



2023-2024

ANNUAL REPORT

SOUTH WEST DEVELOPMENT COMMISSION

Statement of Compliance

Message to the Minister

Hon. Don Punch MLC

Minister for Regional Development



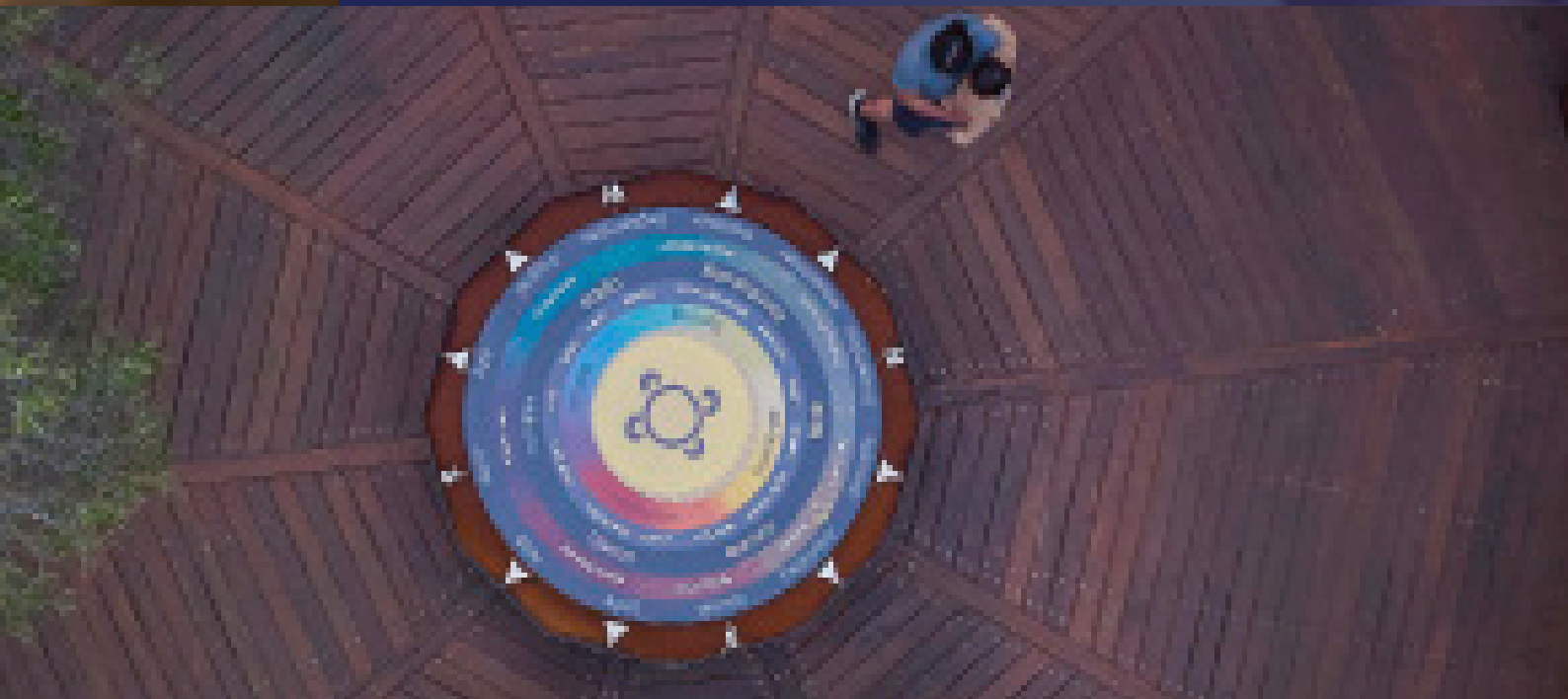
In accordance with the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the annual report of the South West Development Commission, for the financial year ended 30 June 2024. This annual report provides the Western Australian Parliament and other stakeholders 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

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

Mellisa Teede
Chief Executive Office
6 September 2024

A handwritten signature in black ink, appearing to read 'M Teede'.



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.**

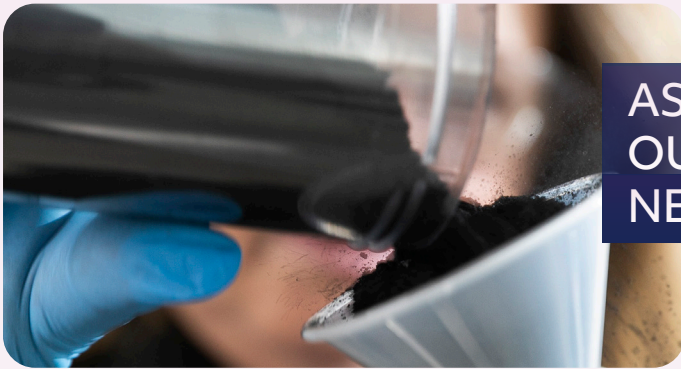


AL DEVELOPMENT



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.



Page 41

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.

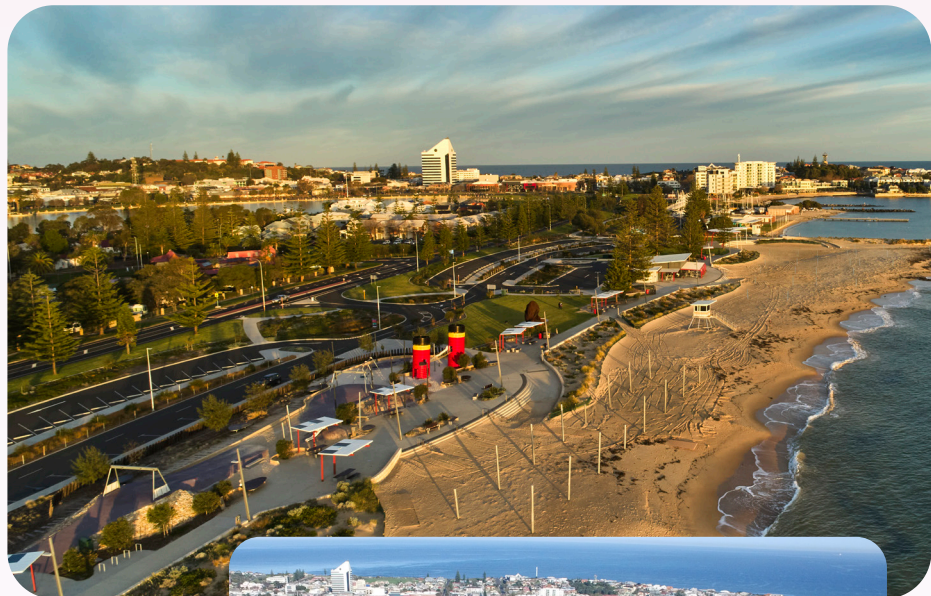
Page 36

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.

Page 35

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.



BUSSETON 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

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.

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

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.

.CONTINUED...

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.

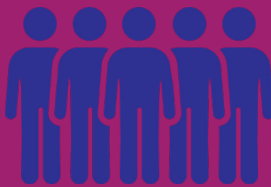
Regional Snapshot

POPULATION
197,000

GROSS
REGIONAL
PRODUCT
\$19
BILLION

1.43
MILLION
TONNES
SPODUMENE
LEFT BUNBURY
PORT

JOBS
80,400



**LARGEST
REGION IN WA
BY POPULATION**



\$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

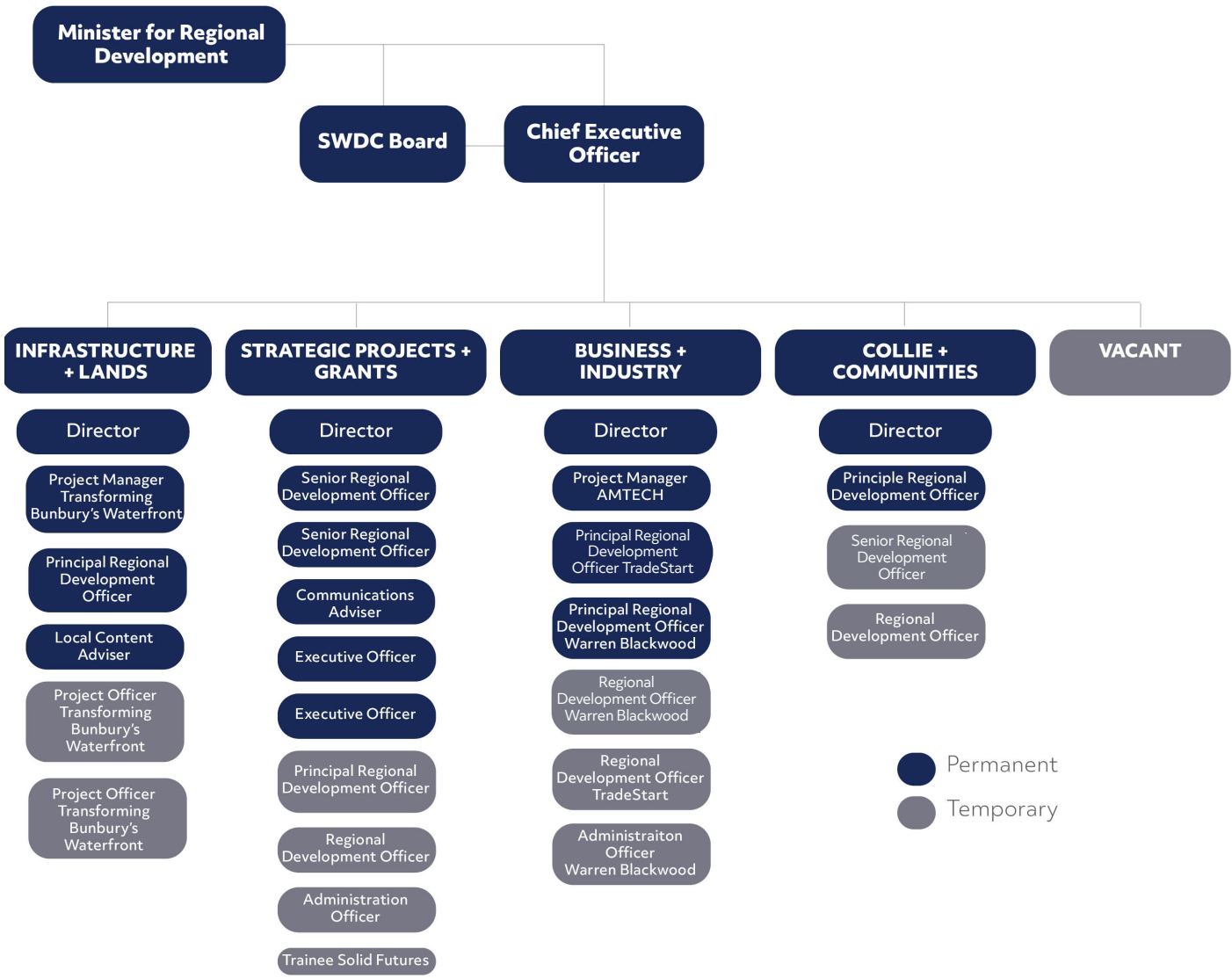
We take a well-planned, considered approach to our projects to ensure the qualities and opportunities of the region are enhanced for both present and future generations.

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

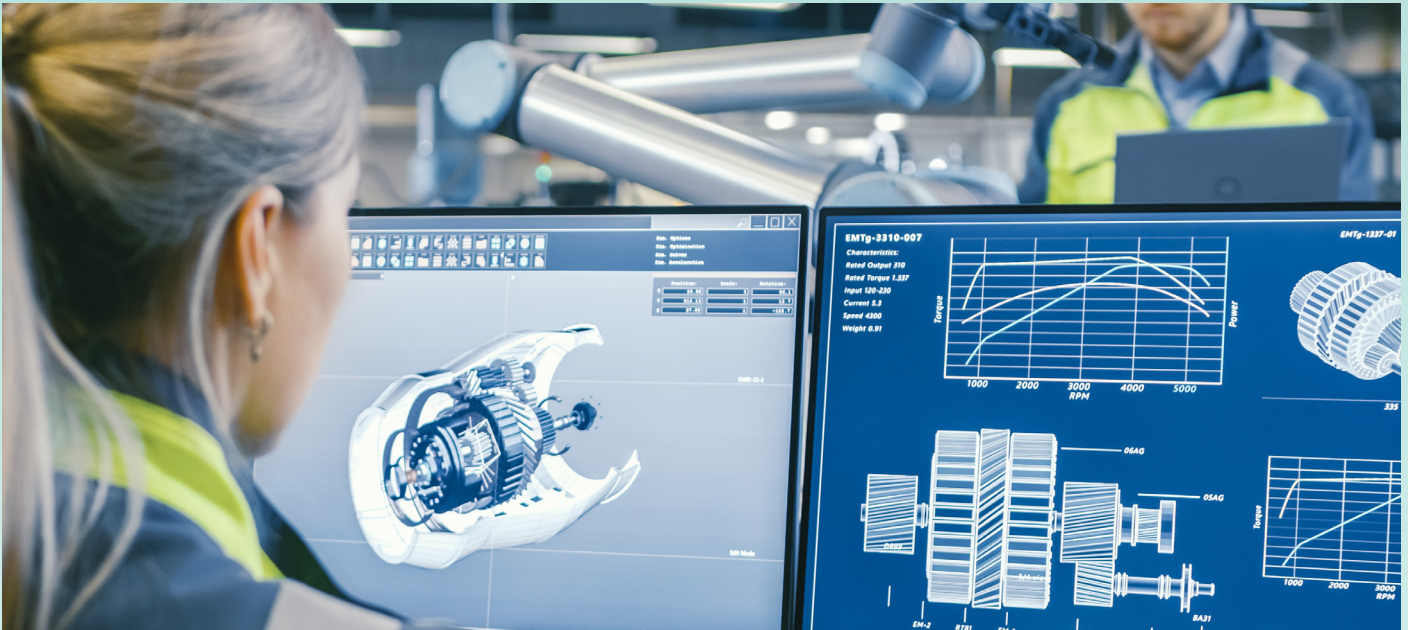




BUSINESS AND INDUSTRY



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.



www.iifconference.com.au

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.

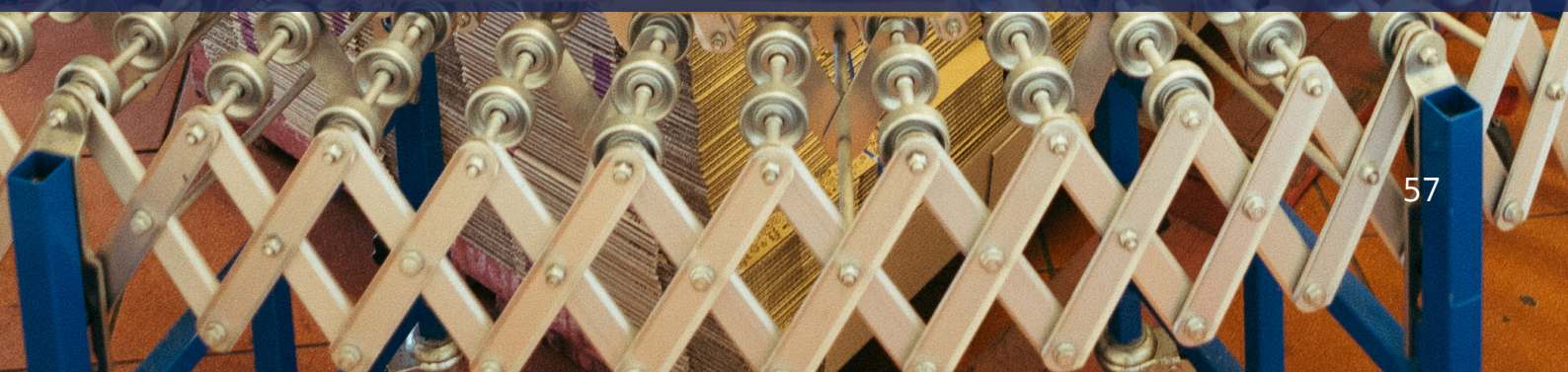
RED Grants – Round 6 Recipients

| 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 |



South West Business Excellence Awards.

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 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 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.





SOUTH WEST
DEVELOPMENT COMMISSION



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