrial services, alongside initiatives that promote long-term climate resilience.

Since the program began, more than \$5.1 million has been committed to 45 projects in the Gascoyne, supporting local economic growth and enhancing regional liveability across the region.



 Owner of Wula Gura Nyinda Eco Adventures, Darren Capes and client, at Francis Peron National Park

GOAL 1 IN ACTION

REDs Round 7 Projects

\$217,350 – Exmouth Early Learning Centre: Stage 2

Funding has supported the construction and fit-out of two additional rooms as part of a new early learning centre in Exmouth. The centre will provide 60 places for local children, including a dedicated out-of-school hours care (OSHC) space for up to 17 children.. The project also creates two apprenticeship positions and introduces a new OSHC service.

\$212,723 – Wula Gura Nyinda Eco Adventure Tours: Business expansion to develop vacant land to create worker accommodation

The project is to develop vacant land to create new workers’ accommodation for up to eight workers, helping enable new jobs and training and development opportunities for local Aboriginal people.

\$181,000 – Warroora Station: Warroora Café, Meeting Hub and Amenity Building

The project involves the refurbishment of Warroora Station’s 1980s shearing shed into a multi-functional space with a café, meeting area, and alfresco dining. The new facilities will allow Warroora Station to accommodate large events including weddings and other functions.



\$181,000 – Wooramel Pastoral Company: Birdrong Mineral Pool and Wellness Oasis at Wooramel River Retreat

Wooramel River Retreat are leveraging their natural hot springs to create new experiences for visitors, including saunas, spas, a wellness centre, massage rooms and an Aboriginal cultural experience.

\$159,000 – Coral Coast Dental Carnarvon: Coral Coast Dental Carnarvon

Coral Coast Dental will fit out and purchase new equipment to expand their dental practice in Carnarvon. The town has very limited dental services, with most residents needing to travel to Geraldton or Perth for urgent and routine dental care.

\$100,000 – Dust-Off Helicopter Maintenance Services: Turbine Helicopter Maintenance

Dust-off are using the RED grant to purchase specialised tooling to diversify into helicopter turbine engine maintenance, expanding their services to customers across WA’s north-west.

\$80,000 – Gascoyne Food Council: DENBA – Cold Chain Innovation to Enhance Shelf-Life, Quality and Extended Marketability of Carnarvon Produce

Gascoyne Food Council are testing the feasibility of new DENBA food storage technology, which uses unique water molecule re-activation to extend the freshness and quality of food and flowers.

\$50,000 – Ningaloo Harvest IGA: Ningaloo Harvest IGA Solar Energy

Ningaloo IGA are planning the installation of rooftop solar to significantly reduce their reliance on local grid power, while reducing their carbon footprint.

\$50,000 – ThothX Australia: Restoration of the OTC Dish

ThothX are restoring the dish as an important step in testing the feasibility of operating the dish to support space orbit satellite observation, tracking and measurement.

\$8,000 – Xantha Studio: A Portable Visual Design and Recording Facility with Community Orientated Learning Courses in Exmouth.

The project will fund the purchase of equipment for video game design, music recording, photography, animation and 3D visual art studio production, alongside delivering a program of industry training and skills development to the local community.

TESTIMONIAL

“Receiving the RED Grant has been an incredible boost for Exmouth Early Learning Centre and our community. The funding has allowed us to build a dedicated OSHC room – providing an essential service Exmouth currently does not have – and an extra classroom, increasing places for our local families.

Although privately operated, the Centre is based in a Shire owned building, so this investment is developing a community asset. Furthermore, the funding development has gone towards easing waitlists, supporting working parents, and securing a stronger, more sustainable future for early childhood services in Exmouth”

– Kylie Showman, Approved Provider and Director, Exmouth Early Learning Centre



SCAN TO WATCH
EXMOUTH EARLY
LEARNING CENTRE VIDEO.



Grow existing and find new and other alternative industries

The Gascoyne region’s abundance of sunshine, strong winds, and low rainfall uniquely position it to lead in the low-carbon transition and strengthen climate resilience.

PRIORITIES	HOW WE ACHIEVED THIS
2.1 Digital infrastructure to develop and sustain remote, highly skilled workforces	<ul style="list-style-type: none">• Worked closely with the major utilities to understand and investigate needs.• Supported the Xantha Studio to deliver video game design, music recording, photography, animation and 3D visual art studio products alongside delivering a program of industry training and skills development in Exmouth through the RED Grant.
2.2 Support large scale renewable energy projects with the potential to transform regional communities	<ul style="list-style-type: none">• Supported the development of the Carnarvon Hydrogen Position Paper which provides an overview of the strategic advantages of having hydrogen created in the Gascoyne region.• Supported ongoing assessment of marine infrastructure options.
2.3 Capture opportunities from the new ‘low carbon’ economy	<ul style="list-style-type: none">• Worked with Horizon Power and other agencies to support the EV Orchestration Trial.• Shared the success of the Denham Hydrogen Demonstration Plant which represents the possibility of using hydrogen energy as an alternative and cleaner power source for regional communities throughout Western Australia.
2.4 Streamline land use planning/ industrial land assembly to reduce start-up costs and to incentivise regional investment	<ul style="list-style-type: none">• Supported the Shire of Shark Bay to develop workers’ accommodation through RED Grant funding and advocacy.• Working in Exmouth and Carnarvon on similar housing strategies.
2.5 Streamline critical infrastructure for services and supply chains to reduce costs and improve competitiveness	<ul style="list-style-type: none">• Supported Horizon Power’s agreement with Pacific Energy to construct a new solar farm in Exmouth to achieve an 80% renewable energy target for the Exmouth grid. Construction of the solar farm is underway.• Partnered with the Gascoyne Food Council to deliver the DENBA refrigeration field trial with Curtin University which aims to extend shelf life and improve transport and sales windows for Gascoyne crops.• Supported the development of a Gascoyne Regional Waste management strategy.
2.6 Build natural capital	<ul style="list-style-type: none">• Supported Burringurrah Community Aboriginal Corporation to commence a landscape restoration project.• Supported Gascoyne Catchments Group in their \$1 million Landscape Restoration project.
2.7 Inform government policies that prioritise regional investment	<ul style="list-style-type: none">• Consulted and worked with the community to develop a Drought Resilience Plan for the Gascoyne.• Provided input into energy and infrastructure policies across government.

GDC is working closely with industries and stakeholders to explore approaches that drive diversification and support essential infrastructure for renewable energy and other emerging industries.

Key initiatives include support for the Horizon EV Orchestration Trial (page 46), Drought Resilience Planning, development of a Hydrogen Position Paper,

and collaboration with stakeholders to investigate deepwater marine infrastructure.

We are committed to fostering the growth of new and alternative industries by leveraging the region’s natural capital to build more resilient and sustainable sectors – particularly in tourism and primary production.

GOAL 2 IN ACTION

Carnarvon Artificial Reef

The Carnarvon artificial reef will enhance recreational fishing and marine biodiversity off the Gascoyne coast. Positioned within small-boat range, about 7 km south west of Pelican Point in Carnarvon, the new artificial reef will create new habitat for target species, creating more fishing opportunities for local and visiting recreational fishers, and fostering economic and community benefits.

WHAT WE DID

- In May 2024, the WA Government announced \$1.4 million to progress fabrication and installation.
- The GDC worked with the Department of Primary Industries and Regional Development (DPIRD) to lead a specialised and rigorous tender process that resulted in several compliant bids and a contract award.

CHALLENGES

- **Procurement:** The first tender process in mid-2024 failed to deliver a result. The GDC was asked by partners DPIRD and Carnarvon Chamber of Commerce and Industry, in late 2024, to lead a new tender process with clearer specifications.
- **Compliance with environmental standards:** To make sure that the winning bid would deliver reef modules that are constructed in accordance with best practice materials and structural stability standards.



300 NEW REEF
MODULES

7 KM CARNARVON
FROM COAST

9 ha REEF
FOOTPRINT

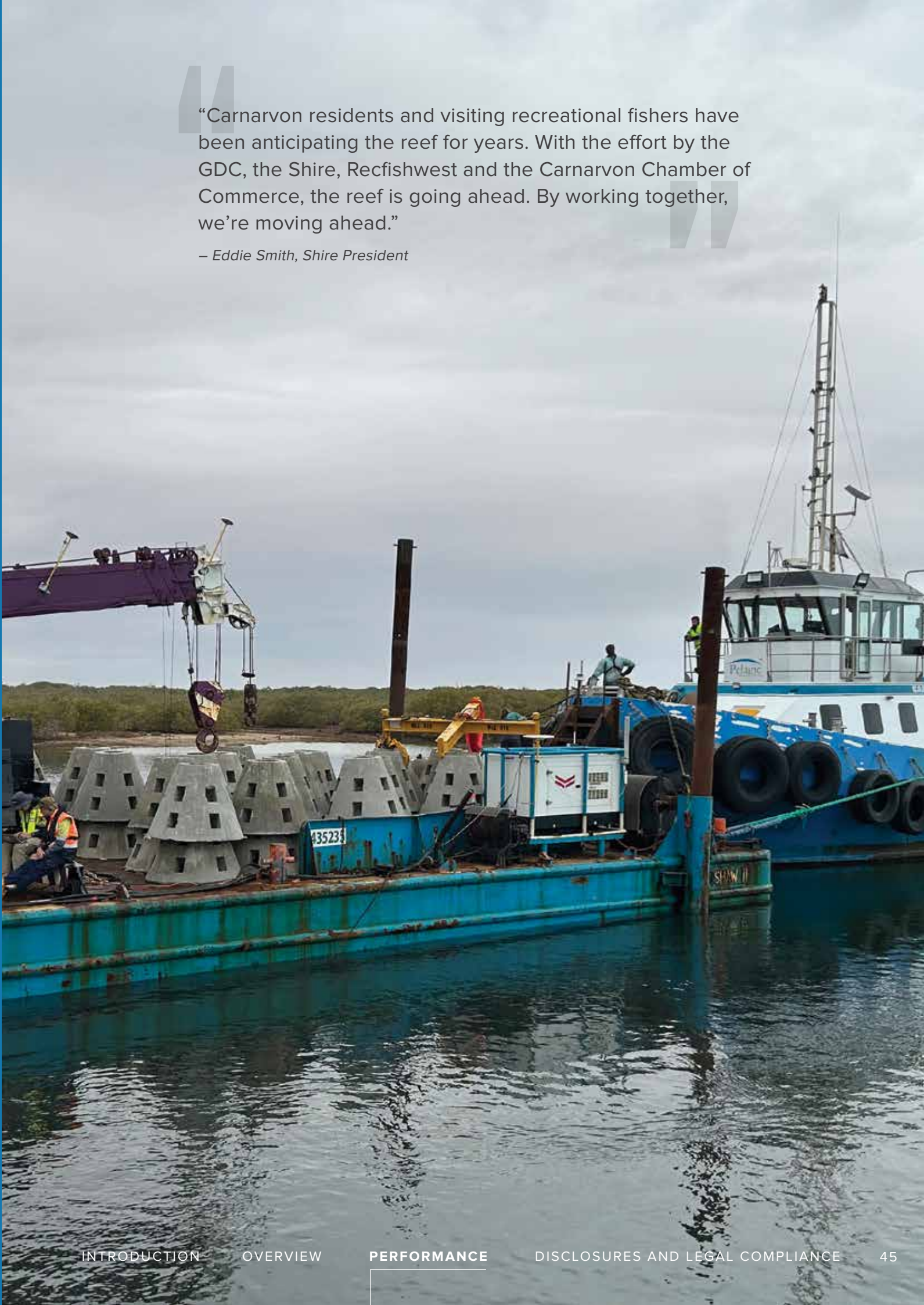
RESULT

A winning bid from MMA Offshore was selected in early 2025. The proposal to supply and deploy reef modules for the Carnarvon reef prioritises local suppliers, including Carnarvon’s Sweet As Concrete.

The successful tender process is the result of ongoing collaboration with Recfishwest, the Shire and the Carnarvon Chamber of Commerce.

“Carnarvon residents and visiting recreational fishers have been anticipating the reef for years. With the effort by the GDC, the Shire, Recfishwest and the Carnarvon Chamber of Commerce, the reef is going ahead. By working together, we’re moving ahead.”

– Eddie Smith, Shire President



GOAL 2 IN ACTION

Electric Vehicle Orchestration Trial

WHAT WE DID

GDC was invited to join Horizon Power’s Exmouth Electric Vehicle (EV) orchestration trial which tested the potential for EVs to draw power from the grid and feed it back into the network during ‘orchestrated’ events – where control of EV battery charging and discharging is managed to optimise the flow of energy in the grid. The trial is WA’s first trial of Vehicle-to-Grid (V2G) capability, to test the capability of its management system and to allow EVs to act as mobile energy storage solutions.

GDC and trial partners, the Shire of Exmouth, Exmouth Chamber of Commerce and Industry and WA Country Health Service joined forces to take part in Horizon Power’s trial.

CHALLENGES

Solar-powered grids can face several challenges, like grid stability issues, the intermittency of solar power, and the potential for grid overload where there is high solar penetration.

Distributed Energy Resources (DERs) are small-scale energy generation and storage units located close to where energy is used, often “behind the meter” on the household’s property. Examples include rooftop solar panels, home batteries, electric vehicles and smart appliances.

Horizon Power has substantially increased the capacity for rooftop solar uptake in Exmouth through its Distributed Energy Resources Management system.

RESULT

The trial was successful in enabling Horizon Power to understand how automated orchestration of Distributed Energy Resources (like rooftop solar and EV batteries) can help increase and optimise the use of renewable energy in small grids.

TESTIMONIAL

“The trial has provided valuable, hands-on insight into the realities and opportunities of distributed energy resources in the regions – and the opportunities arising from EV uptake. It’s a great step forward in understanding the opportunities arising from the cleaner, smarter energy future.”

– Amanda Willmott,
Acting Director, GDC



Exmouth

STRATEGIC GOAL 3

Regional Living Standards

GDC is focused on enhancing regional liveability by supporting opportunities that improve access to health services, education, affordable living, amenities, and community connection – core building blocks of quality of life in the Gascoyne.

Our work is grounded in a strong understanding of local and regional demographics, and we collaborate with agencies and stakeholders to deliver effective services and essential infrastructure.

This includes the development of a Multi-User Facility in Coral Bay to support strengthened essential services, progress on the heritage precinct and One Mile Jetty in Carnarvon, and support for the Shire of Upper Gascoyne in securing a new lessee for the Gascoyne Junction Pub and Tourist Park.

We also recognise the social and economic value of regional experiences and events. Through our astro-tourism initiatives with the Shires of Shark Bay, Carnarvon, Upper Gascoyne and Exmouth, we’re working to activate local communities and attract visitors under the Gascoyne’s expansive night skies.

By promoting regional strengths and supporting grassroots initiatives – such as small community events – the Commission helps foster connection, pride of place, and liveable, vibrant communities across the region.

PRIORITIES	HOW WE ACHIEVED THIS
3.1 Advocate for end user service levels parity with the metropolitan area	<ul style="list-style-type: none">• Collaborated with the Shire of Carnarvon and local services to develop an investment-ready business case for a Multi-User Facility in Coral Bay.• Supported service delivery in childcare and dental health through REDs funding.
3.2 Improve liveability in regional WA	<ul style="list-style-type: none">• Collaborated with Shire of Carnarvon for their Live, Work and Invest Campaign, which included the development of marketing videos showcasing the town.• Provided marketing and public relations support to the Shire of Upper Gascoyne to promote the lease of the Gascoyne Junction Pub & Tourist Park and develop a website – an essential service for the small town.• GDC led the development of unified regional brand to promote “Gazing the Gascoyne” which is used by all 4 LGAs, supported by industry partners like Tourism WA and Australia’s Coral Coast.• Worked with all four Shires for the development of a Regional Arts Plan.• Provided REDs funding for the development of a hair salon providing services to the greater region and supporting job opportunities.

750+ ATTENDEES

40% of ATTENDEES FROM OUTSIDE THE GASCOYNE REGION

40+ SOCIAL POSTS

7,814 WEBSITE TRAFFIC VISITS RECORDED BETWEEN MAY-SEPTEMBER

\$522,284 TOTAL ESTIMATED EXPENDITURE*

TESTIMONIAL

“The 2024 festival was a defining moment for the Gascoyne. It proved what’s possible when producers, chefs and the community work together to celebrate local food.”

– Chris Higham, Gascoyne Food Council Chair

GOAL 3 IN ACTION

Gascoyne Food Festival

WHAT WE DID

The Gascoyne Food Council operates the well-established Gascoyne Food Festival which showcases the rich diversity of local produce as well as the growers, fishers and pastoralists behind it. As a volunteer organisation, the demand of the food festival was challenging and GDC identified the potential of the event being cancelled due to capacity constraints – something that was forced to happen in previous years. To ensure the smooth running of the 2024 festival, GDC amplified the existing headline support from Tourism WA and provided in-kind including staff resourcing, logistics planning, and marketing coordination, while working closely with local partners including GFC, Shire of Upper Gascoyne, Shire of Carnarvon, sponsors, suppliers and event holders. This support gave GDC valuable insight into festival operations and enabled robust feedback and recommendations to ensure the success of the 2025 event.

CHALLENGES

- Given the volunteer basis of the GFC, it was evident that their capacity to run events independently was limited.
- The sponsorship strategy required support.
- Limited budget restricted paid marketing opportunities, relying heavily on organic reach.
- There were reservations from the community about whether it would be successful.

RESULT

- Restored community confidence and engagement through successful delivery and high local attendance.
- Attracted positive media attention and positioned the region as a premier culinary destination.
- Successfully established a new signature event in Carnarvon at an iconic banana plantation, attracting international chefs Daniela and Attilio Maiorano and culinary expert Jenna Holmes.
- Sold out of all ticket sales.
- Developed a comprehensive report with key recommendations for the 2025 festival which have been implemented.
- 2025 has doubled the amount of events from 2024, partnering with several event holders from Shark Bay, Exmouth, Upper Gascoyne and Carnarvon.

*REMPLAN TOURISM IMPACT SUMMARY REPORT FOR GASCOYNE REGION (TOURISM ACTIVITY: 6 DAYS)

STRATEGIC GOAL 4

Increasing the economic participation of Aboriginal people

Aboriginal and Torres Strait Islander people are central to the economic and social development of the Gascoyne, bringing deep cultural knowledge and a strong connection to Country.

The region is home to at least seven Aboriginal language groups, who make up around 12 per cent of the population.

The GDC is committed to creating meaningful opportunities for local Aboriginal people through employment, partnerships, and support for self-determined initiatives.

This includes direct funding and collaborative efforts to support sustainable business and employment pathways.

The Commission is also delivering a justice reinvestment initiative with the Carnarvon community, through the Carnarvon Common Ground Project (funded and supported by the Commonwealth and WA State Governments), providing facilitation and project delivery support. This long-term, Aboriginal-led approach has the potential to reshape how services are delivered in the region, aiming for improved health, wellbeing, and justice outcomes for Aboriginal and Torres Strait Islander communities.



PRIORITIES	HOW WE ACHIEVED THIS
4.1 Foster genuine co-design of and participation by Aboriginal people in business, economic and service delivery initiatives and opportunities	<ul style="list-style-type: none">Collaborated with an Aboriginal-led community group to develop place-based justice reinvestment program in Carnarvon.
4.2 Activate Aboriginal capital held through interests in land, culture and skills into the mainstream economy.	<ul style="list-style-type: none">Supported the reintroduction of the general store in Burringurrah Aboriginal Corporation, providing access to essential goods.Provided support to the Baiyungu Aboriginal Corporation for their business aspirations in Coral Bay.Provided support to the arts and culture of the region with funding for the Jamba Nyinayi Festival on Cardabia Station.
4.3 Better integration of ATSI procurement strategies with support programs to build capacity and capability	<ul style="list-style-type: none">Worked with Real Futures to deliver their tailored programs for the region.
4.4 Support for Aboriginal people in mainstream businesses	<ul style="list-style-type: none">Supported Wula Gura Nyinda Eco Adventure Tours for their Business expansion to develop vacant land to create worker accommodation.



GOAL 4 IN ACTION

Burringurrah Community Aboriginal Corporation

WHAT WE DID

Burringurrah Community Aboriginal Corporation was established in 1987 to guide the operations and services provided to residents of Burringurrah remote Aboriginal community. Burringurrah community is located about 450 km inland of Carnarvon in the Gascoyne region of WA within a 45,000-hectare reserve.

The community lies within the Wajarri Yamatji Native Title determination area and is situated near Mount Augustus (Burringurrah), a culturally significant landmark and the largest monolith in the world.

In 2023, the GDC made a commitment to Burringurrah community leaders, to provide in-kind strategic, corporate governance and administrative support for a period of at least 12 months.

By working with community leaders, GDC has supported the Burringurrah community with reestablishing and strengthening the Corporation’s operations.

CHALLENGES

While the resident population has flourished in the past with up to 300 residents, the population varies, limited in part by accessibility, food and water security.

The community, and its leaders, continue to advocate for important changes in the community – like reliable portable water, economic opportunities, and authentic engagement by stakeholders.

Community leaders aspire for increased self-determination.



RESULT

New directors were appointed at the AGM in 2023, and regular directors’ meetings have followed. Strategic projects were prioritised, so that community leaders could advocate for the most important initiatives for the community.

In early 2025, the Burringurrah community store was opened in a trial with a commercial operator. This marks the first time in many years that food and other essential retail items have been locally available for residents.

Corporate governance documentations have been prepared and submitted to the Office of the Registrar of Indigenous Corporations.

Decision makers, including government agencies, now actively engage with Burringurrah Community Aboriginal

Corporation in collaborative decision-making about issues and initiatives that affect the community.

Importantly, community leaders, through the Burringurrah Community Aboriginal Corporation, have advocated for a solution to the poor water quality that led to the community being supplied, indefinitely, with bottled water. Water Corporation have recently committed to ensuring a permanent water solution is in place by mid-2027.

The GDC’s role in providing strategic, governance and administrative support has helped create new momentum, attract financial and other resources, and to create stronger information sharing and decision-making with Burringurrah community representatives. The GDC is, however, just one of the supporters working with BCAC to make change.



STRATEGIC GOAL 5

Organisational excellence

Our team delivers a transparent and reliable regional development service through its collaborative and cooperative initiatives. The Commission coordinates across government to gather local insights, identify gaps and consistencies, and provide strategic investment opportunities.

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.

We utilise evidence-based decision-making and focus on attracting and retaining skilled staff. We ensure our staff have professional development that elevates their skills, like the recent *Be Exceptional* training where the staff built the skills to lead with impact and foster high-performing teams.



PRIORITIES	HOW WE ACHIEVED THIS
5.1. Create a unified Portfolio voice on regional development	<ul style="list-style-type: none">Implemented an internal communication strategy.Completed professional development of all staff for the Be Exceptional Training, to realise and harness their strengths.
5.2. Build collaborative and trusted partnerships across government, community, private sector, and ATSI people	<ul style="list-style-type: none">Worked closely with 4 local governments: the Shires of Exmouth, Upper Gascoyne, Carnarvon and Shark Bay.Worked collaboratively with local chambers of commerce and business associations.Implemented new board focussed technology (Boardable).

GOAL 5 IN ACTION

Carnarvon Common Ground Project

WHAT WE DID

The Carnarvon Common Ground Project is a Commonwealth government funded justice reinvestment initiative that addresses social challenges through community-driven solutions.

GDC was approached by community representatives to auspice the project and serve as the ‘backbone’ organisation, facilitating stakeholder engagement and project management during the establishment phase, with the intention of transitioning leadership to an Aboriginal Community Controlled Organisation as the project matures.

The project’s vision incorporates community-led decision making, cultural inclusivity honouring both Aboriginal and non-Aboriginal perspectives, youth-centred approaches, and collaboration with service providers.

HIGHLIGHTS

Strong community relationships

GDC’s long-standing presence in Carnarvon supported its role as a trusted partner able to guide difficult conversations between different community groups. The Commission’s track record of working collaboratively and transparently enabled it to bring together multiple partners in complex working groups and projects.

Respectful cultural engagement

The agreed methodology ensures culturally appropriate consultation methods, including making sure Traditional Owner voices are heard and cultural practices are respected throughout all project activities.

Effective coordination

GDC brings together government departments, community groups, schools, youth services, and residents – managing the different priorities and ways of working that each group brings to the table.

The project demonstrates GDC’s ability to successfully coordinate long-term complex community development involving multiple partners and stakeholders.



RESULT

The project demonstrates GDC’s ability to successfully coordinate long-term complex community development involving multiple partners and stakeholders.

The Carnarvon Common Ground Project supports GDC’s key goals of “living” organisational excellence to increase Aboriginal economic participation, regional liveability and build strong community partnerships.

By letting the community lead while providing coordination support, the project creates a practical example of how regional development can work effectively.



DISCLOSURES AND LEGAL COMPLIANCE

Report on Operations	61
Independent Auditor's Report	62
Certified Financial Statements	68
Key Performance Indicators	85
Ministerial Directives	89
Other Financial Disclosures	89
Government Policy Requirements	90
Other Legal Requirements	92

REPORT ON OPERATIONS

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	2025 TARGET ⁽¹⁾ (\$000)	2025 ACTUAL (\$000)	VARIATION ⁽²⁾ (\$000)
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	3,115	3,340	(225)
Net cost of services (sourced from Statement of Comprehensive Income)	3,115	2,374	741
Total equity (sourced from Statement of Financial Position)	186	1,396	1,210
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	(85)	1,345	1,430
Approved salary expense level	255	288	(33)

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:

1. Total cost of services is under budget estimates (2025 Target) due to Grants & Subsidies not being fully expended for the year.
2. Net cost of services is under budget estimates (2025 Target) due to the receipt of Commonwealth funds for the Carnarvon Justice Reinvestment program which was not included in the original target and not spent during the current financial year.
3. The variance in equity results from the increase in comprehensive income for the period, largely due to the receipt of funds in 2025 for the Carnarvon Justice Reinvestment program. These funds were not included in the original targets
4. Cash increased during the financial year due to the receipt of the Carnarvon Justice Reinvestment funds and a decrease in cash required to fund operating expenses.
5. Salary cap is slightly over due to additional leave taken during the year and backfill required to cover the leave

WORKING CASH TARGETS

Financial targets	2025 Agreed Limit (\$000)	2025 Target(1)/Actual(2) (\$000)	Variation (\$000)
Agreed working cash limit (at Budget)	51	51	N/A
Agreed working cash limit (at Actuals) ¹	50	512	462

Explanation of variations:

1. The variance is due to expenditure on grants and operating costs being less than expected for the year.



Warroora



Our Ref: 5572-04

Mr Burke Maslen
Chairperson
Gascoyne Development Commission
PO Box 781
CARNARVON WA 6701

Email: info@gdc.wa.gov.au

Dear Mr Maslen

**GASCOYNE DEVELOPMENT COMMISSION
FINANCIAL STATEMENTS, CONTROLS AND KEY PERFORMANCE INDICATORS
FOR THE YEAR ENDED 30 JUNE 2025**

The Office has completed the annual audit of the financial statements, controls and key performance indicators for your entity. We enclose a copy of the Auditor General's opinion, together with a set of the audited financial statements and key performance indicators. We have forwarded the audit opinion, financial statements, and key performance indicators to the responsible Ministers.

We have no specific control weaknesses to report that were identified during our audit. Please note the purpose of our audit was to express an opinion on the financial statements, controls and key performance indicators. An audit is not designed to identify all control weaknesses that may require attention. It is possible that other irregularities and deficiencies may have occurred which have not been identified during our audit.

The date the financial statements submitted by your entity and considered to be of audit ready quality is 7 July 2025. This date will be reported in our state sector audit results report to be tabled in Parliament. We are providing this date for completeness of our Office's procedural fairness process.

If you have any queries in relation to this date, please contact the undersigned on 6557 7543 by 3 October 2025. If we do not hear from you, we will take this as confirmation of the date.

This letter has been provided for the purpose of the Gascoyne Development Commission and the relevant Ministers and may not be suitable for other purposes.

We would like to take this opportunity to thank you, your management and staff for their cooperation with the audit team during our audit.

Yours sincerely

Indika Dias
Assistant Director
Financial Audit
29 July 2025



7th Floor, Albert Facey House
469 Wellington Street, Perth

Mail to: Perth BC
PO Box 8489
PERTH WA 6849

Tel: 08 6557 7500
Email: info@audit.wa.gov.au



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

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 2025, 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 Commission for the year ended 30 June 2025 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.

Responsibilities of the Board for the financial statements

The Board is responsible for:

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

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

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

Auditor’s responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Commission. The controls exercised by the 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 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 2025, and the controls were implemented as designed as at 30 June 2025.

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 Commission for the year ended 30 June 2025 reported in accordance with the Financial Management Act 2006 and the Treasurer’s Instructions (legislative requirements). 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 report of the Commission for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Commission’s performance and fairly represent indicated performance for the year ended 30 June 2025.

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.

INTRODUCTION

OVERVIEW

PERFORMANCE

DISCLOSURES AND LEGAL COMPLIANCE

65

Page 3 of 5

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 3 Financial Sustainability – Requirement 5: 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 3 - Requirement 5 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 2025, 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 2025 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
30 July 2025

Gascoyne Development Commission

Disclosures and Legal Compliance



Gascoyne Development Commission


Financial Statements
for the financial year ended 30 June 2025

Certification of Financial Statements

For the financial year ended 30 June 2025

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 2025 and the financial position as at 30 June 2025.

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


Carolyn Gibbon
A/Chief Finance Officer
30 July 2025


Timothy Bray
Chief Executive Officer
29 July 2025


Burke Maslen
Chairman of the Board
29 July 2025

Gascoyne Development Commission Table of Contents

Index

Financial Statements

Statement of Comprehensive Income	4
Statement of Financial Position	5
Statement of Changes in Equity	6
Statement of Cash Flows	7

Notes to the financial statements

1. Basis of preparation	8
2. Use of Our Funding	9
2.1. (a) Employee benefits expenses	9
2.1. (b) Employee related provisions	9
2.2. Grants and subsidies	10
2.3. Other expenditure	11
3. Our Funding Sources	11
3.1. Income from State Government	11
3.1. Income from State Government (continued)	12
3.2. Commonwealth grants	12
3.3. Other income	12
4. Right-of-use assets	12
4. Right-of-use assets (continued)	13
5. Other Assets and Liabilities	13
5.1. Receivables	13
5.2. Amounts receivable for services (Holding Account)	13
5.3. Payables	13
5.3. Payables (continued)	14
6. Financing	14
6.1. Lease liabilities	14
6.2. Finance costs	15
6.3. Cash and cash equivalents	15
6.4. Capital commitments	15
7. Financial Instruments and Contingencies	15
7.1. Financial instruments	15
7.2. Contingent assets and liabilities	16
8. Other Disclosures	16
8.1. Events occurring after the end of the reporting period	16
8.2. Key management personnel	16
8.3. Related party transactions	17
8.4. Related bodies	17
8.5. Affiliated bodies	17
8.6. Special purpose accounts	17
8.7. Remuneration of auditors	17
8.8. Supplementary financial information	17
8.9. Explanatory statement	17

Gascoyne Development Commission Statement of Comprehensive Income For the year ended 30 June 2025

		2025 \$'000	2024 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	331	321
Supplies and services	2.3	2,609	2,405
Depreciation expense	4	80	87
Finance costs	6.2	4	7
Grants and subsidies	2.2	236	162
Other expenses	2.3	80	81
Total cost of services		3,340	3,063
Income			
Other income	3.3	3	15
Commonwealth grants	3.2	963	-
Total income		966	15
NET COST OF SERVICES		2,374	3,048
Income from State Government			
Income from other public sector entities	3.1	1,387	643
Services received free of charge	3.1	2,282	2,100
Total income from State Government		3,669	2,743
SURPLUS / (DEFICIT) FOR THE PERIOD		1,295	(305)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		1,295	(305)

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

Gascoyne Development Commission
Statement of Financial Position
As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	512	115
Restricted cash and cash equivalents	6.3	1,093	145
Receivables	5.1	17	18
Total Current Assets		1,622	278
Non-Current Assets			
Amounts receivable for services	5.2	34	34
Right-of-use assets	4	56	136
Total Non-Current Assets		90	170
TOTAL ASSETS		1,712	448
LIABILITIES			
Current Liabilities			
Payables	5.3	63	22
Lease liabilities	6.1	59	82
Employee related provisions	2.1(b)	194	184
Total Current Liabilities		316	288
Non-Current Liabilities			
Lease liabilities	6.1	-	59
Total Non-Current Liabilities		-	59
TOTAL LIABILITIES		316	347
NET ASSETS		1,396	101
EQUITY			
Contributed equity		90	90
Accumulated surplus		1,306	11
TOTAL EQUITY		1,396	101

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

Gascoyne Development Commission
Statement of Changes in Equity
For the year ended 30 June 2025

	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
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
Balance at 1 July 2024	90	11	101
Surplus	-	1,295	1,295
Total comprehensive income for the period	-	1,295	1,295
Balance at 30 June 2025	90	1,306	1,396

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

Gascoyne Development Commission
Statement of Cash Flows
For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		1,387	643
Net cash provided by State Government		<u>1,387</u>	<u>643</u>
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employees benefits		(320)	(322)
Supplies and services		(354)	(389)
Finance costs		(4)	(7)
Grants and subsidies		(236)	(162)
GST payments on purchases		(42)	-
Other payments		(12)	(12)
Receipts			
Commonwealth grants and contributions		963	-
GST receipts from taxation authority		33	6
Other receipts		13	5
Net cash used in / (provided by) operating activities		<u>41</u>	<u>(881)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(83)	(84)
Net cash used in financing activities		<u>(83)</u>	<u>(84)</u>
Net increase/(decrease) in cash and cash equivalents		1,345	(322)
Cash and cash equivalents at the beginning of the period		260	582
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	<u>1,605</u>	<u>260</u>

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

Gascoyne Development Commission
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 29 July 2025.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AAS) – Simplified Disclosures, the Conceptual Framework, and other authoritative pronouncements issued by the Australian Accounting Standards Board as modified by Treasurer's Instructions. Some of these pronouncements are modified to vary their application and disclosure.

The Financial Management Act 2006 (the Act) and Treasurer's Instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over Australian Accounting Standards Board pronouncements. Where an AASB announcement is modified and has had a significant financial effect on the reported results, details of the 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 Commission 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 8 - Requirement 8.1(i)* and have been credited directly to Contributed Equity.

Comparative information

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

Judgements and estimates

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

Gascoyne Development Commission

Notes to the financial statements

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

	2025 \$'000	2024 \$'000
Employee benefits	300	283
Superannuation - defined contribution plans	31	38
Employee benefits expenses	331	321
Add: AASB 16 Non-monetary benefits	84	94
Total employee benefits	415	415

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 superannuation fund as nominated by the employee.

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

	2025 \$'000	2024 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	40	48
Long service leave	133	117
	173	165
<u>Other provisions</u>		
Employment on-costs	21	19
Total current employee related provisions	194	184
Total employee related provisions	194	184

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities: Classified as current as there is no unconditional right to defer settlement for at least 12 months after the 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 the right to defer settlement of the liability for at least 12 months after the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Commission has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

Gascoyne Development Commission

Notes to the financial statements

2.1. (b) Employee related provisions (continued)

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'.

	2025 \$'000	2024 \$'000
Employment on-cost provision		
Carrying amount at start of period	19	19
Additional/(reversals of) provisions recognised	2	-
Carrying amount at end of period	21	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

	2025 \$'000	2024 \$'000
Non Public organisations	179	162
Local Government agencies	57	-
Total recurrent grant and subsidies	236	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.

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

Gascoyne Development Commission Notes to the financial statements

2.3. Other expenditure

	2025 \$'000	2024 \$'000
Supplies and services		
Board fees	94	84
Communications	3	7
Consultants and contractors	151	101
Consumables	13	19
Travel	62	87
Other	4	7
Resources provided free of charge by DPIRD ^(a)	2,282	2,100
Total supplies and services expenses	2,609	2,405
Other expenses		
Building and infrastructure maintenance	7	7
Donations and sponsorships	33	5
Internal audit fees	6	19
Other expenses	34	50
Total other expenses	80	81
Total other expenditure	2,689	2,486

(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.

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
Commonwealth grants	3.2
Other income	3.3

3.1. Income from State Government

	2025 \$'000	2024 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	1,387	541
- Department of Jobs, Tourism, Science and Innovation	-	102
Total grants and subsidies	1,387	643
Resources received from other public sector entities during the period:		
- Services received free of charge - DPIRD ^(a)	2,282	2,100
Total resources received	2,282	2,100
Total income from State Government	3,669	2,743

(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.

Gascoyne Development Commission Notes to the financial statements

3.1. Income from State Government (continued)

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. Commonwealth grants

	2025 \$'000	2024 \$'000
Grants	963	-
Total commonwealth grants	963	-

3.3. Other income

	2025 \$'000	2024 \$'000
Other sundry income	3	15

4. Right-of-use assets

	Buildings \$'000	Vehicles \$'000	Total \$'000
Carrying amount at beginning of period	124	12	136
Depreciation	(70)	(10)	(80)
Net carrying amount at end of period	54	2	56

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.

Subsequent Measurement

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

Depreciation and impairment of right-of-use assets

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

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

Gascoyne Development Commission
Notes to the financial statements

4. Right-of-use assets (continued)

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.

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:

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2025 \$'000	2024 \$'000
Current		
GST receivable	5	-
Other debtors	12	18
Total current	17	18

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)

	2025 \$'000	2024 \$'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

	2025 \$'000	2024 \$'000
Trade payables	53	9
Accrued expenses	3	3
Accrued salaries	7	6
GST Payable	-	4
Total current payable	63	22

Gascoyne Development Commission
Notes to the financial statements

5.3. Payables (continued)

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.

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

6.1. Lease liabilities

	2025 \$'000	2024 \$'000
Current	59	82
Non-current	-	59
	59	141

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

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.

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.

Gascoyne Development Commission
Notes to the financial statements

6.2. Finance costs

	2025	2024
	\$'000	\$'000
Lease interest expense	4	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.

6.3. Cash and cash equivalents

	2025	2024
	\$'000	\$'000
Current non-restricted cash and cash equivalents	512	115
Non-Royalties for Regions fund restricted cash		
Externally funded projects	102	109
Regional Development Scheme	36	36
Carnarvon Justice Reinvestment program	955	-
Current restricted cash and cash equivalents	1,093	145
Total cash and cash equivalents	1,605	260

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 (2024: None).

7. Financial Instruments and Contingencies

	Notes
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1. Financial instruments

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

	2025	2024
	\$'000	\$'000
Financial assets		
Cash and cash equivalents	1,605	260
Financial assets at amortised cost ^(a)	46	52
Total financial assets	1,651	312
Financial liabilities		
Financial liabilities measured at amortised cost ^(b)	122	159
Total financial liabilities	122	159

- (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).

Gascoyne Development Commission
Notes to the financial statements

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 2025 (2024: None).

8. Other Disclosures

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

	Notes
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 cabinet ministers. 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 (\$) of members of the accountable authority	2025	2024
50,001 - 60,000	-	1
20,001 - 30,000	2	-
10,000 - 20,000	1	1
0 - 10,000	4	4
Compensation band (\$) of senior officers	2025	2024
350,001 - 400,000	1	-
300,001 - 350,000	-	1
150,001 - 200,000	2	1
Total compensation of senior officers	803	627

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

Gascoyne Development Commission
Notes to the financial statements

8.3. Related party transactions

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

Related parties of the Commission include:

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

Material transactions with other related entities

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

8.4. Related bodies

The Commission had no related bodies during the reporting period.

8.5. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.6. Special purpose accounts

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

8.7. Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is \$35,000 (2024: \$35,000).

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 preparing an Explanatory Statement as required under TI 3 *Financial Sustainability (7) 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 2025

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 2025.



Burke Maslen
Chairman
29 July 2025



Timothy Bray
Chief Executive Officer
29 July 2025

GASCOYNE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2025

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. 215 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 104 completed surveys were obtained from this client contact list (a response rate of 48%), giving a maximum standard error ratio of +/- 6.5% at the 95% confidence level.

Although the response rate was less that 50%, the Commission believes that the responses received fairly represent the broad range of clients and stakeholders.

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

GASCOYNE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2025

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

Key Effectiveness Indicator:	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
The Commission is effective and makes a positive contribution to the economic and social development of the Gascoyne region.	86%	84%	92%	80%	84%

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 2022	Actual 2023	Actual 2024	Target ³ 2025	Actual 2025
Average cost ¹ per hour ²	\$151	\$142	\$135	\$145	\$151

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 2025

Comments

The total hours worked were 11% above target. With some additional projects coming in throughout the financial year, total operating expenses were 15% above target resulting in the average cost per hour being 4% above target.

MINISTERIAL DIRECTIVES

Section 25 (2) of the Regional Development Commission Act 1993 requires that the text of any written direction from the Minister is to be recorded in the Annual Report. No Ministerial Directives were received by the Commission during the financial year.

OTHER FINANCIAL DISCLOSURES

PRICING POLICIES OF SERVICES PROVIDED

The Commission does not charge for its services, brochures and publications.

CAPITAL WORKS

The Commission did not complete or commence any capital works in 2024-25.

EMPLOYMENT AND INDUSTRIAL RELATIONS

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of the Commission. Department of Primary Industries and Regional Development assign staff as part of a Service Level Agreement and a staffing arrangement pursuant to section 29 of the Regional Development Commissions Act 1993.

STAFF DEVELOPMENT

GDC is committed to supporting staff in developing the skills and knowledge required to meet the evolving needs of the region and their professional development.

Training plans and development goals are included in each employee’s annual performance review process, ensuring a consistent focus on growth.

In 2024–25, GDC staff and board members participated in a range of workshops, conferences, and professional development opportunities. These included but were not limited to the Economic Development Australia’s economic development practitioner’s professional accreditation, annual Regional Development Commission Conference, Be Exceptional training, Boardable governance training, and the Rural, Regional and Remote Women’s Network workshop.

WORKERS’ COMPENSATION

There were no workers’ compensation claims during 2024-25.

GOVERNMENT POLICY REQUIREMENTS

OCCUPATIONAL SAFETY, HEALTH AND INJURY MANAGEMENT

GDC is committed to providing a safe and healthy work environment, in line with the principles of Work Health and Safety (WHS) and the requirements of the Workers’ Compensation and Injury Management Act 1981.

WHS policies are regularly reviewed and updated to reflect the changing needs of the organisation and its integration with the Department of Primary Industries and Regional Development. Staff are introduced to WHS policies and procedures during induction, with ongoing awareness reinforced through monthly meetings as required.

The Commission has one staff member who has completed the Work Health and Safety Representative Training.

PERFORMANCE REPORTING

The table below will assist agencies to meet their quantitative reporting requirements and support consistency in reporting.

MEASURES	RESULTS - BASE YEAR *	RESULTS - PRIOR YEAR	RESULTS - CURRENT REPORTING YEAR	TARGETS	COMMENTS ABOUT TARGETS
Number of fatalities	0	0	0	0	-
Lost time injury and disease incidence rate	0	0	0	0	-
Lost time injury and severity rate	0	0	0	0	-
Percentage of injured workers returned to work (i) within 13 weeks	0	0	0	0	-
Percentage of injured workers returned to work (ii) within 26 weeks	0	0	0	Greater than or equal to 80%	-
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	0	0	0	Greater than or equal to 80%	One staff member has completed the Work Health and Safety Representative Training

BOARD AND COMMITTEE REMUNERATION

POSITION TITLE	MEMBER NAME	TYPE OF REMUNERATION*	PERIOD OF MEMBERSHIP**	TERM OF APPOINTMENT / TENURE***	BASE SALARY/ SITTING FEES	GROSS/ACTUAL REMUNERATION FOR FINANCIAL YEAR
Former Chair	Andy Munro	Stipend	6 months	6 years	\$47,250pa	\$24,998.70
Chair	Burke Maslen	Stipend/Sitting Fees	12 Months	4 Years	\$47,250pa	\$25,728.80
Deputy	Cheryl Cowe	Stipend/Sitting Fees	12 Months	6 years	Stipend \$5,000, sitting fees \$790 full day, \$513 part day	\$9,169.94
Member	Kirsten Sheppard	Sitting Fees	12 Months	3 years	Sitting fees \$680 full day, \$422 part day	\$5,862.00
Member	Kevin Leahy	Sitting Fees	6 months	3 years	Sitting fees \$680 full day, \$422 part day	\$1,102.00
Member	Dan Kuzmichich	Sitting Fees	12 Months	4 Years	Sitting fees \$680 full day, \$422 part day	\$7,720.07
Member	Stephanine Perry	Sitting Fees	12 Months	3 years	Sitting fees \$680 full day, \$422 part day	\$4,666.00
Total					Sitting fees \$680 full day, \$422 part day	\$79, 247.51

1. * If applicable include sessional payment per meeting, half day or annual.
2. ** Refers to member membership during reporting period not entire tenure on board/committee. Period of membership should correlate with respective remuneration received in the financial year.
3. *** Refers to term of appointment/tenure (if relevant) or appointment type, for example sessional or full time.

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 Regional Development Commissions, including the GDC, 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.

OTHER LEGAL REQUIREMENTS

ACTS OF GRACE PAYMENTS

The Commission did not make any Acts of Grace payments in 2024/2025.

EXPENDITURE ON ADVERTISING, MARKET RESEARCH, POLLING AND DIRECT MAIL

In accordance with section 175ZE of the Electoral Act 1907, the agency incurred the following expenditure in advertising, market research, polling, direct mail and media advertising. Total expenditure for 2024-2025 was \$6262.86.

CLASS OF EXPENDITURE	ORGANISATION	AMOUNT (\$)	TOTAL (\$)
Advertising agencies	Digital Marketing Aus Seek Limited	\$447 \$560	\$1007
Market research organisations	Painted Dog Research Pty Ltd	\$4900	\$4900
Polling organisations	-	-	-
Direct mail organisations	-	-	-
Media advertising organisations	Facebook	\$355.86	\$355.86
Grand total			\$6262.86

DISABILITY ACCESS AND INCLUSION PLAN (DAIP) OUTCOMES

The Disability Access and Inclusion Plan 2018-23 (DAIP) outlines the ways in which the Department of Primary Industries and Regional Development and Regional Development Commissions, including the GDC, 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 accessible ramps, doorways, and amenities, and a dedicated ACROD parking bay at both the Carnarvon and Exmouth offices. 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.

COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

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 2024-25 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

UNAUTHORISED USE OF CREDIT CARD

There was one instance of unauthorised use of a corporate credit card in 2024–25.

GDC employees are issued corporate credit cards where their roles require access to this facility. All cardholders are reminded annually of their responsibilities under the Department of Primary Industries and Regional Development’s credit card policy.

In this case, an employee inadvertently used their corporate credit card for a personal purchase. The amount was repaid within the timeframe required and no further action was deemed necessary.

Number of instances the Western Australian Government purchasing card has been used for personal expenditure	1
Aggregate amount of personal used expenditure	\$10.00
Aggregate amount of personal use expenditure settled by due date	–
Aggregate amount of personal use expenditure settled after the period required	\$10.00
Aggregate amount of personal use expenditure outstanding at the end of period	–
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	–

RECORD KEEPING PLAN

In accordance with the State Records Act 2000, the GDC has developed a Record Keeping Plan that aligns with the principles defined by the State Records Office. As at the reporting date, the Record Keeping Plan is under review, with a revised draft prepared and progressing toward formal submission and endorsement.

The Commission’s policies relating to record-keeping, digital security, and IT management are reviewed regularly to ensure they remain aligned with operational and compliance requirements. The continued use of cloud-based record-keeping systems and strengthened cyber security measures have contributed to more effective information management practices.

As part of the current review, the Commission has identified opportunities to improve record-keeping systems, with additional staff training scheduled for 2025–2026 to support implementation of the updated Record Keeping Plan and ensure consistent compliance across the organisation.

AGENCY CAPABILITY REVIEW

The Department of Primary Industries and Regional Development was selected and reviewed as part of the Public Sector Commission led Agency Capability Review Program. The GDC will work closely with the Department to ensure key observations are met.

WORKFORCE INCLUSIVENESS REQUIREMENTS

The Commission is committed to fostering an inclusive and diverse workplace where all team members, whether based in Exmouth or Carnarvon, feel valued and supported.

As part of the recent WA Public Sector Census, staff from Department of Primary Industries and Regional Development including those working within the Regional Development Commissions were surveyed about their diversity, whether they had disclosed this information to the agency, and their reasons for choosing not to, if applicable. The results were reported at the department level and were not separated by individual Regional Development Commissions.

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

- 89% of employees have equal opportunities for career advancement within the organisation
- 100% have an awareness and understanding of different cultures, backgrounds, and identities among their colleagues and supervisors
- 89% sometimes or always feel comfortable expressing their opinions and ideas in team meetings
- 100% are aware of the organisation’s (GDC and Department of Primary Industries and Regional Development) diversity and inclusion policies



GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth

Supported by Department of Primary Industries
and Regional Development

