



2023-2024

ANNUAL REPORT

SOUTH WEST DEVELOPMENT COMMISSION

Statement of Compliance

Message to the Minister

Hon. Don Punch MLC

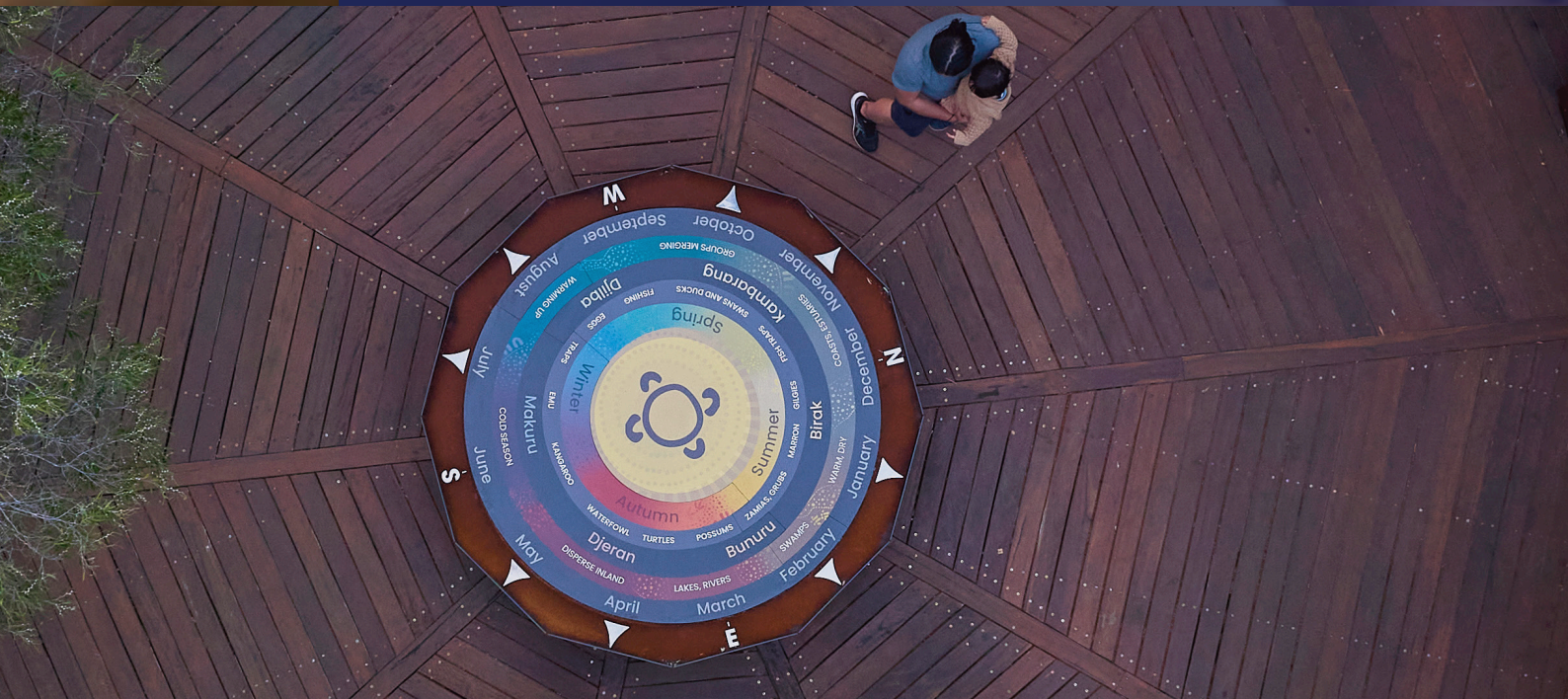
Minister for Regional Development



In accordance with the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the annual report of the South West Development Commission, for the financial year ended 30 June 2024. This annual report provides the Western Australian Parliament and other stakeholders with information about the performance of the Commission reporting under the Public Sector Management Act 1994. It also assists the community to understand the public sector's diverse operations.

Danny Griffin
Chairman of the Board
6 September 2024

Mellisa Teede
Chief Executive Office
6 September 2024



Cover image: Launched in November 2023, Ancient Lands Experience at Ngilgi Cave is one of the many projects that have benefited from our Regional Economic Development (RED) Grants. Set above-ground at Ngilgi Cave, Ancient Lands Experience takes visitors on a journey to discover the formation of the region in ancient times. A series of interactive installations on a pathway through natural bushland pay homage to the landscape's formation, the limestone caves, the 60,000-year custodianship of the Wadandi people, and the flora and fauna found in the region today. Inside cover photos: Capes Foundation/Tim Campbell.



Acknowledgement of Country

We acknowledge the traditional custodians of country throughout the South West and recognise their continuing connection to land, waters and culture.

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

Ngalak kaditj kalyakoorl kaaradj boodjar-ak Kongal-Marawar wer kaditj baalap boodjar, kep wer kadadjiny-ak kalyakoorl yoodaniny.

Ngalak Birdiya-k koora wer yeyi ngalang koota-djinong yanginy.

WELCOME TO OUR ANNUAL REPORT FOR 2023/24

This document operates like a window into the South West Development Commission in that it provides readers with a glimpse into our operations and how we are delivering for the region. Importantly, it offers clear visibility on performance and achievements for 2023/24.

Like all WA Public Sector agencies subject to the Financial Management Act 2006, we are required to prepare an annual report at the end of each financial year. In doing so, we provide WA Parliament with information about agency performance and help the community to understand the nature and diversity of public sector operations.

We aim to go beyond the annual reporting requirements set out by the Public Sector Commission by telling the story of the Commission and how it is tied to the South West region. By reading this report, you will acquire an understanding about the extensive impact our regionally-based organisation is having on the region through our planning, projects and programs. The insight offered on the pages of this document provides our valued stakeholders with an understanding of the focuses for 2023/24 – and beyond.

Publication

As required, this report was tabled in the Parliament of Western Australia after being provided to the Minister for Regional Development.

An annual report is not a promotional or commercial document, so production costs are kept to a minimum. However, in the interest of making this annual report as accessible to the public as possible, limited printed copies are available on request. We encourage stakeholders to view this report online at www.swdc.wa.gov.au.

WE AIM TO

Ignite economic development, diversification and innovation opportunities in the South West as we navigate to a clean and prosperous economy within liveable communities.

TO DO SO...

We partner with business, industry, government and community – bringing people and organisations together to progress regional priorities.

In working collaboratively with other organisations, we align our efforts and resources to achieve common goals.

And it's working...

Access

Please let us know how we can best support you to access this document.

Feedback

We welcome your feedback on this report.

Contact us

(08) 9792 2000

info@swdc.wa.gov.au



THIS IS REGIONAL

**WE'RE ON THE GROUND.
PART OF THE COMMUNITY.
WORKING WITH YOU TO CREATE
A STRONG FUTURE.**

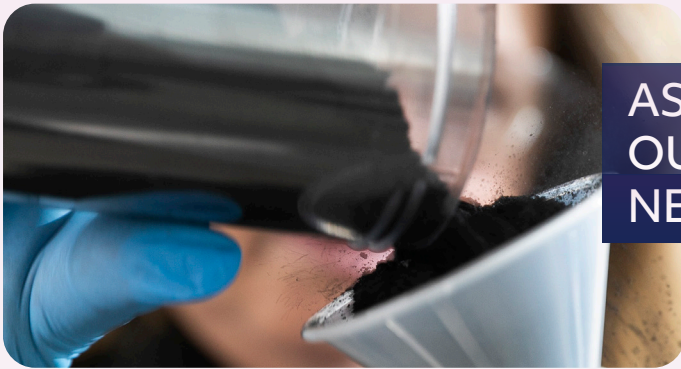


AL DEVELOPMENT



OUR STORIES

We're working for the South West region. Making a difference today, planning for tomorrow, achieving what we set out to do yesterday. Here you will find a snapshot of our stories. Our region's stories.



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AS OLD INDUSTRIES PHASE OUT, WE NEED TO ATTRACT NEW INDUSTRIES.

We've been doing that in Collie – progressively replacing the coal sector with the industries that will create the jobs of the future.

With our support, new companies are scaling up in Collie. We're pleased to report there are now hundreds of jobs in the pipeline as we continue to support workers, industries and communities in the shift from carbon-intensive industries.

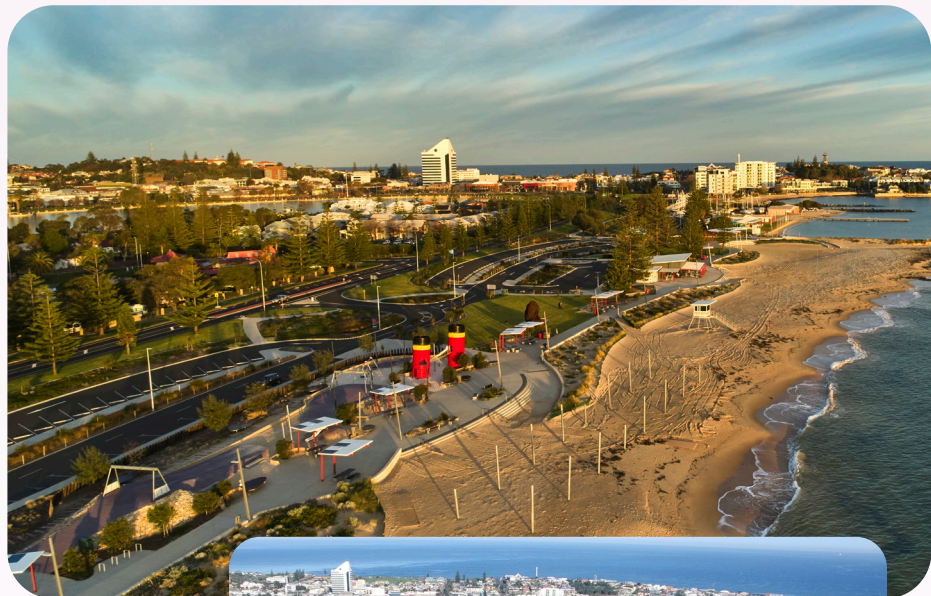
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BUNBURY IS A BEAUTIFUL COASTAL CITY THAT HAS NOT YET MADE THE MOST OF ITS WATERFRONT.

But we're changing that.

Through a staged development project, we are fulfilling the potential of outdated and underused waterfront land. The Koombana Bay foreshore is just one of the refreshed precincts.

We have achieved approval to construct a game-changing new breakwater at the entrance to Casuarina Boat Harbour.



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TO RETAIN THE REGION'S COMPETITIVE EDGE IN A GLOBAL MARKET, WE NEED TO ENSURE SKILLS AND KNOWLEDGE KEEP UP WITH TECHNOLOGICAL CHANGE.



Because of this, we are supporting the local manufacturing sector to build a case for an Advanced Manufacturing and Technology Hub.

Together, we're making progress.

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WE'VE OPENED A NEW GATEWAY INTO THE SOUTH WEST THAT BRINGS TOURISTS DIRECTLY TO THE REGION.



As demand for the Busselton Margaret River Airport grows, we're again working with the City of Busselton and other stakeholders to develop a business case for a new terminal at the facility.

This follows the previous work undertaken to secure funding to develop the airport and attract a commercial passenger airline.

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FROM FINE MINDS TO FINE VINES, THE SOUTH WEST HAS A LOT TO OFFER THE WORLD.

The region is home to businesses with in-demand products as well as consultancies that are solving global problems including around water quality.

With our help, more and more local businesses are achieving success in the international marketplace.

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Structure of this report

- > Our executive summary provides an overview of performance and key achievements, with a snapshot that summarises the highlights from the reporting year.
- > We then drill-down into our four strategic priorities to provide a comprehensive overview.
- > A copy of our financial statements are included in this annual report.

DELIVERING FOR TODAY

Here you will find a snapshot of achievements and highlights from the year in review.

WE CONTINUE TO OVERSEE THE TRANSFORMATION OF THE BUNBURY WATERFRONT.

WE ACHIEVE OVERALL ENVIRONMENTAL APPROVAL FOR THE CONSTRUCTION OF MARINE INFRASTRUCTURE IN KOOMBANA BAY.



AN EXPRESSION OF INTEREST PROCESS TAKES PLACE FOR THE REDEVELOPMENT OF INDUSTRIAL SHEDS.



TENDERS CALLED FOR CONSTRUCTION OF A NEW NORTHERN BREAKWATER.

DELIVERING FOR TODAY



OUR FUNDING DRIVES COLLIE'S INDUSTRIAL TRANSITION BY SUPPORTING COMPANIES TO SCALE UP IN TOWN.



1

International Graphite.

International Graphite begins production at its pilot graphite micronising plant in Collie, and positions to scale up to full commercial production.

2

Magnium Australia.

Magnium Australia secures a site and warehouse in Collie as it moves forward with plans to establish and construct a pilot plant to produce high-purity magnesium metal.

3

Quantum Filtration Medium.

Construction on Quantum Filtration Medium's new manufacturing plant is underway.

DELIVERING FOR TODAY

WE INCENTIVISE NEW INDUSTRIES TO COLLIE.

AMONG THE ANNOUNCEMENTS:
COMMERCIAL DIVE ACADEMY TO
EXPAND ITS BUSINESS FROM TASMANIA.



ROUND 7 OF THE REGIONAL
ECONOMIC DEVELOPMENT (RED)
GRANTS PROGRAM IS LAUNCHED
IN THE SOUTH WEST.

WE RECEIVE A **RECORD 90**
APPLICATIONS FOR FUNDING
THROUGH THIS ROUND.

SEVEN
SHARE IN
\$562,602
ROUND 6
REDs

FOODEY AMONG
THE BUSINESSES
THAT EXPAND.



DELIVERING FOR TODAY



A FEASIBILITY STUDY INTO THE VIABILITY OF AN ADVANCED MANUFACTURING HUB IS COMPLETED.

MOVES TO BUSINESS CASE STAGE.



AS CUSTODIANS OF THE BAUDIN MAPS, WE PROVIDE A COPY OF ONE OF THE MAPS FOR DISPLAY AT THE LIGHTKEEPERS MUSEUM AT CAPE NATURALISTE LIGHTHOUSE.



BUSSELTON MARGARET RIVER AIRPORT IS A FOCUS WITH TERMINAL BUSINESS CASE UNDERWAY.

DELIVERING FOR TODAY

WE SUPPORT THE EXPORT PLANS OF LOCAL BUSINESSES.

SHELTER BREWING CO IS AMONG THE BUSINESSES TO BREAK INTO NEW MARKETS.

SYDNEY-BUSSELTON

28,000

INBOUND SEATS
ANNUALLY

TRADE PROMOTIONS ARE HELD IN THAILAND AND SINGAPORE TO FACILITATE EXPORT DEALS.

BUSINESSES UNLOCKED THROUGH DEVELOPMENT OF BUSSELTON AIRPORT.

Jetstar introduces Sydney-Busselton route. Each visitor from New South Wales spends an estimated **\$1,254** during their trip.

Performance – Stakeholder Perspectives

Stakeholder survey summary

We have once again achieved strong year-on-year results across our diverse portfolios of work. Despite a complex and evolving operating environment, we continue to deliver robust outcomes for the region.

The overall scores from our most recent annual stakeholder survey confirm consistent anecdotal evidence that our work is generally highly regarded. In a key indicator of success, satisfaction with the Commission and the quality of service was up one per cent from the previous financial year. A total of 89 per cent of stakeholders have signalled they are satisfied with the Commission and the quality of service that we provide.

Feedback obtained through the survey has been used to measure effectiveness against our legislative mandate and pinpoint areas for improvement.

We aim to continuously improve and, as such, our corporate executive team have reviewed the findings.

We thank all stakeholders who took the time to complete the questionnaire this year, and look forward to collaborating with you – our partners in regional development – again in 2024/25.

Overall level of satisfaction
quality of service



2023/24



2022/23



2021/22

Our scorecard – how you rated us

	2023/24
a. Austrade services	100%
b. Advocacy for industry in the region	96%
c. Advocacy for communities in the region	94%
d. Identification and promotion of economic development and investment opportunities	92%
e. Dissemination of information about the region and services provided by the Commission	91%
f. Assistance with industry development	90%
g. Strategic planning/consultation	89%
h. Advice on grants and funding	88%

	2023/24
a. Professional	97%
b. Courteous	96%
c. Knowledgeable	95%
d. Helpful	91%
e. Accessible	90%
f. Insightful	87%
g. Responsive	86%
h. Prompt	86%
i. Efficient	84%
j. Effective	82%
k. Influential	79%

"It is with great honour and pleasure that I present the annual report for the South West Development Commission. Over the past 12 months, our organisation has achieved remarkable milestones of which we should be immensely proud."

- Danny Griffin



CHAIRMAN'S REPORT

Building on our successes, we have embraced a spirit of continuous improvement. This means we're always looking ahead to maximise our effectiveness for the communities we serve.

We have initiated a comprehensive strategy process to guide us through to 2027. This strategy addresses immediate challenges while focusing on delivering outcomes that drive job creation and also bolster business and industries. At the same time, we strive to ensure the very essence of liveable communities, both now and in the future.

I open this year's message by conveying my sincere gratitude to our valued stakeholders who have continued to work with us to progress opportunities to advance the South West.

The significant outcomes highlighted in this report have been generated with the support of business, industry, community and government.

We all have roles to play in shaping the future of the region, and our collaborative efforts are building a strong and resilient South West with diverse economies and liveable communities.

From standing alongside community, government and industry to progress the diversification of the coal-mining town of Collie, to continuing to work with local businesses to amplify

their presence in overseas markets following COVID-19 border closures, we have played a meaningful role. From progressing industry aspirations for a manufacturing sector for a strong future in a competitive global marketplace to supporting transitioning communities in the Southern Forests, we have been there for our region.

Results like those achieved this year for the cities and towns we live and work in are built from solid foundations. The responsible and visionary forward-planning carried out by the Commission in previous years has continued to materialise in strong outcomes for the South West. In 2023/24, the commencement of the Jetstar route between Busselton and Sydney came only after the Commission had the foresight to team up with Regional Development Australia – South West and develop a well-considered blueprint for the development of the region that pinpointed the expansion of the Busselton Margaret River Airport as a priority. At the time, the 12 South West Local Governments agreed that this regionally-significant project was the most critical to fund. The region is benefiting from a gateway infrastructure project that has further unlocked the South West's tourism potential as well as driven business and job opportunities, after an initial delay in the inaugural Melbourne flights getting off ground because of COVID-19 pandemic restrictions. More recently, we have been working with the City of Busselton and other key stakeholders to expand on these foundations by progressing a business case for the further development of a new passenger terminal and associated infrastructure for the regional asset.

...CONTINUED...



Similarly, we achieved a crucial milestone in the development of the Bunbury waterfront that had been about 10 years in the making. Environmental approval was received to proceed with Stage 3 of the Transforming Bunbury's Waterfront project relating to the marine structures in Koombana Bay, after carrying out detailed technical studies and a comprehensive impact assessment that was initiated in 2015. By early next financial year, we expect the project team will be able to award its largest ever contract – the construction of a 460-metre-long breakwater. This piece of infrastructure is the key to unlocking the potential of Casuarina Boat Harbour in that it will create sheltered harbour waters required for a regional hub for the marine industry. This substantial body of work relating to the environmental approval process was achieved while delivering a suite of projects under the banner of Transforming Bunbury's Waterfront including the revitalisation of Koombana Bay and new pedestrian footbridge, the upgrade of the Jetty Road Causeway and the upgrade of Jetty Baths Park.

We know how important it is to strategically plan in order to ensure we deliver outcomes for the region. This year, our forward-looking organisation has undertaken extensive consultation with stakeholders across industry and government to define a shared vision that will further advance the region. The well-attended forums have stimulated valuable discussion on how we can accelerate sector growth, including the key enablers required to support that advancement. Feedback received will inform the Commission's strategic execution to 2027 as we navigate a complex operating environment and the external forces shaping the region.

The South West will continue to be impacted by world trends including global decarbonisation, which can be enabled with South West natural resources including the lithium concentrate mined at Greenbushes. The region is at the forefront of industry as a result of its comparative advantages and the innovation incentivised through our grants schemes and wider WA Government funding.

Exciting new industries are emerging and playing a role in further positioning the South West to be a major global player. For example, the WesTrac Technology Training Centre in Collie welcomed its first cohort of international students. And International Graphite installed and commissioned a new qualification-scale graphite micronising plant in Collie that will produce graphite for testing by prospective international customers, who are seeking micronised graphite for industrial and battery applications. The progress made to attract new industries that will broaden the local economy and create a pipeline of future jobs represents a substantial effort from the Commission over many years. We continue to work with the

community to support a Just Transition, including transitioning workers who can directly benefit from our small grants program.

SWDC is committed to igniting economic development, diversification and innovation opportunities in the South West as we navigate to a clean economy within liveable communities. The Innovative Industries of the Future (IIF) Conference was announced this year and will occur in November 2024 with the aim of further amplifying the region's attributes to capture global market opportunities, direct investment into the region and further contribute to the State and national economies. This will complement the work undertaken by our locally-based TradeStart team to facilitate export for small and medium-sized enterprises, which this year included a well-regarded promotion in Singapore.

It has been fantastic to witness local businesses achieve success both domestically and internationally with the support we provide through Collie Futures, TradeStart, the Regional Economic Development (RED) Grants and the Local Content Adviser Network. Other noteworthy achievements include the commencement of a joint government and industry feasibility study into recommissioning the Greenbushes to Bunbury Railway Line, and progress on a feasibility study for a proposed Advanced Manufacturing and Technology Hub.

Our progress is driven by people, for the people of today and tomorrow. The dedicated efforts of our team at the Commission, along with our collaborative stakeholders, have once again yielded significant results. I extend my heartfelt thanks to the staff, CEO, and Board of the Commission — passionate professionals committed to the betterment of our region.

I also express my deep gratitude to the Minister for Regional Development, the Hon Don Punch MLA, and his office staff. The Minister's belief that regional development equates to quality of life resonates deeply with our purpose. His support has been instrumental in our achievements, as we strive to enhance the quality of life in every endeavour we undertake.



"I present my final annual report, after five years of leading the Commission through a time of significant regional transformation."

- Mellisa Teede



CEO'S MESSAGE

From the COVID-19 pandemic to the industrial transition of Collie, the Commission has been there for the region in some of its most challenging periods. Our culture of responsiveness to regional challenges and priorities, together with our collaborative way of working, has meant that we have never failed to support the region during economic events that force change.

We know there is opportunity in challenge, and we have been able to unlock opportunities not only in shifting economies but also in grasping the potential of our towns and cities.

We continue to back local businesses plans, drive the expansion of local industry, and reimagine outdated and underused buildings and precincts for economic and social benefit. I invite stakeholders to read through this report and gain insight into the substantial impact of the Commission on the region.

Noticeably, while we have achieved meaningful outcomes in 2023/24, we have also had one eye on the horizon – planning ahead to seize the opportunities opening up for our resource-rich region as the world rapidly decarbonises.

I leave the Commission having put a new event on the calendar that will catapult the region as a significant investment destination, with the South West's capacity to fuel the clean energy transition front and centre. The Innovative Industries of the Future (IIF) Conference to be held in Bunbury over November 5 and 6 will examine key issues and opportunities relating to the transition to a clean economy. Attendees will hear expert perspectives on how we can collectively seize opportunities and address complex problems in a rapidly changing environment.

The Commission's new strategic plan – to be released next financial year – will outline a clear pathway for successfully supporting the region through the clean energy transition, ensuring we seize opportunities.

At the Commission, we continue to grow and diversify the region's economy, while increasing liveability – all to support jobs and quality of life for the residents of today and tomorrow.

From the continued transition of Collie's economy to the progress made on Transforming Bunbury's Waterfront and planning for an Advanced Manufacturing and Technology Hub (AMTECH), there are many milestones to celebrate. We have also boosted business opportunities through the Regional Economic Development (RED) Grants, TradeStart and Local Content Adviser Network programs.

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Sponsored by South West Development Commission



Mellisa Teede presents an award to Lorraine Bennell at the 2023 South West NAIDOC Awards.

It is vital that we ensure the region remains competitive on the global stage and resilient in the face of economic and environmental changes. Collaboration is key to achieving our aims and pursuing prosperity.

Also very important to achieving outcomes for the region is our team at the Commission. Our dedicated, passionate and professional team who have worked to deliver meaningful results for the region.

The Commission is dedicated to creating a prosperous future for all residents of the South West. Through collaboration, advocacy, and strategic investment, the Commission will continue to drive and support economic and social transformation.

I thank the Board led by Chair Danny Griffin, the team at the Commission, and Minister Don Punch and his office.



Renaee Giles, Obby McDonald, Mellisa Teede and Ashley Clements at the Busselton Margaret River Airport.

Regional Snapshot



\$6.961B
MANUFACTURING
EXPORTS

Significant social and economic trends

- *Native forest logging ended in January 2024.*
- *WA Government phasing out State coal-fired power stations.*
- *Demand for clean energy, including for critical minerals such as the lithium mineral concentrate mined at Greenbushes.*
- *Housing shortage across Australia.*

Achievements and milestones

- *Busselton was named the winner of the 2024 7NEWS Top Tourism Town Award. Collie claimed bronze in the Top Tourism Town category.*
- *Northcliffe marked 100 years since settlement.*





WHO WE ARE

WHAT WE DO

We're working on tomorrow, today

**Here at the South West Development Commission,
"we work on tomorrow, today".**

We know that what we do now will matter in the months, years and decades ahead.

So, in partnership with stakeholders we identify, support and drive projects that will take the region forward. At the same time, we examine short-term needs.

A key focus is pursuing economic development outcomes for the South West by supporting local jobs, industry and business.

We also improve quality of life by enhancing liveability and the qualities which make the region unique.

Who we are

The South West Development Commission is one of nine statutory regional development authorities of the WA Government, each dedicated to shaping the future of their respective region.

For decades, the Regional Development Commissions have been a driving force in developing strong and resilient regions. The Commissions were enacted in 1994 under the Regional Development Commissions Act 1993. Prior to 1994, the South West Development Commission was known as the South West Development Authority. In addition, the SWDC is a body corporate and retains an ability to deal in landholdings acquired prior to the 1993 Act by the former Authority.

Reporting to the Minister for Regional Development, we have a locally-based team led by a Chief Executive Officer. We are governed by a board. This board of management is selected from the community and local governments and by Ministerial appointment.

What we do

Our purpose is to coordinate and promote the economic and social development of the South West of Western Australia. We do so by partnering with government, business, industry and the community to identify, support and drive projects that advance the region and ensure prosperity.

How we work

We work collaboratively with stakeholders to deliver strong outcomes that ensure the South West continues to be a region of first choice when it comes to living, working and investing.

In driving economic development, we keep people at the heart of everything that we do. With this in mind, we aim to unlock industry, business and job opportunities, as well as improve quality of life and enhance liveability.

We lead significant projects such as Transforming Bunbury's Waterfront and the Advanced Manufacturing and Technology Hub (AMTECH) proposal. We support projects and businesses through the provision of grants or assistance via our TradeStart and Local Content programs. We work collaboratively on State Government cross-agency projects. Our ability to produce positive outcomes for the region is buoyed by the fact that we are part of the State Government's Local Content Adviser Network and contracted by the Australian Trade Commission to deliver Austrade's TradeStart services.

Our staff members work across the entire South West region of Western Australia, covering 23,970 square kilometres. We aim to be as accessible as possible to all communities. To achieve this aim, we have offices in Bunbury, Collie and Manjimup, as well as hot desks in Busselton and Margaret River. Staff members also travel widely and regularly throughout the region.

Our objectives are to:

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





OUR VALUES



Our commitment

We are leaders

We provide leadership to the region that is inspiring, motivating and relevant.

We are professional

We act at all times with honesty, integrity and fairness, recognising the importance of being open and accountable in our actions.

We embrace sustainable practice

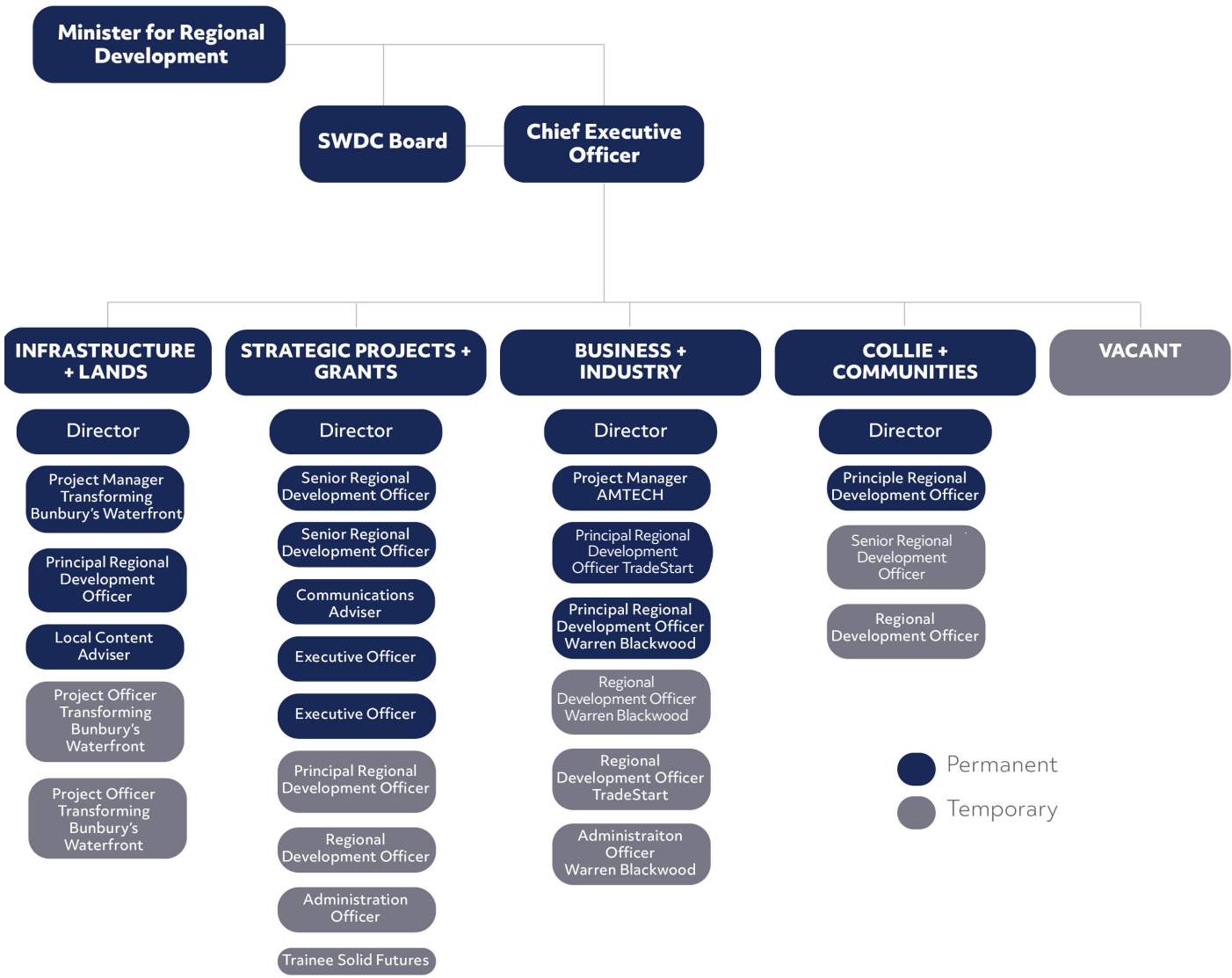
We take a well-planned, considered approach to our projects to ensure the qualities and opportunities of the region are enhanced for both present and future generations.

We display excellent service

We aim to be global leaders in regional development, with valued and skilled personnel and a responsive attitude to people.

*We live and work in
the South West*

Organisational Structure



Leadership – Our Board

Our board members make decisions that shape the direction and priorities of the Commission. They bring valuable skills, knowledge and experience to the table.

Our Board meets to set policy and make decisions about a broad range of economic and regional development projects. It comprises six members selected from community and local government nominations and by Ministerial appointment. The Commission's CEO is an ex-officio member of the Board (no voting rights). All members bring valuable skills, knowledge and experiences that benefit the Commission, and by extension, the region.

In 2023/24 there were changes to the composition of the board because of set board terms concluding.

Changes to the Board

This year we have welcomed the appointments of Augusta Margaret River Shire President Julia Meldrum as a Local Government appointment, and Noongar woman Michelle Munns as a community representative. Existing board member and Australia's South West CEO Catrin Allsop has been appointed to the role of deputy chair. We thank retired Board members, Pat Scallan and Tony Dean, for their contributions.

Board as of 30 June 2024:

Danny Griffin, CHAIR

Danny is passionate about connecting with the community at all levels.

He has a background in senior leadership positions and is currently the Plant Manager of the large Laminex wood products plant in the South West.

He is also President of the Bunbury Geopraphe Chamber of Commerce and Industry, Chair of The Engineering Industry Advisory Group at UWA, a Board Member of the Forestry Industries Federation WA and a member of the Regional Development Council WA.

He is a 'Fellow' of Engineers Australia in recognition of services to the profession and is a graduate of the Australian Institute of Company Directors.

Catrin Allsop, DEPUTY CHAIR

With more than 19 years' experience in the tourism industry, Catrin is the Chief Executive Officer of Australia's South West, one of Western Australia's five Regional Tourism Organisations.

Catrin brings strong leadership, proven strategic implementation and effective stakeholder engagement skills to the organisation and region. She has significant involvement in key industry project areas such as product development, aviation and trails marketing and wellness tourism. She has also undertaken various collaborations with industry stakeholders in developing partnerships to increase co-operation in destination.



Mellisa Teede, Danny Griffin, Catrin Allsop, Tresslyn Allsop and Julia Meldrum.

Julia Meldrum, BOARD MEMBER

Julia is President of the Shire of Augusta-Margaret River, and previously served as Deputy Shire President from 2017 until October 2019 and again 2021 until October 2023.

Julia has a background in agriculture, auditing, hospitality and bookkeeping, and has also studied viticulture. She has been involved in various grass roots community organisations and associations throughout the Shire.

Stan Liaros, BOARD MEMBER

Stan Liaros was the CEO of the Apprentice and Traineeship Company for 23 years before retiring at the end of June 2024. He is currently Chair of Aqwest (Bunbury Water Corporation), Board Member of the WA Construction Training Fund and Director of the South West Football League.

He is a former Chair of the Apprentice Employment Network WA, the South West Academy of Sport and was Senior Vice-President of the South West Football League for five years.

Stan is actively involved in business and community activities in the South West of WA.



Leadership – Our Board

Tresslyn Smith, BOARD MEMBER

Tresslyn Smith is currently Deputy Mayor at the City of Bunbury. Raised on a farm in Benger, Tresslyn has a background in consumer affairs including as an industrial relations and consumer affairs investigator.

Tresslyn plays an active role in the community, including as a Director at Aqwest, Deputy Chair at Bunbury Harvey Regional Council, chairperson of the Bunbury/Harvey Regional Council Waste Management Facility, member of the Bunbury Port Consultative Committee, and member of the WA Health Central Human Research Ethics Committee.

Michelle Munns, BOARD MEMBER

Michelle is a proud Noongar woman, born in Bunbury. For the past 20 years, Michelle has worked in Aboriginal health in the South West. She is currently Regional Aboriginal Health Consultant for the WA Country Health Service South West. Michelle is currently the Acting Chairperson for the South West Aboriginal Medical Service (SWAMS) and was previously a Director.

Primary activities

- Setting the overall strategic direction and goals of the Commission
- Providing guidance on specific projects and initiatives
- Formulating Commission policy
- Reviewing progress at regular intervals to ensure established goals are being achieved
- Monitoring Commission expenditure
- Promoting economic development
- Providing a conduit between the Commission and the community
- Facilitating cooperation between organisations in the region
- Advocate for the South West region, and representing the Commission at relevant meetings and functions.

Board attendance

The table below displays meetings attendances for each current board member based on eligibility in relation to the start of respective board terms.

Danny Griffin – 6/6

Catrin Allsop – 6/6

Tresslyn Smith – 6/6

Stan Liaros – 4/5

Julia Meldrum – 2/2

Michelle Munns – 1/2



Leadership – Our Executive

Our corporate executive team is a decision-making group that plays a crucial role in organisational excellence and the delivery of our strategic priorities through four portfolio areas. This year we welcomed two new members to the executive team, Allison Christou and Steve de Meillon.

Mellisa Teede

CHIEF EXECUTIVE OFFICER

As the CEO of the South West Development Commission, Mellisa drives economic and social outcomes for the South West region. Key strategic initiatives progressed under Mellisa's leadership include the preparation of a business case for a new terminal at the Busselton Margaret River Airport, a study and business case into the establishment of an Advanced Manufacturing and Technology Hub, the transformation of Bunbury's waterfront, and the transition of Collie away from coal dependent industries to more diverse and sustainable industries of the future.

Mellisa has also been spearheading the hosting of a major international conference in the South West region to bring together heads of government, industry and research to discuss global trends around a clean economy. The event will showcase the region's industry and infrastructure assets and specialist capability in innovation, research, manufacturing and the creative industries.

Mellisa has more than 30 years of experience in the public sector, including senior leadership roles in public policy in training, education, and state workforce development. She is a highly visionary and transformational leader who brings significant regional economic development experience and collaborative stakeholder networks to the position. Mellisa has previously held the CEO role at the Peel Development Commission where she was instrumental in laying the groundwork for the creation of the Peel Business Park. Prior to that she held the role of Managing Director of the Goldfields Institute of Technology and Manager of the State Training Board.



Mellisa Teede.

Leadership – Our Executive

Allison Christou

DIRECTOR – STRATEGIC PROJECTS AND GRANTS

Allison is responsible for the Commission's Strategic Projects and Grants portfolio, which includes delivery of the Innovative Industries of the Future (IIF) Conference, Regional Economic Development Grants and other grants, and strategic planning for tourism and creative industries projects.

Allison brings over 25 years' executive experience in program and project management, regional development, stakeholder engagement, program evaluation and strategy implementation. She has previously worked in the WA Health sector for 10 years, as well as regional development in Queensland for seven years and Federal Government for six years.

Ashley Clements

DIRECTOR – INFRASTRUCTURE AND LANDS

Ashley is responsible for the Commission's Infrastructure and Lands portfolio, acting as Chief Executive Officer when required. He brings more than 25 years of experience in regional development at State, Federal, local government and the not-for-profit sector levels to his role leading the delivery of key infrastructure and lands projects across the South West region.

At the Commission, Ashley oversees the multi-agency Transforming Bunbury's Waterfront project, coordinating across partner agencies to unlock long-term economic and social benefits for the region in the delivery of the three-stage program of works. Ashley also plays a key role in unlocking industry through critical development projects including the Busselton Margaret River Airport.

Pip Kirby

DIRECTOR – BUSINESS AND INDUSTRY

Pip is responsible for the Commission's Business and Industry portfolio. Key projects for this team include the development of a feasibility study for a proposed Advanced Manufacturing and Technology Hub (AMTECH), supporting the transitioning economies in the Warren Blackwood and delivery of the SWDC's TradeStart contract as well as more broadly supporting industry development and economic growth of the region.

Pip has more than 20 years' experience in regional development, stakeholder engagement, business development, intergovernmental coordination, project management and policy development having worked across regional WA.

Steve de Meillon

DIRECTOR – COLLIE AND COMMUNITIES

Steve is responsible for the Commission's Collie and Communities portfolio. This includes a specific focus on supporting the Collie Just Transition on the pathway to a sustainable future away from coal and coal-fired energy production, and more broadly focused on regional liveability as it underpins labour market and community wellbeing.

Steve has worked across government, private and not-for-profit sectors in diverse fields, contributing to strategic projects across the Pilbara, Kimberley and South West regions. With qualifications in urban and regional planning, his experience extends across a spectrum of disciplines from town planning to community development and project management.



Ashley Clements, Mellisa Teede, Allison Christou, Steve de Meillon and Pip Kirby.



Strategic Priorities and Portfolios

Regional development is where economy and community intersect, because at its heart regional development is about achieving quality of life for people.

Each of our strategic priorities and portfolios play an instrumental role in delivering both a liveable region and laying the foundations for future growth and prosperity. And all portfolio areas are interlinked. For example, the development of gateway infrastructure at the Busselton Margaret River Airport unlocks economic growth by attracting investment that boosts the tourism industry to provide business and jobs opportunities for locals wanting to afford to live in the South West – and enjoy the many lifestyle benefits that come with residing in the region.



INFRASTRUCTURE AND LANDS



Bunbury's waterfront has an industrial past. We continue to build on efforts to transform the waterfront for contemporary use and unlock the city's potential as part of wider efforts to provide the right environment for growth.



How infrastructure is unlocking tourism growth

Investment in the development of the Busselton Margaret River Airport has again returned substantial benefits to local tourism operators and businesses. After Jetstar doubled passenger routes into the South West during the financial year 2023-24, thousands more visitors began flying into the region. In addition to strong passenger growth from premium interstate markets, there has also been an encouraging increase in FIFO charters serving the resources sector.

There is strength in collaboration, and teaming up with the City of Busselton and other stakeholders to build the case for the development of a regional airport at Busselton has been a successful venture. The strategic WA Government investment in the airport led to Jetstar commencing its inaugural interstate passenger air service between Melbourne and Busselton Margaret River Airport in April 2022. The historic launch of this service opened a direct gateway into the South West region from the East Coast of Australia, further unlocking local tourism potential as well as new opportunities for investment and job creation. Since the first flight, the airport's potential to facilitate growth in the tourism industry has been further highlighted with the securing of a second direct air route from the East Coast.

We were pleased to welcome passengers on the inaugural Jetstar flight between Sydney and Busselton Margaret River Airport in March 2024. The newly-launched Jetstar direct route between Sydney and Busselton Margaret River brings an additional 28,000 inbound seats to the South West annually, further opening up the tourism potential of the region. Not only does each visitor from New South Wales spend an estimated \$1,254 during their trip to the South West and the average Victorian visitors spend \$1,256 in the region, there is evidence at the facility itself of the benefits of a direct gateway into the South West from Sydney and Melbourne. Consumer demand for services and product is translating immediately on arrival with local business growth and job creation obvious at the airport in the form of six car hire operators together with the onsite café operator and airport tenants.

This financial year the Commission and City of Busselton partnered to responsibly develop a business case for further development of the Busselton Margaret River Airport. A

priority for the Commission during the year in review has been working with the City of Busselton and other stakeholders on assessing the long-term demand and asset sustainability of the regionally-significant airport. We have provided the strategic oversight to the project by chairing the working group that offered direction on the development of the business case.

We are pleased to report a business case for the further development of a new passenger terminal and associated infrastructure for the airport was drafted by consultants KPMG and in the process of being further reviewed by the close of the financial year. Once finalised, it is expected the document will present a robust case for determining an investment decision for a new terminal by potential funding partners including the State and Federal governments.

It is worth noting that the region's tourism product continues to grow and enhance the region's appeal as a quality tourist destination, partly because of our considered forward planning. We had the strategic foresight to contribute funding that would open up opportunities for private investment along the Busselton Foreshore to facilitate tourism and commercial development. During the year in review, it was evident that the funding previously provided towards essential site and service works has laid solid foundations for a greatly enhanced tourism product along the popular strip, which is also enjoyed by the community. It has been pleasing to witness the foreshore thriving with new attractions and commercial operations, including a new hotel. Similarly, we also previously funded the interlinked Margaret River Perimeter Road and main street upgrade to enhance the town's reputation as a renowned international tourist destination and improve safety.

Strategic Priorities – Infrastructure and Lands



Green light for next waterfront transformation

We continue to unlock Bunbury's potential through a large-scale, multi-stage project that has visibly improved the waterfront and continues to change perceptions of the city. The reporting period was especially remarkable in that a 10-year process led by the Commission culminated in overall environmental approval for Stage 3 of the Transforming Bunbury's Waterfront. This stage is heralded as a game-changer in that it involves the construction of a new breakwater at Casuarina Boat Harbour that will unlock further development opportunities.

In 2015, we unveiled an ambitious vision to progressively convert underused and outdated prime coastal areas of the port city of Bunbury into contemporary, thriving destinations. We can report many projects that form part of the Transforming Bunbury's Waterfront initiative have been delivered, including the redevelopment of the Koombana Foreshore. As a result, social and economic benefits are flowing to the community and visitors including in the form of enhanced attractions and public space. Less visible but concurrently occurring has been the detailed technical studies we have diligently overseen as part of a rigorous strategic environmental assessment required for the largest project stage to proceed.

Our almost 10-year commitment to the completion of an environmental review process took a momentous step forward in the reporting period when we achieved overall environmental approval for Stage 3.1. The green light from the Environmental Protection Authority has paved the way for the construction of a northern breakwater at the entrance to Casuarina Boat Harbour. This key piece of infrastructure will critically provide the sheltered waters required to unlock further development. The intention is to create a harbour capable of accommodating and sustaining a future marine servicing precinct incorporating boat lifting, boat servicing and boat storage, plus opportunities for serviced lease sites for other marine commercial activities. Additional floating boat pens for berthing of commercial and recreational vessels will also be incorporated.

With delivery partner Department of Transport (DoT) project managing, works will be carried out including dredging to prepare the foundation footprint and clear the

entrance channel to the reconfigured harbour, as well as land reclamation and construction of breakwater and revetment walls.

Setting the scene for development opportunities has been the completion of land and seabed tenure changes that significantly increased available space at Casuarina Boat Harbour. Tenure changes involving DoT, Southern Ports Authority and the City of Bunbury crucially resulted in the reallocation of land to the TBW project that was previously part of Bunbury's Outer Harbour. These changes resulted in the release of new land and marine facility development potential, beginning with the opportunity to redevelop three industrial sheds currently used by Iluka Resources for the storage of minerals sands, following the end of existing leases.

Expressions of Interest were sought by Stage 3.1 delivery partner DoT, from developers keen to redevelop the industrial sheds at Casuarina Boat Harbour. It is envisaged the sheds, ranging in size from approximately 1,440 square metres to 3,168 square metres, could be repurposed for a range of uses including retail, hospitality, marine industry or community use. The redevelopment opportunities that are being created will strategically position Casuarina Boat Harbour to become a regional hub for the marine industry as well as a place to be enjoyed by the local community and visitors. While setting up for future developments, the TBW project has forged ahead with a range of upgrades including an expanded trailer parking area at the Casuarina Boat Harbour boat launching facility. Used by both commercial and recreational craft, the Casuarina launch ramp is one of the busiest in Bunbury with thousands of launches a year. Nearly \$2 million in improvements have

Strategic Priorities – Infrastructure and Lands

included reconstruction of the pavement in the parking area, 35 extra trailer bays, extra rigging and derigging bays, reconstruction of the pavement in the parking area, and a new toilet block. The work followed a \$1.1 million modernisation of the facility last financial year to replace the old, fixed timber jetty with a floating jetty and two-lane ramp to better accommodate large trailers and wide vessels.

Meanwhile, efforts were underway to further enhance Jetty Baths Park, which was upgraded as part of TBW Stage 2 in partnership with DevelopmentWA. In a milestone, the City of Bunbury awarded a contract to construct two sculptures designed to pay tribute to the working harbour that will book-end Jetty Baths Park and encourage people to venture to each end of the precinct. In further improvements undertaken to previously transformed areas and in response to community feedback, the Commission installed shade shelters along the Jetty Road causeway, which has been well used by locals and visitors since being upgraded.

To improve the Casuarina Boat Harbour area for community use and enhance amenity, Koormal Contracting successfully tendered for and was awarded the contract for construction of a toilet block in the precinct. This follows a joint initiative between the Transforming Bunbury's Waterfront team and Local Content Adviser Network (LCAN) to quarantine a work package allowing for an Aboriginal business to be directly engaged. We remain committed to identifying opportunities to support Aboriginal businesses to participate in the transformation of the waterfront.

Through collaboration and engagement, we will continue to fulfil the potential of Bunbury's waterfront. Essential to delivering the vision is working with our project delivery partners – DoT, DevelopmentWA, City of Bunbury and Southern Ports.

We remain committed to ensuring the community is consulted about the waterfront works. This year we have carried out various information activities and drop-in sessions as well as opportunities for the community to provide input. A highlight was sponsoring the photography competition and event, 'Enjoying Our Waterfront: Since Forever' at the Bunbury Museum and Heritage Centre.



Waterfront connectivity

Greater connectivity between waterfront destinations is among the tangible benefits of the Transforming Bunbury's Waterfront program of works.

The integration of waterfront precincts through design, including new pathways, has meant it has become easier to travel on foot between precincts. From the revitalised Koombana Foreshore across the redeveloped pedestrian bridge through to the upgraded Jetty Road Causeway and renewed Jetty Baths Park, the waterfront areas are well linked and better connected to the CBD. Worth noting is that the next major package of work at Casuarina Boat Harbour will include shared paths and pedestrian paths to continue these linkages through the western side of Casuarina Boat Harbour out to the future fishing platform and the end of the new breakwater.

Noticeable has been the number of new eateries and venues opening up in the Koombana North and Marlston Waterfront areas, which are located between the TBW areas.

The private sector investment in the waterfront and resurgence in cafes is on top of the increased activation of the transformed waterfront areas by locals, visitors and community groups and events.



Improving amenity: Aboriginal business Koormal Contracting constructed a toilet block at Casuarina Boat Harbour, next to the busy Casuarina boat ramp and new trailer park.



Exploring freight for the lithium market

In 2020, an investigation into recommissioning the Greenbushes to Bunbury Railway Line for the purpose of transporting lithium mineral concentrate from Talison's Greenbushes Lithium Operation was put on hold due to a number of external factors including a decline in the lithium market. In 2023/24, efforts to investigate rail freight as a potential option were able to move forward – and a \$3.3 million contribution was announced towards the study from the State Government. A \$6.6 million program of work will detail the requirements to recommission the rail line and bring it back into operation.

The South West's unique critical minerals are set to play an important role in enabling the transition to a clean energy economy. We continue to support the region to maximise these opportunities, including investigating infrastructure requirements to support industry and local communities. To this end, we have been working with industry partners to investigate freight options for transporting lithium minerals concentrate from Greenbushes, which is the location of one of the world's most important sources of lithium mineral concentrate.

With Talison Lithium currently transporting lithium minerals concentrate by road from its existing mine at Greenbushes, we are supporting the investigation into shifting the growing freight task to rail. In collaborating on the joint State Government and industry feasibility study into recommissioning the Greenbushes to Bunbury Railway Line, we are working closely with Talison Lithium, Arc Infrastructure and the Department of Transport to complete a necessary feasibility study. A decision to recommission the railway would shift the majority of Talison Lithium's product from road to train, substantially reducing the number of trucks on the South West Highway and its surroundings.

The study involves an assessment of the potential for railway restoration, between Picton and North Greenbushes, in order to transport lithium mineral concentrate from Talison Lithium's Greenbushes Operation to customers. This requires a review of rail allocation and design, and consideration of transport logistics. In addition to engineering and cost requirements for recommissioning the rail, potential impacts on nearby communities are being considered.



LOCAL CONTENT



Connecting local businesses to opportunities

The South West region is home to businesses providing quality goods and services – and with our assistance, these businesses are being connected to opportunities on WA Government projects. As part of the State Government's Local Content Adviser Network, we work to maximise the participation of local enterprises in regional supply and works contracting opportunities. As the conduit between local businesses and government, we raise awareness of opportunities including initiatives such as the Regional Price Preference and facilitate regional business capability and growth.

It pays to be local. Just ask Margaret River-based Common Ground.

The award-winning trails consultancy is benefiting from WA Government initiatives geared at driving and supporting opportunities for regional businesses.

By way of example, Common Ground was awarded a contract from the Department of Biodiversity, Conservation and Attractions in 2024 to design mountain bike, shared use and walk trails at the Valley of the Giants in Walpole.

It is just one in a number of contract wins from State and Local governments for Common Ground which aims to

connect people with trails, spaces, landscapes and each other – Australia-wide.

While Common Ground has a national workforce, it is headquartered in Margaret River, and being a regional business is eligible to use the Regional Price Preference.

"It's an outdoors kind of company and we all like being in the outdoors rather than stuck in the city, so it suits us really well," Common Ground Trails Director David Willcox said.

Common Ground won the Telstra WA Outstanding Growth Award in February 2023.



COLLIE AND COMMUNITIES



We are working with government, industry and community to write Collie's next chapter, investing in an economically diverse and resilient future with jobs across a range of industries for locals.

Strategic Priorities – Collie and Communities



Creating a strong future for Collie

The Western Australian Government has continued with a multi-agency approach to transition the Collie community from its dependence on coal and coal-fired power generation. In delivering a more diversified and sustainable economy with jobs across a range of sectors, we have worked to attract and support new projects while also unlocking the potential of existing industries. To date, more than \$21 million has been allocated to 77 projects through the Collie Futures Fund, complementing wider State Government allocations geared at providing the solid base required to support Collie's new economic structure.

With a focus on diversifying Collie's economy from a dependence on the coal industry, we have worked to incentivise new industry to town through the Collie Futures Industry Development Fund. There are now hundreds of potential new industrial jobs in the pipeline for Collie, thanks to ongoing efforts to attract new companies to secure a strong future for Collie in support of workers and communities affected by the industrial transition. Promising projects are scaling up ahead of the town's remaining coal-fired power stations being retired in a phased, managed approach.

As efforts forge ahead with the progressive transition of Collie, job-creating projects are now either operational or on the horizon, serving to put the town and region at the forefront of industry. Additionally, new small businesses are being set up, while established businesses are expanding. Noticeable has been the renovations of older buildings that are either underway or complete – all serving to breathe new life into Collie and reinvigorate the town's future.

Having played a crucial role in the delivery of the Collie Future Fund, it is gratifying to see first-hand the visible signs of Collie's new economy continue to rise. Seeds planted by the Commission years ago through the Collie Futures Fund continue to emerge in the form of new industry scaling up. The new International Graphite, Magnesium Australia and Quantum Filtration buildings in Morrison Way in the Collie Light Industrial Area have this year become shining symbols of progress on the journey to a diversified economy with new industrial jobs.

Key highlights for 2023/24 include International Graphite installing a new qualification-scale graphite micronising plant in Collie that will produce graphite for testing by potential customers. Micronising is the first step to producing anode material used in the lithium-ion batteries manufactured for electric vehicles and green energy storage. International Graphite's project to establish a commercial-scale graphite processing facility puts Collie front and centre in Australia's growing battery industry.

To further back this job-creating, economy-boosting project the State Government awarded new funding to International Graphite, on top of the original \$2m allocated through the Collie Futures Fund to establish a pilot graphite micronising plant. A further \$6.5 million through the Collie Industrial Transition Fund will support full scale commercial production and move forward with a feasibility study into establishing a purpose-built Battery Anode Material facility in Collie. As well as WA Government support, International Graphite received \$4.7 million in Federal funding as part of the Critical Minerals Development Program to support its mine-to-market graphite supply chain plans in WA.

In another example of the encouraging development being made on job-creating projects, construction on Quantum Filtration Medium's new manufacturing plant began following a \$2 million grant from the Collie Futures Fund. Once complete, the 1500-square-metre state-of-the-art factory will enable Quantum Filtration Medium to supercharge production of its in-demand water treatment systems. The expansion will unlock growth opportunities through the simultaneous

Strategic Priorities – Collie and Communities

production of its in-demand water treatment systems. The expansion will unlock growth opportunities through the simultaneous production of Quantum Filtration Medium's signature DMI-65 water filtration media.

Furthermore, Magnium Australia purchased an existing warehouse for a pilot plant for its planned net-zero magnesium refinery in Collie. Magnium Australia previously received funding from the Collie Futures Fund towards a feasibility study. The project involves commercialising a breakthrough technology developed by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) for producing magnesium metal.

Meanwhile, WesTrac Technology Training Centre in Collie received its first cohort of international students, marking the first-time students have travelled from overseas to take up training following delays during the COVID pandemic. An original grant of \$2 million from the Collie Futures Fund helped to establish the training facility. A further \$1 million in State Government funding was allocated to expand the range of training services offered.

We continue to identify and attract opportunities to support local job-creating, economy-impacting projects. Examples of investments include funding to allow a commercial dive academy to expand its business from Tasmania to establish a permanent school at Collie that will meet national demand for occupational training. Funding will also support Summit Southern Cross Power Holdings to carry out a feasibility study for a Liquid Air Energy Storage facility.

Our Collie Futures Small Grants Program continues to support local and economically impactful projects. Significant new funding was announced this year, supporting expansions of established businesses and the launch of new businesses in Collie.

Moreover, we persisted with supporting wider whole-of-government efforts to support Collie through the implementation of the Just Transition Plan. The Plan – developed in collaboration with local industry, community, union and government stakeholders – guides the State Government's commitment to economic diversification, job creation and workforce transition. A total of \$662 million has been allocated to support the transition including funding towards diversifying the local economy through the Commission's Collie Futures Small Grants Fund as well as the Collie Industry Attraction and Development Fund (CIADF). The Commission is playing a lead role in the allocation of funding for the CIADF, which this year included the allocation of \$2.74 million to deliver improved access to the Wellington National Park. The Commission also provides input through representation on various committees supporting the transition.



WesTrac Technology Training Centre.



Magnium Australia.



Strategic Priorities – Collie and Communities



IN FOCUS SHORT STAY ACCOMMODATION

Collie has for a long time been known as a coal-mining town proudly powering Western Australia. But in recent years it has obtained hard-won recognition as a top tourism destination. This recognition was further cemented following the town's bronze placement in the 2024 7NEWS Top Tourism Town Awards for the second consecutive year.

The elevation of Collie's appeal as a must-visit destination can be attributed to the substantial State Government investment in new experiences and attractions. Among the recently new attractions are the Wellington Dam Mural and walkway and adventure trails which offers a unique visitor experience and additional incentive to visit. Meanwhile, smaller operators such as the Collie Futures Small Grants Program-funded Adventure Connections draw on the town's comparative advantages to offer new nature-based activities.

A significant outcome of investing in Collie's tourism potential has been the demand for local accommodation and

services together with opportunities to establish or expand businesses linked to tourism.

Our grants programs have helped to further diversify the tourism and hospitality options in Collie during the year in review. For example, the Collie Ridge upgraded to resort status, while Wambenger Lodge has opened to offer boutique accommodation. Meanwhile, the Premier Hotel is being renovated to create a contemporary experience.

In the year in review, we supported planned upgrades to a much-needed short-stay accommodation project in Collie, announcing \$100,000 towards upgrading rooms at the Victoria Hotel that have not been used since 2018 to cater for rising demand for accommodation in the South West town. The project, which will create a new business stream for the hotel, will also involve the modernisation of a family unit incorporating a kitchen, and the upgrade of an onsite communal laundry.

Collie Futures Fund

Collie Futures Fund grants have opened the door to new business and industry, driving economic diversification and creating jobs. The Fund is assisting the region to transition to a more sustainable economy with a more even spread of employment across a greater range of industries and a reduced reliance on any one sector.

The Collie Futures Fund has been delivered through two key programs:

- Collie Futures Industry Development Fund – Up to \$2 million in matching funding (program closed to new applications)
- Collie Futures Small Grants Program – Up to \$100,000 available per initiative (open, accepting applications)



Collie Futures Small Grants Program

Grant Applicant	Project Description	Grant Amount
Coalfields Museum and Historical Research Centre	Collie Museum Redevelopment Stage 2	\$94,668
JE & JK Spencer	Victoria Hotel Accommodation & Communal Facilities Upgrade	\$100,000
The Trustee for LJDS Trust T/as Collie Chiropractic	Additional Chiropractic Room and Pilates Studio	\$77,409
AS Taylor Holdings PTY LTD (Drone Elevation)	Drone Elevation Business Startup	\$87,675
REBKOM Pty Ltd	Sustainable Smallgoods	\$86,500
The Victoria Hotel	Kitchen Upgrade	\$100,000
Yvonne Armour T/A WA South West Plan Managers	Collie NDIS Participant and Provider Hub Project	\$79,592
Beer Industries Group	Business Expansion – Sheet Metal Fabrication Equipment	\$90,750
Collie Art Gallery Group	Collie Art Prize 2025	\$28,100
Shire of Collie	Wellington Dam Quarry Dinner	\$100,000

Collie Futures Industry Development Fund

Grant Applicant	Project Description	Grant Amount
Summit Southern Cross Power Holdings	Feasibility study for Liquid Air Energy Storage facility	\$1,000,000
Australian Academy for Offshore Training	Establishment of Commercial Dive Academy in Collie	\$572,000
Kessell Family Trust Trading As Collie River Dental Centre	Collie River Dental Centre Expansion and Refurbishment	\$700,000

In focus: Dive School puts Collie on the map

Collie is an inland town. But it has successfully attracted a commercial diving industry thanks in part to the availability of Lake Kepwari. With State Government support, the former open cut coal mine site has in recent years been transformed into a water-based recreation hub as part of efforts to lure more visitors to Collie.

Commercial Dive Academy will expand from Tasmania to establish a permanent facility in Collie, with funding from the South West Development Commission and WA Government.

The new diving school will cater for national demand for occupational diving training and help further diversify the town's economy.

Training will include practical sessions at Lake Kepwari, equipment familiarisation, and classroom-based theory lessons.

The project, made possible by a \$572,000 grant from Government's Collie Futures Industry Development Fund, will put Collie on the map and create local jobs, attract visitors, and provide significant benefits to local businesses.



“With the consistent efforts of the SWDC and the State Government initiatives, the industry and tourism are being driven. Further expansion in housing and hospitality will create more opportunity in the South West region in the future.” – Collie Ridge Resort

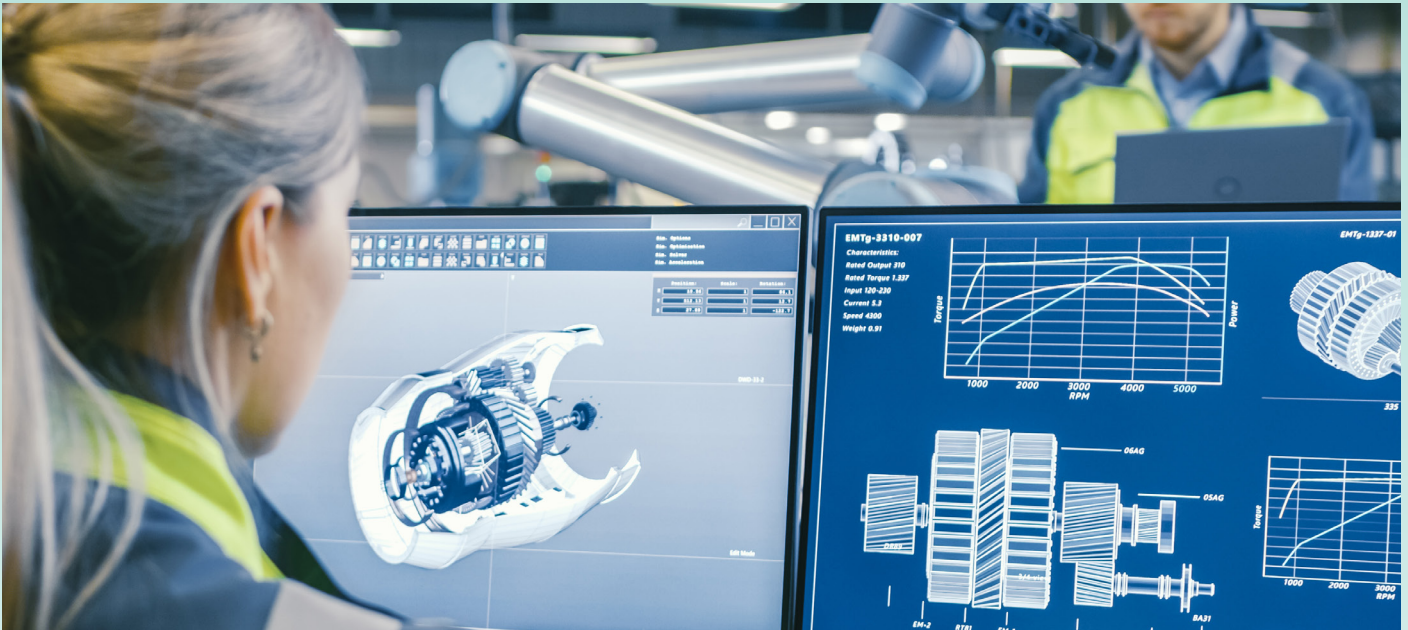




BUSINESS AND INDUSTRY



We continue to support business and industry, including in the transitioning Southern Forests.



Planning now, to manufacture future jobs

We are working to support the local manufacturing sector to increase its competitiveness, so that it continues to attract and retain best-in-class businesses and projects. In line with this, we have continued to work with key stakeholders to progress a proposal for an Advanced Manufacturing and Technology Hub (AMTECH). We are pleased to report the achievement of key milestones – the completion of a feasibility report and commencement of a business case.

Driven by industry aspirations to ensure local skills and knowledge keeps pace with technological change and backed by \$2.465 million in State Government funding, we moved forward with planning an AMTECH. In September 2023, Deloitte was named the successful tenderer to deliver a detailed feasibility study and business case for a possible facility. Then in 2024, we were pleased to reach an important milestone when the feasibility report was submitted to government prior to the end of the financial year. The report demonstrates the viability of the proposed model, options for staged development, and the role that government and industry will play in activating such a precinct. The report also highlights opportunities to build manufacturing capability to support a range of industries.

In more progress, consultants Deloitte have commenced development of a business case, again in partnership with the Commission and supported by a multi-agency steering group and industry input. Consultation with industry is ongoing through an Industry Leaders Group, which provides strategic advice on market opportunities and how local enterprise can compete at a global level.

Studies indicate that a state-of-the-art AMTECH would increase the uptake of technologies and development of expertise. By sharpening the sector's competitive edge, South

West businesses will be able to increase domestic production and competitiveness in global markets.

The hub would boost business capability and capacity to collaborate on major projects and assist the community and industry to transition to a clean energy future.

The progress on the AMTECH proposal follows roundtable discussions held since 2020 with industry leaders, educators and government to plan a way forward to support the manufacturing sector and unlock the region's potential.

AMTECH is another example of government and industry, including education, working together to realise the region's potential.

Through the Regional Economic Development (RED) Grants program we are already seeing the value in supporting local industry to modernise through the adoption of new technologies.

Strategic Priorities: Business and Industry



We're putting the region on the trade map

In working globally to get the best results locally, we have again exceeded our targets in supporting local businesses to succeed in the international marketplace. Outbound trade missions were reinvigorated as a mechanism for facilitating trade during the year in review. And as part of this, major relationship-building events were held in Singapore and Thailand geared at fostering export deals for South West businesses. As a result, we assisted local producers with their efforts to crack new markets or further expand into established markets.

In supporting small and medium-sized businesses across the South West to secure export deals, we have this year impressively exceeded the delivery target of TradeStart services to 60 businesses by providing 359 services to 82 enterprises. This represents a substantial increase from 2022/23, indicating year-on-year growth in demand for the advice and assistance from our locally-based staff.

We continue to be the preferred agent to offer trade services in the region, and this financial year we have again had our contract to deliver Austrade's TradeStart services renewed by the Australian Trade Commission. This followed another productive period of strategic activity both domestically and offshore in targeted markets. Inbound and outbound trade missions again proved valuable platforms for connecting local businesses and international buyers.

Of particular note was our first outbound trade missions since the COVID-19 pandemic border closure. We were part of outbound trade missions that served up the South West's premium food, wine and beverages in Singapore and Thailand. A focal point was the showcase event 'Essence of Australia's South West' that served to amplify the South West's profile in the South East Asian city-state. The event was open to consumers as well as retail, trade and media industry

representatives. Attendees were able to connect directly with potential and existing trade partners during the showcase.

Other export facilitation activities have included an inbound retail buyer mission in October, involvement with evokeAG 2024 through a post-event regional tour and showcase, and Taste WA inbound food and wine buyer mission in May 2024. Going forward, we will continue to meet client needs to be connected to market opportunities including through activities and promotions that foster connections and, ultimately, exports.





Opening doors to the international market

In September 2023, outbound trade missions served up the South West's premium food, wine and beverages in Singapore and Thailand for the purpose of facilitating export opportunities and raising the region's profile as a premium travel destination. Our 'Essence of Australia's South West' showcase event provided a welcome taste of the region in Singapore. Wineries, craft breweries, a distillery and food producers were among the South West representatives which participated in the event, with Australia's South West representing tourist attractions and businesses to promote a variety of gourmet-based experiences to attract visitors to the region.

We were delighted to have South West-based chef George Cooper and sommelier Cyndal Petty dish up interest in our region to the crowds that attended the showcase event. As the official chef for the 'Essence of Australia's South West' event held at the Sofitel Singapore Sentosa Resort & Spa, George conducted a series of live cooking demonstrations incorporating premium produce from the South West of WA. Meanwhile, ambassador Cyndal hosted a series of winemaker panels, as part of efforts to highlight the quality and variety of the South West's wine regions.

The event has helped to facilitate export opportunities and raise the region's profile.

Example of outcome 1: Shelter Brewing Co signed a five-year trading terms agreement with Singapore-based grocer Modern Provision, a concept of the Ebb & Flow Group.

Example of outcome 2: Howard Park Wines achieved a listing at top Singapore restaurant Burnt Ends. The winery's sparkling is now being poured by the glass to guests.



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STRATEGIC PROJECTS + GRANTS



We continue to support the region through strategic planning, allocation of funds, and positioning the region.

Strategic Priorities: Strategic Projects and Grants



What we do today, will matter tomorrow

We have invested considerable time and resources into the development of the Commission's strategic plan for 2024-2027. The process we committed to in order to define our forward-orientated strategic direction involved substantial engagement with wide-ranging stakeholder groups. The considered and consultative approach undertaken to develop our next guiding document underscores our commitment to strong and effective strategic planning to develop a shared vision for the region.

We are pleased to report that we have completed a comprehensive consultation process to ensure that our plan reflects the needs, insights, and aspirations of our diverse stakeholders. The process began in February 2024 when we published a strategic discussion paper to guide the planning process. This document afforded a valuable lead-in to the focussed discussions at our sector-specific forums and roundtables. Each mini event served to spark productive and insightful conversations with industry leaders, community representatives, and other key stakeholders.

Launched in front of local government stakeholders, the consultation series provided constructive insights and helped us to identify key priorities and opportunities across various sectors.

Ahead of the release of the final strategic plan for 2024-27 next financial year, we have developed four post-forum synopses that reflect the perspectives and priorities of our stakeholders:

- Energy, Mining and Manufacturing
- Hospitality and Tourism
- Creative Industries
- Agriculture

By continuing to work closely with local governments, industry peak bodies, key sector businesses and community groups, we intend to align our efforts and resources to achieve the vision set out in a strategic plan 2024-2027. We look forward to sharing this with you in 2024/25.

Strategic Priorities: Strategic Projects and Grants



Making a difference, one grant at a time

The State Government this year announced the availability of a record \$10 million through Round 7 of the State-wide Regional Economic Development (RED) Grants. As with each round, the aim has been to realise local plans that stimulate economic growth in regional Western Australia. Being the administrators of the funding program in the South West means we experience first-hand the demand for RED Grants. What's more, we have also been able to observe the positive impact each funded project makes in the community. We can report the RED Grants are leaving a mark throughout the South West – expanding industry, attracting new investment, increasing productivity and creating sustainable jobs.

The 2023/24 financial year marked a banner year for the Regional Economic Development (RED) Grants program in the South West region. A record 90 applications for funding through Round 7 of the State Government program were received by the Commission. Next financial year, we expect to announce the local grant recipients that will make their plans a reality through a share in a windfall of up to \$1.1 million in funding for the South West region. This is the largest funding pool that has ever been available through a single round of the program in the South West, after a record \$10 million in funding was made available to support locally-driven projects across the nine regions.

Worth noting is that Round 7 is the first time that we partnered with local chambers of commerce to assist in liaising with businesses. These partnerships provided opportunities to

extend our reach into the business community and connect with a diversity of prospective grants applicants, thereby complementing our stakeholder outreach and marketing.

Another highlight this year was the announcement of the Round 6 RED Grants recipients. Seven South West projects shared in a total of \$562,602 funding. Among the successful recipients was Alpine Laundry, which will use their \$150,000 grant to assist in expanding their linen cleaning services across the South West.

Each of the nine Regional Development Commissions (RDC) manage the grant round process for their respective region, with the South West Development Commission overseeing the grants program in the South West. Since 2018, the Commission has allocated funding to 48 projects in the region, helping to diversify the economy and create jobs.

Regional Economic Development (RED) Grants

Across the South West of Western Australia, RED Grants are making a real difference. Round after round. Our funding is creating outcomes. For example, Round 5 recipient The Local Drink Co used its grant to install new equipment on the production line to produce products that are shelf-stable and easy to transport. Local Drinks Co now have the capacity to supply major Australian supermarkets and overseas markets with their signature all natural and preservative free drinks.

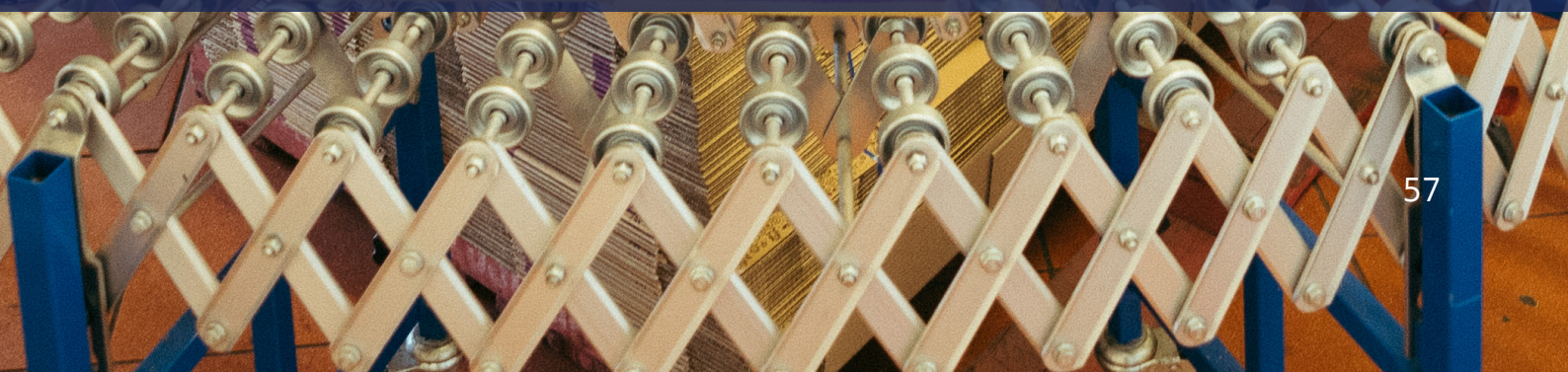
RED Grants – Round 6 Recipients

Grant Applicant	Project Description	Grant Amount
Alpine Laundry	Alpine Laundry Expansion	\$ 150,000
Goddard of Australia and Kingston Rest	Indoor Sheep Feeding	\$ 100,000
C.H Meagher and M.E Richards	South West Hops – Processing Plant	\$ 99,392
The Margaret River Chocolate Company	The Margaret River Chocolate Company – Expansion of existing manufacturing, sales and cafe facility	\$ 85,000
Boyup Brook Hotel	Boyup Brook Hotel Accommodation Upgrade	\$ 64,485
Cumbers WA for Cumbers Family Trust	Vineyard 28 – Winery Expansion	\$ 49,995
The Foodey Collective	Foodey Ready Made	\$ 13,730





"The RED Grant has allowed us to scale our operations and continue to innovate our product lines to produce all natural, better-for-you beverages for the Australian and overseas markets. The process to apply was seamless and straight forward and we are so grateful for the boost it has given our small, family-owned business." – The Local Drinks Co



Strategic Priorities: Strategic Projects and Grants

Misc. grants

Grant Applicant	Project Description	Grant Amount
The Western Australian Guitar Festival	Strings Attached – 2023 WA Guitar Festival	\$ 5,000
Leschenault Enterprise Centre	2023 South West Business Excellence Awards	\$6,000
Bunbury Fringe	Bunbury Fringe Festival – Auslan Services	\$7,500
Doors Wide Open	Keeping the Doors Wide Open	\$9,000
City of Bunbury	Bunbury Museum – Enjoying Our Waterfront Exhibition	\$2,500
Indian Pacific Pictures	Deadly Creatures – development funding	\$10,000
Bunbury Fringe	Bunbury Fringe 2024 – production	\$10,000
Bunbury & Districts Hockey Stadium	Bunbury Hockey Stadium – Kitchen Upgrade	\$15,000
Mindful Margaret River	Community Capacity Building	\$15,000
Nannup Music Club	Nannup Music Festival – AUSLAN interpreter and workshops 2025-2027	\$7,500
Bunbury & Districts Hockey Stadium	Bunbury & Districts Hockey Stadium – Strategic Plan	\$3,500



We supported the 2023 South West Business Excellence Awards, organised by BSW Connect. It was an honour to play a role in celebrating and recognising the achievements of the region's business community through our sponsorship of Employee of the Year, which was awarded to Tess Bosveld from Margaret River Roasting Co.



Bunbury Fringe .



Bunbury Fringe will continue to be an accessible event for the deaf community, with funding from the South West Development Commission to be used to hire an Auslan interpreter for selected shows over the next three years.

With the aim of making Bunbury Fringe shows appealing to diverse audiences, funding will assist Bunbury Fringe to work towards its goal of making events accessible to everyone.

Sponsorships

Grant Applicant	Project Description	Grant Amount
The Rotary Club of Harvey	2023 Harvey Community Gala Night	\$ 4,360
Bunbury Geographe Chamber of Commerce	2023 Year 12 Shining Stars Indigenous Students Graduation Celebration	\$ 1,000
Innovation Cluster	Future Founders Youth Entrepreneurship Program	\$1,000
Collie Cheerio Club	Pensioners Annual Christmas Lunch	\$1,500
Shire of Boyup Brook	Storm in a Teacup	\$1,500
Bunbury Geographe Chamber of Commerce	2024 International Women's Day	\$3,000
RACCIWA	2024 WA Regional Business Excellence Awards	\$5,000
Volunteer South West	2024 Volunteer Thank You and Awards	\$1,000
GoSHackathon	GoSH24	\$3,000
Creative Corner	Emergence Creative Festival	\$5,000
SEGRA Foundation Limited	National Regional and Economic Development Summit 2024	\$5,000
AHOY Management	2024 Cabin Fever Town Takeovers	\$5,000
Wine Industry Southern Forests	2024 Pinot Picnic	\$5,000
Wardandi Aboriginal Corporation	2024 South West NAIDOC Ball	\$5,000



We helped to shine the spotlight on the achievements of local women in the community through our sponsorship of an International Women's Day event.

Other grants

Grant Applicant	Project Description	Grant Amount
City of Busselton	Busselton Margaret River Airport – New Terminal Business Case	\$127,000
City of Bunbury	Bicentennial Square Precinct Plan	\$100,000



Pip Kirby and Kelly Paul are part of the team at the Commission.

Our office

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

The first WA Public Sector Census was carried out in March and April 2023, with more than 47,000 public sector employees responding. This report provides valuable information about demographics, job type and tenure, diversity and inclusion, education and their experiences in the workplace.

Here at the South West Development Commission, we strive to create a diverse and inclusive workplace. Our efforts go beyond this objective – we also contribute to the creation of thriving, diverse and creative communities where we live and work.

Creating a diverse and inclusive workforce

Pathway opportunities

We're committed to providing education and employment pathway opportunities for young people in the region. In line with this, we this year welcomed school-based trainees, PSC Solid Futures Trainees and McCusker Centre for Citizenship interns.

Collaboration with key organisations has been key to helping participants achieve their goals. For example, the South West Development Commission is part of a formal Collie Education and Trades Alliance, with a Memorandum of Understanding between Collie Senior High School and local industry groups to work cooperatively to achieve outcomes for young people in Collie. As a result, we have this year supported the career journeys of two local school-based trainees in our Collie office.

We have recently worked with Collie Senior High School, the Apprenticeship and Traineeship Company (Group Training Organisation), and South Regional TAFE (the RTO) to host a trainee who has now completed their placement with the Commission, and are currently hosting another high school student in Collie.

In another example of supporting young people on their career journeys, our Chief Executive Officer Mellisa Teede participated on a panel at the 2024 Institute of Public Administration Australia WA (IPAA WA) Young Professionals Conference. Each year the IPAA WA Public Service Young Professionals' Conference provides a platform to discuss the important issues affecting young professionals, as well as aims to motivate and encourage young professionals to take the all-important 'next steps' in their career.

Our office...

Disperse locations, one team

Our team works across the entire South West region, with staff members located at the central office in Bunbury as well as satellite offices in Collie and Manjimup and hot desks in Busselton and Margaret River. To overcome the barrier of distance that comes with having a disperse workforce and to be as inclusive as possible, we regularly communicate using video conferencing for cross-location internal and external meetings and for regular all staff meetings.

Our team also comes together in person for staff meetings. Furthermore, we are increasingly collaborating across pillars on cross-team projects utilising the diverse skills, knowledge and experience available within the organisation.



Joanna Kaye, Billy Wellstead and Connie Bendotti in our Manjimup office.



We supported the South West Compassionate Communities Network's Compassionate Workplaces workshop.

Connection Cafe

When it comes to caregiving, illness and bereavement, how should colleagues respond when challenges occur in the lives of the people they work with? That was an important question considered in July 2023 at the South West Compassionate Communities Network's Compassionate Workplaces workshop, supported by the Commission. The focus of the workshop was on building caring organisations where people can support each other during challenging times.

Inspired by this workshop, staff members started the Connection Café in our Bunbury office. These informal gatherings began as a series of morning teas designed to foster connections and open communication in the workplace. Organisers aim for these events – which have grown to include lunches – to contribute generally to communities that are more compassionate as well as open communication in the workplace regarding caring, dying and grieving. The next step is to provide an online link-up so that those in our offices in Collie and Manjimup, as well as hot desks in Busselton and Margaret River, can participate.

Our office...

Disperse locations, one team

We directly support initiatives which improve quality of life, allow people of all abilities to pursue their interests, and bring together the community. Events we support contribute to the social fabric of the region through championing access and inclusion. For example, we supported the 2024 Bunbury Fringe Festival to be an accessible event to the deaf community. Funding from the Commission is supporting Bunbury Fringe Festival to hire an Auslan interpreter for selected shows over three years.

Indirectly, many of our personnel are involved in the community including through volunteer work.



Director – Collie and Communities Steve de Meillon presented Sydney Heijn with the South West Youth Volunteer of the Year 2024 award at an event organised by Volunteer South West.

Our office...



Diane Giesler and Ashleigh Woods provide a warm welcome to visitors at our Bunbury office.

What's it like working at SWDC?

Read these profiles by members of our team to gain insight into working at the Commission.

Staff profile – Ashleigh Woods, Trainee

"I started at SWDC on February 26th and since then, I have had many interesting experiences and made many great connections. I currently work at the front desk in the reception and I'm always learning new things every day. I've been lucky enough to attend events and forums and have seen all the hard work everyone puts in here. At International Women's Day, it was amazing to listen to Lyn Beazley's speech and I even got to meet her, it also was so good to see all different kinds of women come together to celebrate each other. At our Red Grants Announcement, it was cool seeing our grants team's hard work come together and meet the Minister Hon Don Punch who was so nice. I even got to attend a Women's Business Networking lunch with our Local Content adviser Zoe Bodycoat who has helped me make a lot more connections with some other trips. This job has not only given me all different opportunities but has also given me heaps of learning lessons that are making me grow as a person".

Staff profile – Emma Fishburn, Senior Regional Development Officer

"Working on the Regional Economic Development (REDs) Grant Program is always a highlight of the year for our grants team at SWDC. It allows us to engage closely with businesses and industry and discover new and innovative projects that are facilitated right here in the South West region. Collaborations with teams across the organisation also enriches this experience, making it both rewarding and inspiring.

Additionally, the state-wide program allows grants officers the opportunity to collaborate with counterparts from other Regional Development Commissions as well as DPIRD, facilitating discussions about processes and ideas for the administration of this regional program.

Being such a popular funding program requires support from across teams within the Commission. From the amazing administration team assisting in fielding enquiries to our Business and Industry team through TradeStart and Native Forest along with the team in Collie and their promotion through their networks and referrals back to the Grants Team. This year, collaborating closely with Local Content Adviser Zoe Bodycoat was a highlight, as we delivered informative sessions on Grants and Tenders both in person and online.

Round 7 of REDs saw the Grants Team also partner with local Chambers of Commerce in promoting the program and screening potential applicants. The significant networks of Chambers of Commerce were identified as a valuable pipeline to potential eligible South West projects and it was a fantastic opportunity to partner with these local industry associations to enhance outreach and engagement.

Applications for round 7 closed on 26 June 2024, with a record number of applicants. As we now move into the assessment phase of the program, we are excited to learn about the incredible initiatives being planned for our stunning South West region".



Professional Development

We remain committed to professional development and collaboration, combining these two aims when we hosted the Regional Collaboration Workshop in Busselton.



We recognise each region of Western Australia is unique. However, all nine regions share common challenges.

With this in mind, the Regional Collaboration Workshop provided an opportunity for regional development practitioners from around Western Australia to come together to knowledge-share.

The focus was on collaborating to enhance liveability in the regions – working together and using our diverse skillsets, knowledge and experience from across the State to respond to regional needs and priorities.

The ability to knowledge-share through a showcase of regional projects and programs was among the highlights of the workshop, along with an overview of the WA Regional Development Framework.



Disclosures, legal and reporting requirements

Financial statements

A copy of our detailed financial statements are located on page 69.

Ministerial directives

There were no Ministerial directives.

Freedom of information

There were 0 freedom of information requests.

Capital expenditure

There was no capital expenditure.

Act of grace payments

There were no act of grace payments.

Contracts with senior officers

Other than normal contracts of employment of service, no senior officers, or firms of which senior members are members, or entities in which senior members have substantial interests had any interest in existing or proposed contracts with the Commission and senior officers.

Record-keeping

As required by Section 28 of the State Records Act 2000, the Commission's Recordkeeping Plan was reviewed and submitted to the State Records Office (SRO) on 27 October 2023 and noted by the SRO on 25 January 2024. As agreed with the SRO, an amended Recordkeeping Plan will be submitted by October 2024. The Commission is investigating the replacement of the existing electronic document records management system – HP Records Manager (TRIM) with DPIRD's Objective ECM and is conducting a scoping exercise in conjunction with other RDC's.

New staff members are required to undertake DPIRD's online recordkeeping training modules as part of their induction. The training modules improve awareness of recordkeeping practices and ensure key record system objectives are being met. DPIRD regularly review it's recordkeeping training initiatives and materials to ensure compliance with relevant legislation and standards. Across our organisation, we consistently identify ways to improve our systems, policies and procedures.

Government policy requirements

We are committed to meeting policy requirements, and providing an environment which operates in accordance with best practice. As employees operate under the Department of Primary Industries and Regional Development, please see DPIRD's annual report for policy reporting requirements including the:

- Occupational safety, health and injury prevention
- Disability access and inclusion plan outcomes

Occupational safety, health and injury prevention

We are committed to achieving a high standard of occupational safety, health and injury management, following the Work Health and Safety Act 2020. Staff members assist to maintain a safe and healthy workplace by being encouraged to play an active role in hazard identification, risk management and risk control processes, with risks to be reported to their manager or entering incidents in the central register. In our commitment to having a workplace free of injury and in reflection of our staff being required to visit projects that are in the construction stage, we supply hard hats and high-visibility vests.

In terms of injuries for 23/24 we had one reported incident however there was no loss of time associated with it.

Target 2022/23 Actual 2022/23

Number of fatalities 0 0

Disclosures, legal and reporting requirements

Expenditure on advertising, market research, polling and direct mail

We incurred the following expenditure in advertising, market research, polling, direct mail and media advertising. Our advertising has increased due to our increased responsibility to inform stakeholders about activities around major projects, including an environmental review process.

Our advertising increased this year due to community engagement and requirements relating to informing the community about the opportunity to comment on the environmental review process for Transforming Bunbury's Waterfront Stage 3.

Advertising - Market Research	\$5,600
Advertising - Direct Mail	\$3,318.16
Advertising - Media	\$13,718.93
Advertising - Other	\$10,057.34
Total	\$32,694.43

Financial targets

	2024	2022/23		
	Target (1)	Actual	Variance (2)	Explanation of Variation
	(\$000)	(\$000)	(\$000)	
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	7,327	7,441	(114)	Total cost of services is in line with the budget estimates (2024 Target).
Net cost of services (sourced from Statement of Comprehensive Income)	7,327	7,342	(15)	Net cost of services is in line with the budget estimates (2024 Target).
Total equity (sourced from Statement of Financial Position)	21,229	29,789	8,560	The variance of \$8,560k in equity results is mainly as a result of revaluation of property amounting to \$7,459k which is not included in the budget.
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	35	(321)	(356)	The decrease in cash partially relates to 2024 income not being received prior to financial year end as well as some spend against carryover of cash from previous financial years.
Approved salary expense level	257	263	(6)	Salary expense level is in line with target

Working cash targets

	2022/23	2022/23		
	Agreed limit \$000	Target (1) Actual (2) \$000	Variation \$000	
Agreed working cash limit (At Budget)	48	48	N/A	N/A
Agreed working cash limit (At Actuals)	54	587	533	This variation is due to brought forward cash balance. The SWDC will utilise this additional cash balance for approved projects over the forward estimates.

Disclosures, legal and reporting requirements

Board information

Position Title	Member Name	Appointment Type	Total Period of Membership	Current Term of Appointment	Base salary/ sitting fees	Gross/actual remuneration	Board Meetings Attended
Chair	Danny Griffin	Ministerial	01/01/2023 to current	01/01/2023 to 31/12/2025	Stipend \$63,000 per annum plus expenses	\$71,058.23	6 / 6
Deputy Chair	Catrin Allsop	Community	13/01/2020 to current	13/01/2020 to 31/12/2024	Stipend \$5,000 plus sitting fees \$790 full day / \$513 half day (from 2/04/2024)	\$3,592.86	6 / 6
Member	Tresslyn Smith	Local Government	15/01/2020 to current	27/09/2022 to 31/12/2025	Sitting fees \$680 full day / \$422 half day	\$2,395.19	6 / 6
Member	Stan Liaros	Ministerial	01/07/2023 to current	01/07/2023 to 30/06/2026	Sitting fees \$680 full day / \$422 half day	\$1,834.83	4 / 5
Member	Julia Meldrum	Local Government	25/03/2024 to current	25/03/2024 to 31/12/2025	Sitting fees \$680 full day / \$422 half day	\$650.4	2 / 2
Member	Michelle Munns*	Community	25/03/2024 to current	25/03/2024 to 31/12/2026	N/A	\$0	1 / 2

* Full-time WA Public Sector employees are not eligible to receive Board sitting fees.

** Remuneration for Board Members was increased on 8 November 2023.

Audit and Risk Committee

This Sub Committee of the Board sits three times a year (March, August and November). One Board Member currently sits on the Committee.





Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

South West 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 South West Development Commission (Commission) which comprise:

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

In my opinion, the financial statements are:

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

Basis for opinion

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

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

Other Matter – prior period financial statements not audited

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

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

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

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

The Board's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

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

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

Other Matter – prior period key performance indicators not audited

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

The Board's responsibilities for the key performance indicators

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

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

Auditor General's responsibilities

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

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

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

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

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

Other information

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

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

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

South West Development Commission

Financial Statements

for the financial year ended 30 June 2024

Disclosures and Legal Compliance

Certification of Financial Statements

For the financial year ended 30 June 2024

The accompanying financial statements of the South West Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2024 and the financial position as at 30 June 2024.

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



Carolyn Gibbon
Chief Finance Officer
26 July 2024



Mellisa Teede
Chief Executive Officer
26 July 2024



Danny Griffin
Chairman of the Board
26 July 2024



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Statement of Comprehensive Income
For the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	325	287
Supplies and services	2.3	6,142	4,720
Depreciation	4.1.1	446	336
Grants and subsidies	2.2	343	440
Other expenses	2.3	185	145
Total cost of services		7,441	5,928
Income			
Commonwealth grants	3.2	98	-
Other income	3.3	1	47
Total income		99	47
NET COST OF SERVICES		7,342	5,881
Income from State Government			
Income from other public sector entities	3.1	700	1,180
Resources received	3.1	5,757	4,468
Total income from State Government		6,457	5,648
DEFICIT FOR THE PERIOD		(885)	(233)
OTHER COMPREHENSIVE INCOME			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation reserve		7,459	2,355
Total other comprehensive income		7,459	2,355
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		6,574	2,122

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



Statement of Financial Position
As at 30 June 2024

	Notes	2024 \$'000	2023 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	587	1,048
Restricted cash and cash equivalents	6.1	834	694
Receivables	5.1	21	88
Total Current Assets		<u>1,442</u>	<u>1,830</u>
Non-Current Assets			
Amounts receivable for services	5.2	1,253	1,253
Infrastructure, property, plant and equipment	4.0	27,285	20,235
Receivables	5.1	11	11
Total Non-Current Assets		<u>28,549</u>	<u>21,499</u>
TOTAL ASSETS		<u>29,991</u>	<u>23,329</u>
LIABILITIES			
Current Liabilities			
Payables	5.3	104	43
Employee related provisions	2.1(b)	98	71
Total Current Liabilities		<u>202</u>	<u>114</u>
TOTAL LIABILITIES		<u>202</u>	<u>114</u>
NET ASSETS		<u>29,789</u>	<u>23,215</u>
EQUITY			
Contributed equity		23,679	23,679
Reserves		20,947	13,488
Accumulated deficit		(14,837)	(13,952)
TOTAL EQUITY		<u>29,789</u>	<u>23,215</u>

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



South West Development Commission – 30 June 2024

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

	Notes	Contributed equity \$'000	Reserves \$'000	Accumulated deficit \$'000	Total equity \$'000
Balance at 1 July 2022		23,679	11,133	(13,719)	21,093
Deficit		-	-	(233)	(233)
Other comprehensive income		-	2,355	-	2,355
Total comprehensive income for the period		-	2,355	(233)	2,122
Balance at 30 June 2023		23,679	13,488	(13,952)	23,215
Balance at 1 July 2023		23,679	13,488	(13,952)	23,215
Deficit		-	-	(885)	(885)
Other comprehensive income		-	7,459	-	7,459
Total comprehensive income for the period		-	7,459	(885)	6,574
Balance at 30 June 2024		23,679	20,947	(14,837)	29,789

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

Statement of Cash Flows
For the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		700	1,180
Net cash provided by State Government		<u>700</u>	<u>1,180</u>
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(292)	(290)
Supplies and services		(276)	(473)
Grants and subsidies		(343)	(440)
GST payments on purchases		(76)	(104)
Other payments		(178)	(121)
Receipts			
Commonwealth grants and contributions		98	-
GST receipts on sales		11	33
GST receipts from taxation authority		65	80
Other receipts		7	41
Net cash used in operating activities		<u>(984)</u>	<u>(1,274)</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(37)	-
Net cash used in investing activities		<u>(37)</u>	<u>-</u>
Net decrease in cash and cash equivalents		(321)	(94)
Cash and cash equivalents at the beginning of the period		1,742	1,836
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.1	<u>1,421</u>	<u>1,742</u>

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

Notes to the financial statements

1. Basis of preparation

The South West Development Commission (Commission) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Commission is a not-for-profit entity (as profit is not its principal objective). A description of the nature of its operations and its principal activities have been included in the '**Overview**' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 26 July 2024.

Statement of compliance

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

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

Basis of preparation

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

Accounting of Goods and Services Tax (GST)

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

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

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

Contributed Equity

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

Comparative information

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

- Property, Plant and Equipment reconciliations.

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.

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

	2024 \$'000	2023 \$'000
Employee benefits	289	254
Superannuation - defined contribution plans	36	33
Total employee benefits expenses	325	287

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

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

2.1. (b) Employee related provisions

	2024 \$'000	2023 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	54	37
Long service leave	36	28
	90	65
<u>Other provisions</u>		
Employment on-costs	8	6
Total current employee related provisions	98	71
Total employee related provisions	98	71

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

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

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

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

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

Notes to the financial statements

2.1 (b) Employee related provisions (continued)

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

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

	2024 \$'000	2023 \$'000
<u>Employment on cost provision</u>		
Carrying amount at start of period	6	1
Additional/(reversals of) provisions recognised	2	5
Carrying amount at end of period	8	6

Key sources of estimation uncertainty- long service leave

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

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

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

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

2.2. Grants and subsidies

	2024 \$'000	2023 \$'000
Non Public organisations	217	290
Public sector organisations	38	-
Local Government agencies	88	150
Total recurrent grants and subsidies	343	440

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

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

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

Notes to the financial statements

2.3. Other expenditure

	2024 \$'000	2023 \$'000
Supplies and services		
Board fees	75	75
Communications	1	1
Consultants and contractors	218	155
Consumables	1	5
Travel	16	7
Other	74	9
Resources provided free of charge by DPIRD ^(a)	5,757	4,468
Total supplies and services expense	6,142	4,720
Other expenses		
Building and infrastructure maintenance	185	135
Employment on-costs	-	1
Refund of revenue from prior years	-	14
Other expenses	-	(5)
Total other expenses	185	145
Total other expenditure	6,327	4,865

(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 Act 1993*. See note 3.1 Income from State Government.

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

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

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

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

Notes to the financial statements

3.1. Income from State Government

	2024 \$'000	2023 \$'000
Income received from other public sector entities during the period:		
- Department of Justice - Withers Urban Renewal Project	-	170
- Department of Primary Industries and Regional Development - operational funding	700	1,010
Total grants and subsidies	700	1,180
Resources received from other public sector entities during the period:		
- Services received free of charge ^(a)	5,757	4,468
Total resources received	5,757	4,468
Total income from State Government	6,457	5,648

(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 Act 1993*. See note 2.3 Other expenditure.

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

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

3.2. Commonwealth grants

	2024 \$'000	2023 \$'000
Recurrent grants	98	-

Recurrent grants are recognised as income when the grants are receivable.

3.3. Other income

	2024 \$'000	2023 \$'000
Other sundry income	1	47

Notes to the financial statements

4. Infrastructure, property, plant and equipment

Year ended 30 June 2024	Land \$'000	Buildings \$'000	Computer Hardware \$'000	Office equipment \$'000	Infrastructure \$'000	Works of art \$'000	Total \$'000
1 July 2023							
Gross carrying amount	5,548	14,632	134	65	809	50	21,238
Accumulated depreciation	-	-	(134)	(65)	(172)	-	(371)
Accumulated impairment loss	-	-	-	-	(632)	-	(632)
Carrying amount at start of year	5,548	14,632	-	-	5	50	20,235
Additions	-	-	37	-	-	-	37
Revaluation increments recognised in other comprehensive income	6,376	1,083	-	-	-	-	7,459
Depreciation	-	(439)	(6)	-	(1)	-	(446)
Carrying amount at 30 June 2024	11,924	15,276	31	-	4	50	27,285
Gross carrying amount	11,924	15,276	58	34	809	50	28,151
Accumulated depreciation	-	-	(27)	(34)	(173)	-	(234)
Accumulated impairment loss	-	-	-	-	(632)	-	(632)

Initial recognition

Items of property, plant and equipment and infrastructure, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

Subsequent measurement

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of land, buildings and infrastructure.

Land is carried at fair value.

Buildings and infrastructure are carried at fair value less accumulated depreciation and accumulated impairment losses.

All other property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land, buildings and infrastructure are independently valued annually by the Western Australian Land Information Authority (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Land, buildings and infrastructure were revalued at 1 July 2023 by Landgate. The valuations were performed during the year ended 30 June 2024 and recognised at 30 June 2024. In undertaking the revaluation, fair value was determined by reference to market values for land: \$10,570,000 (2023: \$3,610,000). Fair value of buildings was determined on the basis of current replacement cost: \$15,276,300 (2023: \$14,570,000) and balance of the fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land).

Fair value for infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Notes to the financial statements

4. Infrastructure, property, plant and equipment (continued)

Significant assumptions and judgements: The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

4.1 Depreciation and impairment

	2024 \$'000	2023 \$'000
Buildings and infrastructure	439	336
Computing hardware	6	-
Total depreciation for the period	446	336

As at 30 June 2024, there were no indications of impairment to property, plant and equipment. Indications of impairment of Infrastructure have existed since 2018-19 with no subsequent changes noted. This impairment is related to the Pemberton Hydro Power Station which has been non-operational since 2011 and its financial performance during operation was only 6% of what had been anticipated.

All surplus assets at 30 June 2024 have either been classified as assets held for sale or have been written-off.

Finite useful lives

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

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are as follows:

- Buildings 20 to 40 years
- Computer hardware 3 years
- Infrastructure 20 to 29 years

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

Land and works of art which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

Impairment

Non-financial assets, including items of infrastructure, property, plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

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

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Commission is a not-for-profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value. If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

Notes to the financial statements

5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1 Receivables

	2024 \$'000	2023 \$'000
<u>Current</u>		
GST receivable	7	18
Other debtors	14	70
Total current receivables	21	88
<u>Non-current</u>		
Accrued salaries account ^(a)	11	11
Total receivables	21	99

(a) Funds transferred to Treasury for the purpose of meeting the 27th pay in a financial year that generally occurs every 11 years. This account is classified as non-current for 10 out of 11 years.

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.

Accrued salaries account contains amounts paid annually into the Treasurer's special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

The account has been reclassified from 'Cash and cash equivalents' to 'Receivables' as it is considered that funds in the account are not cash but a right to receive the cash in future.

Comparative amounts have also been reclassified.

5.2 Amounts receivable for services (Holding Account)

	2024 \$'000	2023 \$'000
Non-current at end of period	1,253	1,253

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

5.3 Payables

	2024 \$'000	2023 \$'000
<u>Current</u>		
Trade payables	42	-
Accrued expenses	56	43
Accrued salaries	6	-
Total current other payables	104	43

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.

Notes to the financial statements

6. Financing

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

	Note
Cash and cash equivalents	6.1
Capital commitments	6.2

6.1 Cash and cash equivalents

	2024 \$'000	2023 \$'000
Non-restricted cash and cash equivalents	587	1,048
Non-Royalties for Regions fund restricted cash		
Picton Land Development	553	553
South West Event	33	33
Tradestart	187	16
Withers Urban Renewal	46	(125)
Land Asset Management - SWDC	15	15
	834	492
Royalties for Regions Fund Projects Restricted cash		
Regional Grant Scheme	-	153
Local Project Local Jobs	-	14
Community Chest Grants Scheme	-	35
	-	202
Current restricted cash and cash equivalents	834	694
Total cash and cash equivalents	1,421	1,742

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.

6.2 Capital commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2023: None).

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and contingent liabilities	7.2

7.1 Financial instruments

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

	2024 \$'000	2023 \$'000
Financial assets		
Cash and cash equivalents	1,421	1,742
Financial assets at amortised cost ^(a)	1,267	1,334
Total financial assets	2,688	3,076
Financial liabilities		
Financial liabilities at amortised cost ^(a)	104	43
Total financial liabilities	104	43

(a) Excludes GST recoverable/(payable) from/to the ATO (statutory receivable/statutory payable).

Notes to the financial statements

7.2 Contingent assets and contingent liabilities

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

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

8. Other Disclosures

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

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

8.1 Events occurring after the end of the reporting period

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

8.2 Key management personnel

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

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

Compensation band (\$)	2024	2023
Compensation of members of the accountable authority		
60,001 - 70,000	1	-
30,001 - 40,000	-	2
0 - 10,000	7	4
Compensation of senior officers		
250,001 - 300,000	1	-
200,001 - 250,000	-	1
150,001 - 200,000	3	3
100,001 - 150,000	1	-
50,001 - 100,000	2	1
0 - 50,000	-	1
	2024	2023
	\$'000	\$'000
Total compensation for members of the accountable authority and senior officers	1,107	953

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

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 \$45,000 (2023: nil, as the Auditor General has dispensed with the audit for the year ended 30 June 2023 under section 14 of the *Auditor General Act 2006*).

8.8 Supplementary financial information

(a) Write-offs

There were no write-offs during the financial year.

(b) Losses through theft, defaults and other causes

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

(c) Gift of public property

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

8.9 Explanatory statement

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

**SOUTH WEST DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2024**

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the South West Development Commission's performance, and fairly represent the performance of the South West Development Commission for the year ended 30 June 2024.



Danny Griffin
Chairman of the Board
26 July 2024



Mellisa Teede
Chief Executive Officer
26 July 2024



SOUTH WEST DEVELOPMENT COMMISSION

KEY PERFORMANCE INDICATORS

For the year ended 30 June 2024

DETAILED INFORMATION IN SUPPORT OF KEY PERFORMANCE INDICATORS

Relationship to Government Goals

The South West Development Commission delivers its services through four strategic themes: Investing in People and Place, Investing in Infrastructure, Investing in Industry and Business, and Investing in Community.

These four strategic themes integrate together to provide a balanced approach to regional development. They are also aligned with the State Government's goals, as per the table below.

The activities of the Commission aim to ensure that the South West is a strong and vibrant region.

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	The Commission's outcome is to coordinate and promote an environment which is conducive to the balanced economic development of the South West 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 South West 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. 167 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 134 completed surveys were obtained from this client contact list (a response rate of 80%), giving a maximum margin of error ratio of +/- 3.78% at the 95% confidence level.

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

SOUTH WEST DEVELOPMENT COMMISSION

KEY PERFORMANCE INDICATORS

For the year ended 30 June 2024

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 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024
The Commission is effective and makes a positive contribution to the economic and social development of the South West region.	88%	90%	89%	90%	89%

Service: Regional Development.

Key Efficiency Indicator

Average cost per hour

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

Key Efficiency Indicator	Actual 2021	Actual 2022	Actual 2023	Target¹ 2024	Actual 2024
Average cost per hour	\$112	\$125	\$131	\$168	\$169

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

Comments

The total hours worked was in line with target as was total operating expenses resulting in the average cost per hour in line with target.

Note 1: The target average cost per hour is an estimated figure based on budgeted expenditure and staffing.



SOUTH WEST
DEVELOPMENT COMMISSION



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