

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION

ANNUAL REPORT

GOVERNMENT OF WESTERN AUSTRALIA

GOLDFIELDS ESPERANCE DEVELOPMENT COMMISSION

2020-21



















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Acknowledgement of Country

The Goldfields-Esperance Development Commission acknowledges the traditional custodians throughout the Goldfields-Esperance region and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.

Welcoming visitors to Country has been a part of Aboriginal and Torres Strait Islander culture for thousands of years. It may also act to provide permission, safe passage and protection to visitors as they are journeying through others Country.

With the addition of the Shire of Wiluna, the Goldfields-Esperance region is now home to 17 language groups.

Not all language groups were able to be translated. The GEDC is grateful to the Goldfields Aboriginal Language Centre Aboriginal Corporation (GALCAC) and Marnta Pty Ltd who have prepared the translation of the Welcome to Country in each of the languages of the region.

Cundeelee Wangka

Parna-lipitja Kulira Watjarni.

Kawultjarra-ngurra Itjaparantja Tjanala Tjungungku Atatjurra-kulira Kanyintjakitja-nyinapayi, Kamitjantu panyangku Kamitjantu palya watjarni, wati minyma tjukurrpa kanyilpayinya tjananya, panya Kawultjarra-ngurra, Itjaparantala tjanala rawanguru nyina-nyinara; parna, ngurra, kapimpa rawa nyina-nyinatja tjananya.

Nganarna Kamitjantu, Arnanguku ngurrarra winki palya watjarni kaltja kurlu; munu Yirna-tjurta, irrititja-mpa kuwarritja kurlu-kurlu.

Maduwongga

Ruukulinu Ngurra Nangana

The Goldfields-Esperance Development Commission ruukulinu ngurra kapi nangana nurraku, nurrapirni ngurra yungkarra nyinannyinangku mirrirringku nurra jirtu tawarra nyinannyinan. Ngalipaka

The Goldfields-Esperance Development Commission pukurlpa wangkatjapirni jirtu yamatjirrin nyalpapirni, kaparlipirni tana kuwarri nyinan, tana pawurtu.

Pitjantjatjarra

Wirrurl kanyilpai ngurra ka palu jana lintinyi.

Anangu tjutaku kanima ngurra wirruku munu kapi, ngurra.

Anangu tjuta wirru ngurra kanyilpai ka tjilpi tjuta irriti tjana pukalpa nyinapai.

Tjupan

GEDC-tula yurrulykula yilta ngaarla parnajanu.

Goldfields-Esperance region mantangkaya nyinanyi kapi, ngurra, parnaya kanyinyi. Respect-pala nintilku yiltajanalarti, Tjukurrpala janampa respect-amulku.

Elders-tila respect nintilku, elders kuwarrija, elders-jaya yanu wantingu nganananya.

Wangkatja

Yintaanku parna.

Goldfields-Esperance Development Commission yintaa Yarnangu Goldfields-Esperance-ngku tjanaku tirtu kanyila parna, kapi ka ngurra.

Ngalipaku kulila Yarnangu ka tjanaku Tjukurrpa; ka nalpa pirni wanka ka ngalpa pirniku warrkanu.

Ngadju

Ngadjungarra ngurra nguntu wamurti.

Goldfields-Esperance Development Commission-nya ngadjungarra nguntu tartinyirri matayi wamurti pana katajala Goldfields-Esperance region mathulu tjukurrpa munjanguu pana, kapi and mathalu.

Ngadjungarra nguntu tartiny matayi pana, tartiny ngaringin matayi yungarnkin matayi.

Ngaanyatjarra

Goldfields-Esperance Development Commission ninti ngurra kanyilpa Kawutjarra-ngurra. GEDC ninti purlkanya manta lipi, kapi puru ngurra.

Pirni kurnta yanangu, yanangu pirni-lu ngurra walykumunu kanyinma puru lurrtjurring. Pirn-lu kurtarriwa ngayuku kutjurlping katja puru ngula puru kuwarring katja.

Noongar

Goldfields-Kepa Kurl djandjoo koorliny

Birdiya kaditjidjiny Noongar Moort boolarang Goldfields – Kepa Kurl boodjar wer baalabang ngadiny dandjoo yoodaniny Boodjar Kep wer Moort.

Ngalak kadidjiny ngalang koota-djinong boola Moort-ak Ngalak kadidjiny ngalang koota-djinong boola moort-ak.

Ngalia

Goldfields-Esperance Development Commission ruukulilku Wangkatja pini Malpa, Anang tjuta ngurrara Goldfields-Esperance regiontjanu. Tjanalu tirtu kanyira parnaku, kapiku, ngurraku, tjanalu kuturtu kurti kanyira.

Goldfields-Esperance Development Commission kuntawiya kulilku, nyakula, pukurlpa piniku kuwarri nyinarra, pukurlpa nyalpa piniku tiwa nyinangu.
Palunya.

Martu Wangka

Ngurra lampaju kulinyila Nga Goldfields-pa kamu Esperance-pa Development Commission-lu kulinyi ngurra waljajarra pararra Goldfields-pa kamu Esperance wana nyuntutinyi kurnu parna kapi kamu ngurra walja.

Ngayutinyipa kuntala kanyininyi parlparriku Martuku ngurra kamu kuruwarri kamu jilpi tuju juljujarnu kamu yungunku.



Message to the Minister

Statement of Compliance

For the year ended 30 June 2021

To the Hon Alannah MacTiernan MLC
Minister for Regional Development

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Goldfields-Esperance Development Commission for the reporting period ended 30 June 2021.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



Sabina Shugg **Chairperson**

August 2021



Kris Starcevich **Chief Executive Officer**

August 2021

Message from Chair



It is my absolute pleasure to present the Goldfields-Esperance Development Commission Annual Report for the 2020-21 financial year, after my first year in the role of Chair. The past twelve (12) months have seen the Western Australian economy rebound significantly from what was shaping up to be disastrous in the wake of the Coronavirus (COVID-19) pandemic. The recovery effort has been heavily supported by government and industry with the Goldfields-Esperance economy, underpinned by mining and agriculture, playing a significant part in creating jobs.

This year's Annual Report again outlines the activities and achievements of the GEDC over the past year and provides a snapshot of the region in which we operate. This Annual Report follows the release of the GEDC 2020-2022 Strategic Plan endorsed in June 2020 which identified seven (7) strategic priority areas that provide the agency with a clear strategic direction. This report will highlight the projects and programs aligned with the strategic priority areas:

1. **Leveraging our non-renewable resources**
2. **Enabling Infrastructure**
3. **Local Content**
4. **Aboriginal Economic Development**
5. **Workforce Development**
6. **New Industries and Economic Diversification**
7. **Organisational Excellence**

Throughout the year the GEDC and I have had the pleasure of hosting the Premier, Hon. Mark McGowan MLA; the Governor of Western Australia, his excellency the Hon. Kim Beazley AC; the Minister for Regional Development, Hon. Alannah MacTiernan MLC; and various WA Cabinet Ministers at business and industry engagements, tours of local projects and facilities; and official openings.

Minister MacTiernan in particular, has visited the region many times in the last 12 months and has been a wonderful supporter of the GEDC and the region.

The latter part of 2020 allowed the GEDC to travel the region once again, attending meetings and events that strengthen our relationship with local stakeholders. The GEDC Board held its meetings at various communities across the region, enabling members to see firsthand any issues or accomplishments occurring in the area. We also welcomed the Shire of Wiluna into the Goldfields-Esperance region in 2021, taking the number of Local Government Authorities in the region to ten. This is the first significant boundary change under the *Regional Development Commission Act 1993* since its inception and we look forward to fostering a productive and strong working relationship with our new partners.

Following my appointment to the Chair of the Board in August 2020 by Minister MacTiernan, I have been impressed by the passion and breadth of experience that each of our Board members bring to the agency.

I'd like to pay particular tribute to outgoing Deputy Chair, Ms Kate Mills, for providing strong regional leadership and strengthening the effectiveness of the Board during her three-year tenure. Kate has regularly represented the GEDC and dedicated substantial time and effort to ensuring the agency continues to develop and influence at all levels of government.

I would also like to acknowledge and thank Mr Ryan Jones and Ms Shelley Payne for their time and contributions on the GEDC board in recent years. I wish Kate, Ryan and Shelley all the best in their future endeavours.

I am looking forward to continuing to visit all parts of our region and providing strategic direction and advice to the GEDC with our newly appointed Deputy Chair, Mr Terrence Winner, and recently appointed Ministerial representative Rowena Leslie alongside current sitting members, Mr Ross Wood and Ms Shaneane Weldon.

It has been a privilege representing the Goldfields-Esperance region and working with a dedicated CEO and staff to drive economic development opportunities in our region and I look forward to what 2021-22 has in store.

Message from CEO



With the impacts of COVID-19 in 2020 still challenging many parts of Australia, the past 12 months proved to be another excellent year for Goldfields-Esperance's regional economy. Notwithstanding the pressures on many sectors for labour and the strain on housing and accommodation in regional WA, the State has continued its strong economic standpoint underpinned by robust performances across the mining and agriculture industries. Local businesses and mining companies in the region have been able to resume business and, in many cases, continue to expand and grow their operations.

The GEDC continues to drive significant initiatives including the de-constraining of industrial land in Kalgoorlie-Boulder and the development of Lot 350, driving local content outcomes from industry and government procurement, workforce development such as the Goldfields Migration Employment Program and providing funding via our Regional Economic Development Grants. The Regional Economic Development Grants program was once again a huge success, enabling the State Government to contribute to the growth of a range of small businesses and local initiatives.

An ongoing key focus area for the GEDC has been Aboriginal economic development. We have supported the Goldfields Aboriginal Business Chamber over the past year and will continue to assist the Chamber in its efforts to champion local Aboriginal business and create commercial opportunities.

With the regions of WA considered relatively safe from the grip of COVID-19, the film and television industry took the opportunity to create productions in the Goldfields-Esperance region, with the GEDC providing support wherever possible. 2020-21 saw the creation of several TV shows along with screenings of the feature film Dirt Music and short series Our Law. We are excited to see the progression of future productions and the positive impact they will have on the community, including boosting local economy.

Some restrictions imposed by COVID-19 do continue to affect the State's mining industry, with interstate workers no longer travelling and instead required to reside in the State. This has created pressures on housing and land availability in the region as the demand for rental properties has risen exorbitantly. A working group was formed with key stakeholders, chaired by the GEDC, to identify opportunities for land release and housing initiatives in Kalgoorlie-Boulder and the GEDC continues to work with several local governments on specific opportunities.

The GEDC has continued to work closely with the Department of Primary Industries and Regional Development whilst also building stronger relationships with state government departments and development agencies such as, Department of Jobs Tourism Science and Innovation, Department of Communities, Development WA and Infrastructure WA.

All the accomplishments that occurred throughout 2020-21 could not have happened without the diligent and highly motivated GEDC team, whose unwavering dedication comes from an innate passion for their region. I was pleased to appoint Chelsie Grace as the Kalgoorlie-based Director Regional Development in June, who will work alongside Rose Riley, Director Regional Development, and the rest of my fabulous team to drive positive outcomes for the region we live in and love.

Working with a dedicated Chair, Board and staff at the GEDC, we are excited to push ourselves even further over the next 12 months and look forward to making our region an even better place to live, work, invest and do business.

Goldfields-Esperance Region



Welcome to our Annual Report

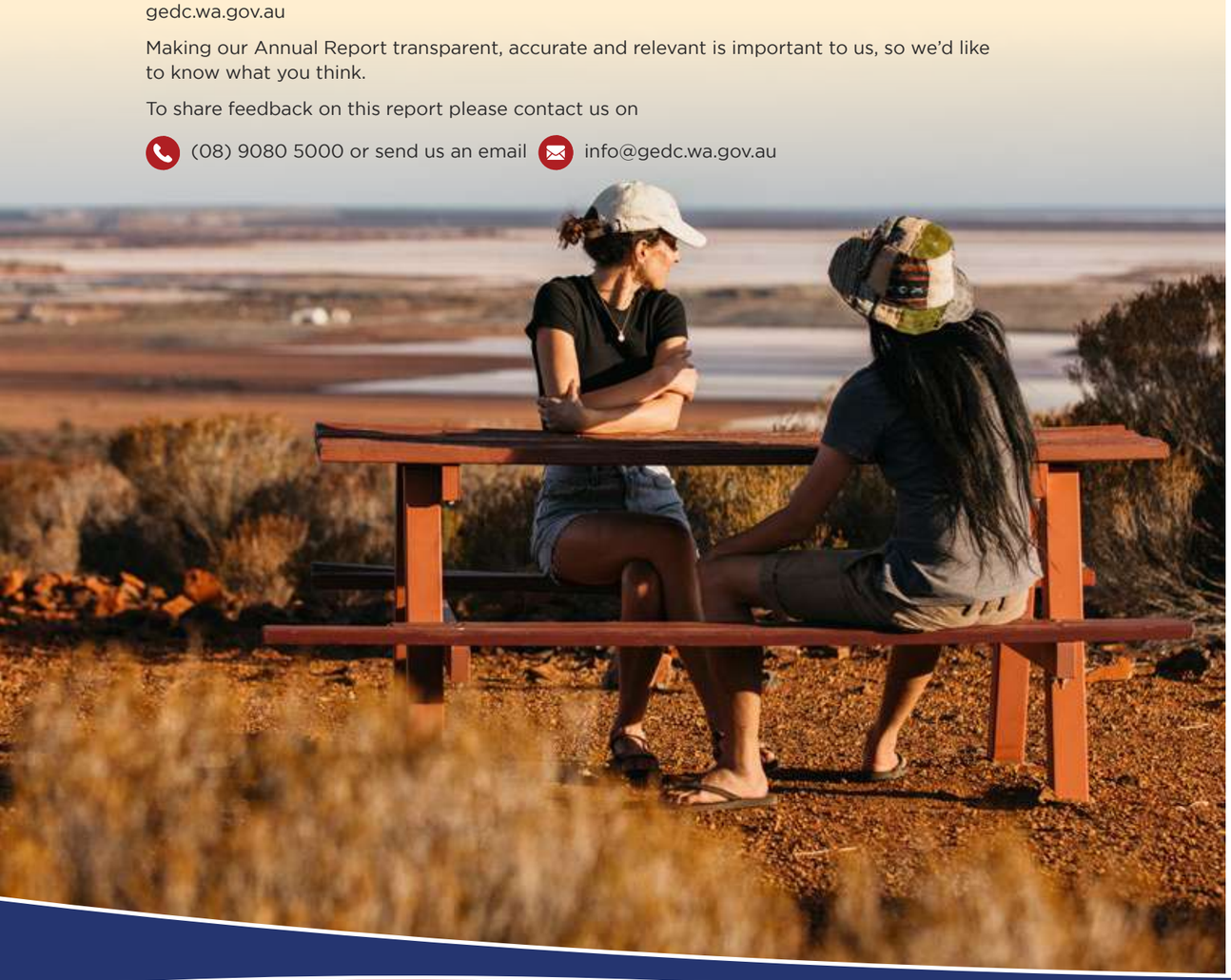
This Annual Report describes the operational, financial and service performance of the Goldfields-Esperance Development Commission (GEDC or the Commission) for the 2020-2021 financial year. Highlighting the achievements of the Commission and the services delivered to the Goldfields-Esperance region over the past 12 months. The report is an important tool used to ensure transparency and accountability of the GEDC to Parliament, and to show how we are addressing the diverse challenges and opportunities to members of the Public.

The GEDC annual report is available as a PDF format from our **website, www.gedc.wa.gov.au** this report is also available in different formats on request. If you would like a printed copy of the report please contact our office by telephone (08) 9080 5000 or send us an email info@gedc.wa.gov.au

Making our Annual Report transparent, accurate and relevant is important to us, so we'd like to know what you think.

To share feedback on this report please contact us on

(08) 9080 5000 or send us an email info@gedc.wa.gov.au



1. Overview of Agency

1.0 GEDC Strategic Plan

The GEDC Strategic Plan defines a strategic direction for the GEDC for the period 2020-22, and sets out our approach to the delivery of regional development outcomes, identifying key themes and strategies. Our Strategic Plan also reflects our commitment to working with all levels of government, industry and the community.

The 2020-21 Annual Report reflects the Commissions seven (7) priorities as identified by the Board and outlined in the Strategic Plan. A copy of the GEDC Strategic Plan can be found on our website.

- Leveraging Non-Renewable Resources
- Enabling Infrastructure
- Local Content
- Aboriginal Economic Development
- Workforce Development
- New Industries and Economic Diversification
- Organisational Excellence

1. Overview of Agency

1.1 Operational Structure

Enabling Legislation

The Commission was established under the *Regional Development Commissions Act 1993*, listed as a statutory authority on Schedule 1 of the *Financial Management Act 2006* and is subject to the provisions of the P*ublic Sector Management Act 1994*.

The objectives of the nine Development Commissions under the Act are:

- Maximising job creation and improving career opportunities in the region
- Developing and broadening the economic base of the region
- Identifying infrastructure services to promote economic and social development within the region
- Providing information and advice to promote business development within the region
- Seeking 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
- Taking steps to encourage, promote, facilitate and monitor the economic development in the region.

Responsible Minister

The Commission is responsible to the Minister for Regional Development, the Hon. Alannah MacTiernan MLC. The Minister has the power to direct the Commission either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the Act.

Our Vision, Purpose and Values

The GEDC Board has developed a vision to guide the agency's regional development focus, and to assist our stakeholders in understanding what we are aiming to achieve, the GEDC vision for the region is:

The Goldfields-Esperance region is economically and culturally diverse with vibrant communities and a prosperous future.

The purpose of the GEDC is:

To facilitate economic and social development in the region.

The GEDC's core values define how we will operate with each other and our stakeholders to fulfil our purpose. These values underpin the behaviours of the organisation; they guide how the organisation operates to fulfill its purpose and achieve its vision.

Leadership

The GEDC demonstrates leadership in our community by providing strategic advice and regional representation. The GEDC is responsive to strategic and critical issues and opportunities in the region through effective engagement, advocacy, and action.

Integrity

The GEDC acts with integrity and is accountable by making ethical and informed decisions, consistent with State Government objectives. This is demonstrated through excellence in governance and performance of the agency.

Innovative

The GEDC takes an adaptable approach to economic and development, taking action and promoting initiatives that bring about meaningful change within government, industry, and regional communities

Collaborative

The GEDC engages with stakeholders, to understand complex and diverse issues and perspectives across government, business and industry, and community, and to facilitate initiatives and investment in the region.

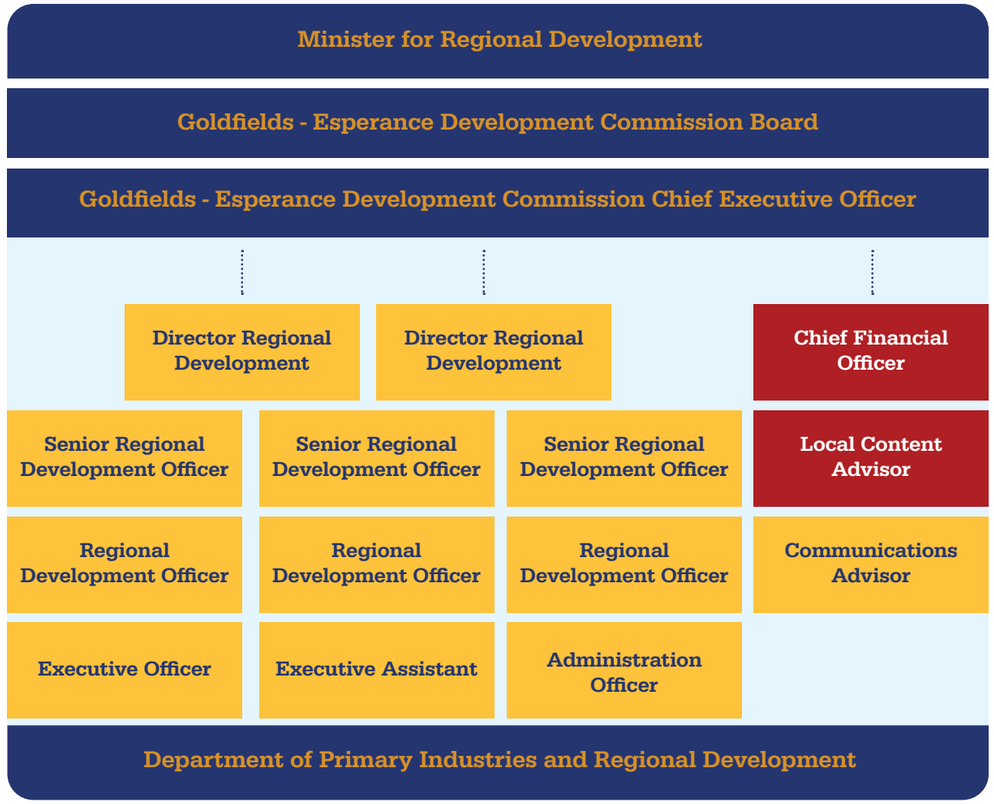
Other Key Legislation

In the performance of its functions, the GEDC complies with all relevant laws, key legislation impacting on our operations including but not limited to:

- *Regional Development Commissions Act 1993.*
- *Auditor General Act 2006.*
- *Disability Services Act 1993.*
- *Equal Opportunity Act 1984.*
- *Financial Management Act 2006.*
- *Freedom of Information Act 1992.*
- *Industrial Relations Act 1979.*
- *Minimum Conditions of Employment Act 1993.*
- *Occupational Safety and Health Act 1984.*
- *Public Sector Management Act 1994.*
- *Salaries and Allowances Act 1975.*
- *State Records Act 2000.*
- *Procurement Act 2020.*
- *State Supply Commission Act 1991.*

Organisational Structure

As of the 30 June 2021, the GEDC has thirteen (13) members of staff including the Chief Executive Officer (CEO). The Department of Primary Industries and Regional Development (DPIRD) supports the GEDC by providing financial and human resources. The Department is the employing agency for staff working for the GEDC and responsible to the CEO. Additionally, the Local Content Advisor role is allocated to the Kalgoorlie regional office..



1. Overview of Agency

1.2 GEDC Board

The GEDC is governed by a Board, appointed under the *Regional Development Commission Act 1993* and can include up to six (6) regional representatives comprising of local government, community and ministerial appointments. The CEO is a member of the Board by virtue of office. All Board members contribute skills, experience and local knowledge that benefits the Commission and the region.

The Board Structure as of 30 June 2021



Sabina Shugg | Board Chair

Community Appointment,
1 September 2020 – 30 June 2023

Sabina is the Director - Kalgoorlie Campus, Curtin University including the WA School of Mines. She is also a Non-Executive Director of Resolute Mining Ltd.

She has extensive experience in senior roles with mining and consulting organisations including operations management experience at senior site level, covering both underground and open pit environments. Sabina's work has a strong people focus together with a solid project management background.

Sabina has a Mining Engineering degree from Curtin's WA School of Mines and an MBA from UWA. She is a member of the AusIMM and holds a WA First Class Mine Manager's Certificate of Competency. Sabina founded and runs the very active Women in Mining and Resources WA (WIMWA) group which has grown to 3000 members state-wide since its inception in 2003.

In 2010 Sabina was named the inaugural Women in Resources Champion in the Chamber of Minerals and Energy of WA Women in Resources Awards, for being an outstanding role model to people in the resources industry and the broader community. In 2011 Sabina was included in the first 100 inducted to the WA Women's Hall of Fame. In 2013 Sabina was named in the AFR Westpac 100 Women of Influence and included in the 100 Global Inspirational Women in Mining.

In 2015 Sabina was named a Member of the General Division of the Order of Australia (AM) for her significant service to the mining industry through executive roles in the resources sector, and as a role model and mentor to women.



Kate Mills | Board Deputy Chair

Ministerial Appointment,
16 July 2018 – 30 June 2021

Kate works in her local small business and has two young daughters. Living in Kalgoorlie-Boulder for over a decade and travelling extensively across the Goldfields-Esperance region over this time, Kate is well placed to articulate the challenges facing our region. With a background in community and economic development, Kate looks forward to applying her skills and expertise to the benefit of the commission and region.

Kate has a Social Science degree in Politics and a Commerce Degree in Tourism Management from Curtin University. She is a valuable and proactive member of the Kalgoorlie-Boulder community, making significant contributions through several community groups and Boards.



Shaneane Weldon | Member

Local Government Appointment,
8 July 2019 – 31 September 2021

Shaneane is a proud Wangkatja woman who has lived in the Goldfields all her life. She has been a member of the Shire of Laverton's Council for 16 years and is currently Deputy President.

Shaneane is a business owner who wants to see more Aboriginal businesses grow within the Goldfields and partake in the many opportunities that exist.

As a qualified primary school teacher, Shaneane teaches the Wangkatja language to ensure the younger generation learns how to speak, spell and write it.



Ross Wood | Member

Ministerial Appointment,
8 July 2019 – 30 June 2021

Ross has spent over 30 years on the Nullarbor, managing the largest sheep station aggregation in Australia.

A well-respected pastoral manager, Ross is the coordinator for the Kalgoorlie Pastoral Alliance Project and is the Executive Assistant and Financial Officer for the Goldfields Nullarbor Rangelands Biosecurity Association Inc (GNRBA). Ross is regularly engaged to mentor other pastoral and agriculturally recognised biosecurity groups and is active within the community.

Ross has a state-wide profile beyond pastoralism in regional and remote WA, with significant life experience living both regionally and remotely.

1. Overview of Agency

1.2 GEDC Board

The Board Structure as of 30 June 2021



Terrence Winner | Member

Community Appointment,
1 October 2020 – 31 December 2022

Terrence was appointed to the Goldfields-Esperance Development Commission Board in 2020, bringing with him 15+ years of experience as a CEO within the not-for-profit sector. Terrence holds qualifications across Management, Business, Community Development, Marketing, Training, Youth and Disability Services and has excellent insight into regional challenges and opportunities, given he was born and raised in the Goldfields. Terrence is very active within the Goldfields-Esperance community, holding several key roles including elected Councillor with the City of Kalgoorlie-Boulder, CEO of the Goldfields Individual & Family support Association Inc and Chair of the Kalgoorlie-Boulder Visitors Centre.

Terrence was named the 2009 WA Young Person of the Year, is a previous winner of the State Leadership and Innovation Award at the Western Australian Regional Achievement & Community Awards and has won a Mayoral Award from the City of Kalgoorlie-Boulder.



Kris Starcevich | Chief Executive Officer

Kris has been in the role of Chief Executive Officer at the Goldfields-Esperance Development Commission since May 2018. With extensive experience working in regional Western Australia in both the public and private sectors, Kris offers a holistic approach to regional development.

From a farming family in the Esperance district, Kris moved to Perth to study a Bachelor of Science at UWA, followed by a Graduate Diploma in Education. Kris began his career in secondary teaching in the Pilbara before taking up an opportunity to diversify his skills in the mining industry. Kris worked as a community relations practitioner for Rio Tinto for a number of years, working and living in several Pilbara communities. During this time, Kris completed a Graduate Certificate in Community Relations at the University of Queensland, developing a passion for community development he still demonstrates today.

Kris has been with the Commission since 2014, when he relocated his family back to his home town following 10 years working in the Pilbara. Kris continues to work closely with local stakeholders and government agencies to drive social and economic outcomes for the Goldfields-Esperance region.

He and his team at the GEDC are committed to enhancing the profile of the region by fostering strong leadership, undertaking effective stakeholder engagement and focusing on the region's strengths.

Outgoing Board Members



Gail Reynolds-Adamson
Outgoing Chair

Community Representative,
18 August 2014 – August 2020

Gail Reynolds-Adamson is currently the Managing Director of Indigenous Consulting Group, an Aboriginal-owned, specialist training and strategic development company. She is an Esperance Nyungar person living in Esperance, and a descendant of the Mirning People ("Whale people"), who's country stretches along the southern coast to the South Australian border.

During her tenure on the GEDC Board, Gail held the position as Chairperson. She is currently the Chairperson of the Esperance Tjaltjraak Native Title Aboriginal Corporation RNTBC (ETNTAC), a position she has held since the Corporation's establishment in 2015. Gail is also the Chairperson of South East Aboriginal Health Service, Director on Horizon Power board and Regional Development Trust Board.



Ryan Jones | Member

Community Appointment,
16 July 2018 – September 2020

During Ryan's tenure on the GEDC's Board he was appointed as the inaugural Chair of the GEDC's Risk & Audit Committee and was also involved on the Board of the Kalgoorlie-Boulder Chamber of Commerce & Industry. Ryan has previously held board appointments at the Geraldton Resource Centre and Regional Alliance West along with numerous not-for-profit sporting organisations. He is a Graduate of the Australian Institute of Company Directors and holds qualifications in Financial Planning, Management and Financial Services.

Ryan relocated out of the Region in 2020 however remains heavily passionate and committed to Regional WA through his current leadership role at NAB.



Shelley Payne | Member

Local Government Representative,
3 March 2020 - 24 March 2021

Shelley has served on the Esperance Shire Council since 2017 and has recently completed a Diploma in Local Government (Elected Member).

Shelley trained as an engineer and holds a Master's in Business and the Environment. She is a qualified auditor for Environmental, Quality and OHS Management Systems.

Shelley has lived in Esperance for 20 years and is married with three children. Shelley is active within the Esperance community and holds positions with a number of local organisations and is also a Justice of the Peace.

1. Overview of Agency

1.2 GEDC Board

Board Appointments

The Minister for Regional Development is responsible for the appointment of Board members. On the 21 August 2020, pursuant to sections 15 and 16 of the *Regional Development Commissions Act 1993*, Cabinet approved the appointment by the Minister for Regional Development of the following members to the Commission Board:

- Sabina Shugg a Community representative and appointed as Chairperson for a term expiring 30 June 2023
- Terrence Winner appointed as a Community representative for a term expiring 31 December 2022
- Shaneane Weldon reappointed as a local government representative with her term expiring 31 December 2020.

Gail Reynolds-Adamson tenure as Community Representative and Chair concluded on the 31 August 2020. Gail provided dedicated service and strong leadership for the Commission, as a Board Member since August 2014 and the Chairperson since June 2018. Her strategic approach enabled the Commission to navigate significant organisation change during the period, emerging as a stable, proactive entity focused on achieving economic and social outcomes for the region.

Gail's passion for community development and in particular, ensuring representation for local Aboriginal people, has provided broad Aboriginal economic outcomes for local people and communities. In her roles, she generously shared her experience and knowledge on a range of issues which added valuable insight and context to board discussions and decision making.

In September 2020, Mr. Ryan Jones tenure as Community Representative concluded. Mr. Jones made significant contribution to the GEDC over the period July 2018 until 30 September 2020

Following election to State Parliament, Shelley Payne resigned as the Local Government Representative in March 2021. Shelley was a valuable member of the Board for twelve months.

Board Meeting Attendance Table

During the reporting period, the Commission's Board met on ten (10) occasions, four (4) of these meetings being Out of Session meetings. These meetings are held around the region to enable members to connect with government representatives, businesses and residents, providing members with valuable insight into the challenges and issues facing the region and the priorities for regional development.

The Commission's Board aims to be visible in the region and accessible to local stakeholders. The table below shows meeting attendance of each Board Member during the reporting period, based on eligibility to attend.

Board Member	# Board Meetings Attended
Sabina Shugg	8/8
Gail Reynolds-Adamson	1/2
Kate Mills	9/10
Ryan Jones	2/3
Shaneane Weldon	6/10
Ross Wood	8/10
Shelley Payne	6/7
Terrence Winner	7/7

Chief Executive Officer	# Board Meetings Attended
Kris Starcevich	10/10

Declaration of Interests

The Board has a standing declaration of interest process included in the Board Charter. A standing agenda item at all meetings provides for the declaration and management of any potential conflicts of interest and a Board Members' Interest Register is maintained on an ongoing basis.

Independent External Advice

Individual Board members have the right to seek independent professional advice on particular matters before the Board, subject to approval by the Chair, at Commission's expense.

1. Overview of Agency

1.2 GEDC Board

Committees - Risk Management and Audit Committee

As an accountable authority the GEDC is required to develop and maintain an effective internal audit function under section 53 of the *Financial Management Act 2006*. Internal audit is critical to good governance and performance and is imperative to ensuring independent, objective and effective processes for monitoring compliance.

The RMAC has continued to improve its governance, risk and integrity, during this reporting period. GEDC policies and procedures have been prioritised with the introduction of new policy, modifications to various Acts and Treasurers Instructions. Updates have been applied within the context of the agency's risk, internal audit review, control and corporate governance framework.

The RMAC were involved in the upgrade of the GEDC server environment to a cloud-based IT infrastructure and an IT Audit review led by DPIRD Chief Information Officer. The GEDC RMAC will conduct its biennial IT audit in 2021-22 financial year.

The RMAC held a total of three (3) meetings during the reporting period.

The table below show attendance of members.

RMAC Member	Number of Meetings
Ryan Jones	1
Terrance Winner	2
Shaneane Weldon	2
Shelley Payne	1

Committees – DPIRD Local Occupational Health and Safety Committee (OHS)

Local DPIRD OHS committees are operational at both Kalgoorlie-Boulder and Esperance, the committees run independent meetings listing any hazards reported, communication of OHS directives and site reviews. Two (2) members of staff resources provided by DPIRD are trained as Safety Representatives, these two staff members represent the GEDC at each local DPIRD OHS Committee.

The Kalgoorlie-Boulder local OHS Committee have conducted three (3) formal meetings that are programmed going forward quarterly. The DPIRD Esperance OHS Committee meets at the Esperance Ag Office each quarter. There have been four (4) meetings in the 2020-21 financial year.

The minutes from these meetings are presented in a running agenda item for GEDC board meetings and uploaded to DPIRDs record management system and fed into the DPIRD strategic OHS meeting.

1.3 Performance Management

As a Statutory Authority the GEDC has legal responsibilities in accordance with the *Regional Development Commissions Act 1993* and operates in compliance with State Government policies.

The *Public Sector Management Act 1994*, the Western Australian Public Sector Code of Ethics and the Public Sector Commission's Good Governance for Western Australia Public Sector Boards and Committees, inform the Commission's high-level governance approach.

The Commission operates to a Code of Conduct which identifies personal integrity, relationships with others and accountability as guiding principles in accordance with the *Public Sector Management Act 1994*. The Code of Conduct also includes specific standards that Commission employees adhere to ensuring best practice, conduct, and integrity.

Outcome Based Performance Management Framework

The State Government's outcome-based performance management framework demonstrates how the Commission's services meet Government goals.

Government Goals

Broad government goals are supported at agency level by specific outcomes, given the variety and diversity of public agencies in WA, not all government goals are equally applicable to all agencies.

The Commission's activities and services contribute to the economic and social development of the region by maximising job creation and broadening the region's economic base in partnership with government and the private sector. This alignment clearly articulates the relationship between the functions and responsibilities of the GEDC and its Strategic Plan, as well as overall government goals.

The desired outcome recognises the value of the development commission in ensuring the Goldfields-Esperance region is an environment which is conducive to the balanced economic and social development and competitive and sustainable over the long term.

Government Goals	WA Jobs Plan: local manufacturing and production, creating Western Australian jobs and training for the jobs of the future and Growing our communities: protecting our environment with thriving suburbs and regions.
Desired Outcome	An environment which is conducive to the balanced economic and social development of the Goldfields-Esperance region.
Service Areas	1. Facilitation of the provision of appropriate infrastructure and industry services. 2. Promotion of region and its investment opportunities.
Efficiency Indicator	Average cost per chargeable hour for each of the two service areas.
Effectiveness Indicator	Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region.

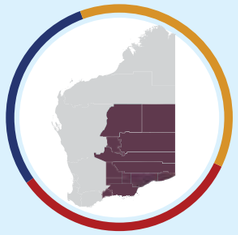
1. Overview of Agency

1.3 Performance Management

Shared Responsibilities with Other Agencies

The Commission did not share any responsibilities with other agencies in 2020-21. The Commission works in partnership with government departments and agencies, industry, small business and not-for-profit organisations to achieve regional development outcomes for the Goldfields-Esperance region.

Goldfields-Esperance Regional Snapshot



Largest region in WA, more four times the size of Victoria



Great Western Woodlands largest intact Mediterranean climate woodland in the world. Home to a third of Australia's iconic eucalypt species



Boasts some of the whitest beaches in Australia



Hosts the only regionally-based WA School of Mines



55,000
people call the region home



Per Capita Gross Regional Product
$166,181
higher than WA average



Kalgoorlie-Boulder is Australia's largest outback city



Kalgoorlie Super Pit - Australia's largest open goldmine



Most commonly spoken languages at home after English Ngaanyatjarra, Afrikaans



Australia's longest shortcut **the Outback Way** starts in Laverton, travelling 2,700km through the heart of Australia, to Winton in Queensland



In economic output (2020)



Key employment sectors include mining, health and social assistance, retail, education and training, construction



The Goldfields-Esperance region hosts major gold, nickel, rare earths, lithium and other resource projects, with mining generating over $15.3 billion in output for the WA economy during 2020



Experience life as it was during the Goldrush era at the historic Gwalia Gold Mine, home to Herbert Hoover, President of the United States, who was mine manager during Gwalia's early days in 1898



2. Agency Performance



2.1 Report on Operations

The Agency Performance section of this report provides a snapshot of the Commission's achievements, performance results and key outcomes. It also provides an overview of investments approved through the various funding programs administered by the Commission during the reporting period.

The GEDC is committed to delivering economic and social development outcomes in the region, with shared prosperity for residents and contributing to the economy of the region and State of Western Australia.

The GEDC Strategic Plan 2020-22 was endorsed by the GEDC Board in June 2020 and defines the strategic direction for the GEDC for the period 2020-22. The Plan sets out the GEDC's approach to regional development, identifying key themes and strategies the GEDC will focus upon, to achieve economic and social outcomes for the region.

The regional development portfolio has implemented a consistent approach towards regional development themes for Western Australia through the Strategic Plans of the nine Regional Development Commissions (RDC's).

The GEDC Board identified seven strategic priorities within the Strategic Plan that focus on the region's priorities and aligned with the Western Australia Regional Development Trust themes.

The key achievements section of this annual report summarises our key successes from the year against these strategic priority areas.

2.2 Key Achievements

LEVERAGING OUR NON-RENEWABLE RESOURCES

Mining Industry Partnership Group

The GEDC and the Goldfields Local Content Advisor (LCA) has continued its involvement with the Mining Industry Partnership Group (MIPG), having attended all six (6) meetings this financial year. The MIPG is made up of procurement officers from eight (8) major mining companies in the Goldfields, those being AngloGold Ashanti, BHP Nickel West, Evolution, Goldfields, Northern Star, Norton Gold Fields, Oz Minerals and St Barbara.

Goldfields-Esperance (G.E) Business Register

As an outcome of the MIPG, and with a commitment of three years funding from mining companies in the region, the LCA has worked in collaboration with the Chamber of Minerals and Energy (CME) to design and develop the G.E Business Register. The register is free for all Goldfields-Esperance based SME's to use and accessible to industry as well as state and local government agencies.

The G.E. Business Register connects local businesses that are looking to increase their brand awareness and visibility to new customers and the resources industry. It also offers all local businesses additional opportunities to promote themselves and their goods and services. It will increase local spend by promoting the Goldfields-Esperance business community to a variety of local and state government agencies and mining companies

The GEDC in conjunction with the CME, the Kalgoorlie-Boulder Chamber of Commerce and Industries (KBCCI) and funding mining companies, held a 'soft' launch of the Register coinciding with Diggers and Dealers in October. The event was held at a local SME, Coopers Fluid Systems, where the Premier Hon. Mark McGowan was invited to officially launch the Register.

The Register went live on its website www.gebusinessregister.com.au on Monday 11 January 2021.

Some 'Raw' figures from the G.E. Business Register up to 30 June 2021

- 390 people have joined the register and are kept up to date with a regular digest of the latest local business activity and news
- 260 businesses were listed in the directory
- 210 of these businesses supply to local industry
- 180 have 100% local workforce
- 5 are fully Aboriginal owned

Meet the Suppliers Expo

In conjunction with the CME, Goldfields-Esperance mining companies, the KBCCI and a range of supporting partners, GEDC hosted a 'Meet the Suppliers Expo' which took place on Wednesday 16 June 2021 at the Goldfields Arts Centre in Kalgoorlie. The Meet the Suppliers Expo enabled local businesses to meet procurement officers from local mining companies, suppliers, and state and local government agencies to explore business opportunities.

Twenty local businesses presented on their business capabilities to more than 200 people, including 65 G.E. Business Register participants. There were also 26 information stalls set up for the event.

2. Agency Performance

2.2 Key Achievements

ENABLING INFRASTRUCTURE

Kalgoorlie Industrial Land Study

An Industrial Land and Infrastructure Study was initiated by the GEDC in 2020 with support from the Minister for Regional Development.

Background to Study

The City of Kalgoorlie-Boulder (CKB) and regional stakeholders have been working to attract new industrial investment including minerals processing and major industrial uses, to locate in the City.

Key to investment attraction is the availability of suitable land. A large area of land incorporating lots 500, 350 and 101, west and south of Kalgoorlie, had been identified in previous studies, planning processes and consultations, as having potential capability for industrial use but not progressed through usual development processes.

In 2019, the GEDC liaised with the Department of Jobs, Tourism, Science and Innovation (JTSI) to connect the CKB and Lynas Corporation Pty Ltd with the State's major projects team to secure both State and Federal Major Projects Status, which assists the proponent through approvals and other government processes.

These initial conversations led to inter-agency discussion about other industrial land demand and availability for other major investments. It was agreed through liaison with the Industrial Land Steering Committee (ILSC) that State agencies collaborate to explore industrial land availability at and around Lots 500, 350 and 101, to the south-west of Kalgoorlie.

Following briefings by the GEDC and CKB to executives of State agencies and the ILSC, funding was secured by the GEDC, through DPIRD and by the CKB, to fund the Study and a Technical Working Group (TWG) was formed to provide project governance. This TWG included DPIRD (project sponsor), Development WA (project manager), the GEDC and CKB, with advisory input from JTSI, Department of Planning, Lands and Heritage (DPLH) and Department of Mines, Industry Regulation and Safety (DMIRS).

A scope was developed for an Industrial Land and Services Infrastructure Capability Assessment (Study) to fully consider the constraints and opportunities impacting potential development at Lots 500, 350 and 101 and adjacent surrounding land and to define pathways to bring suitable land parcels to market in a timely manner to meet demand.

Study Outcomes

The Study was completed in early 2021 and provides a comprehensive report on the factors affecting land within the Study area. The Study identified six prospective Development Opportunity Areas (DOAs) and provides a summary of the size, location, suitable industries, staging and issues required to be addressed to enable development in each DOA, along with pathways to development.

Concurrent to the Study, land tenure arrangements were progressed between the State and CKB to facilitate industrial use on Lot 500, with Lynas Rare Earths Limited leasing this land to develop a rare earths processing facility. The Lynas project received priority project status from the Premier and Commonwealth Government and development is being supported through JTSI. The public review of the Environmental Review Document (ERD) was completed during June 2021.

GEDC Role

GEDC played an integral role with securing State agency engagement, support and a funding pathway for this project, undertaking the development and review of the Study scope, investigative reports and Study documentation over a nine month period, leading the facilitation of interagency engagement on the draft and final Study findings and recommendations to Government, and supporting the contract management of the Study consultants through the Technical Working Group.

GEDC CEO facilitated an interagency briefing on the Study findings and development opportunities and presented the Study findings to the State Government's Industrial Land Steering Committee (ILSC) in May 2021. The Study has informed agencies and the CKB for planning and development of industrial land in the Goldfields, currently underway.

Since May 2021, DWA was engaged to lead the development of industrial lots with proponents at Lot 350, together with DPLH and the CKB. Under this term of Government, the State made a commitment to work with the CKB to explore the activation of Lot 350, within the Study Area.

The Study has been a successful vehicle to enable the GEDC to lead consistent and regular engagement over the last year and a half, with State agencies and stakeholders about the industrial land shortage in Kalgoorlie, and has helped evidence the need for Government to support new industrial land development in this area (previously not considered an option), to facilitate positive outcomes including economic diversification and new jobs.

Kalgoorlie Rail Freight Demand and Rail Realignment Concept

The GEDC has continued to support the CKB industry and community stakeholders with the development of regional rail and freight projects and feasibility work to better understand the proposed Kalgoorlie rail realignment concept for the east-west railway line and private sector interest in a new freight intermodal terminal (IMT) in Kalgoorlie-Boulder. These rail feasibility studies align with other investigative studies the GEDC has participated in during the year, to identify and develop pathways for the development of industrial land in West Kalgoorlie for major industry.

GEDC secured State Government funding for a rail freight demand analysis in early 2020 and formed a technical working group comprising representatives from Department of Transport (DoT), Public Transport Authority (PTA), Infrastructure WA (IWA) and DPIRD to develop a scope and procurement process for this Study. Initial procurement processes were undertaken through DPIRD in late 2020, with GEDC as a tender evaluation panel member. This procurement process was unsuccessful and intentions were initially to re-tender the Study during 2020-21, however additional funding of $2 million was secured by the CKB of Kalgoorlie-Boulder through the Commonwealth Government in 2021, to support a Detailed Business Case for rail freight demand and rail realignment concept planning.

Negotiations are still underway between the State and Federal Government regarding the disbursement of funding however DoT has been nominated as the lead agency to administer the funding for the Kalgoorlie Rail Detailed Business Case.

Achieving additional funding for a Detailed Business Case is a positive outcome, building upon the previous work undertaken by the CKB GEDC and partners on a preliminary business case in 2018-19 and significant engagement and advocacy with State and Commonwealth agencies to promote the concept and economic benefits. GEDC has played a key facilitation role introducing regional stakeholders to State government agencies and facilitating working groups, executive and Ministerial discussions regarding the proposal.

Regional Aviation

During 2020-21, the GEDC remained engaged with the Department of Transport (DoT) and key regional aviation stakeholders through membership of the Esperance and Leonora-Laverton Aviation Community Consultation Groups.

Between April 2020 and March 2021, the State and Commonwealth Governments provided funding support to Regional Express (Rex) in order to maintain air services on the Perth-Esperance route during the COVID-19 pandemic. State financial support was also previously provided to Skippers Aviation to maintain Northern Goldfields air services during the pandemic.

Digital Capability and Telecommunications

The GEDC continued to work closely with DPIRD's regional telecommunications team to deliver the Regional Mobile Telecommunication and Digital Farm Grant Programs. The $3.4million announcement for the Esperance Digital Farm Network to deliver high speed, low latency broadband internet across the agricultural region and the $1million allocated to the Northern Goldfields to improve broadband services in the region were highlights of the calendar year.

2. Agency Performance



2.2 Key Achievements

ENABLING INFRASTRUCTURE

Kalgoorlie-Boulder Land and Housing Group

The Kalgoorlie-Boulder Land Group (KBLG) was an initiative of the GEDC established in early 2021. Meetings bring together key stakeholders for open discussion on the constraints and opportunities relating to the provision of residential and industrial land in Kalgoorlie-Boulder; with a focus on identifying key actions to drive outcomes, exploring potential solutions to housing and land barriers, capturing opportunities for investment and identifying responsible agencies.

The Group aims to foster a better understanding of:

- DevelopmentWA and State Government land supply and development options
- Local Government land supply and development options
- Resource Company accommodation needs
- Investor / industry attraction models e.g. GROH and key worker accommodation
- Native Title
- Mining Tenement implications; and
- Capacity constraints.

Membership of the KBLG includes representatives from the following organisations, Goldfields-Esperance Development Commission, Department of Communities, CKB, DevelopmentWA, Department of Planning, Lands and Heritage, and the Kalgoorlie Boulder Chamber of Commerce, with other organisations and industry representatives invited on an ad-hoc basis.

Successes of the Group this year include securing a 31 lot residential land release at Greenview, Karlkurla through a renewed business case to Development WA.

Housing and Land Summary

The availability, cost, and quality of housing and residential land in the region have been identified by regional stakeholders as potential impediments to future regional development and the attraction of residential workers. To quantify and better understand current market trends, the GEDC commissioned the Goldfields-Esperance Housing and Land Summary in February 2021.

Completed in June 2021, the Goldfields-Esperance Housing and Land Summary provides a regional overview of supply and demand trends, prices and emerging issues in both the residential sales and rental markets for the period July-December 2020. The report includes a market profile of each local government area as well as suburb profiles for the CKB. The Summary is designed to help inform regional housing planning decisions and responses, with future periodical editions planned and to be made available on the GEDC website.

LOCAL CONTENT

Local Content Services

The Premier, Hon. Mark McGowan, visited Kalgoorlie in July 2020 to unveil the new WA Buy Local Policy 2020. The Policy was overhauled to create more opportunities for regional businesses and jobs in regional Western Australia.

The updated WA Buy Local Policy 2020 ensures State Government agencies prioritise local businesses that are based in the regional location within which the work or service is being delivered.

The The LCA has worked and visited with many State Government agencies both in the region and Perth based, SME's, mining companies, their tier one providers and private companies in the past financial year on achieving positive outcomes with regards to local jobs and local procurement.

Building Local Capability

An important part of the LCA's role is to build the capability and capacity of local small and medium enterprises (SME's) in the region. The LCA has worked closely with local SME's providing them with information on how to tender effectively for minor and major projects; education with regards to the new Buy Local Policy and other policies that may affect their procurement; and mentorship and assistance as required to ensure that the SME's are competitive against Perth based companies.

Local Projects

The GEDC and the LCA has been involved in major projects in the region ensuring that local content remains a core focus with examples provided below.

Central Regional TAFE Expansion

Working closely with the Department of Finance (DoF) from the beginning of the project, an Aboriginal and Local Business plan has been agreed which will ensure that maximum local content opportunities are garnered throughout the project. The LCA has provided a list of local sub-contractors, through DoF, to each of the potential head contractors with the amount of local content works subcontracted in the project forming part of the assessment criteria. The LCA will continue to remain involved in the project through to its completion.

Southern TAFE Redevelopment

As part of finalising the works for this project the Department of Training Workforce and Development (DTWD) requested support from the GEDC and the LCA with a demolition contract associated with some of the existing TAFE ancillary buildings and hard stands. A list of local SME's that could undertake the works was provided, with one successfully being awarded the contract.

State Stimulus Programs

The State Government committed $46 million in the Goldfields-Esperance region as part of its WA Recovery Plan.

Projects in the education and training, construction and manufacturing sectors have been administered locally by the Department of Finance (DoF). The LCA has been working closely with DoF and all other State Government departments to ensure that local businesses, including aboriginal businesses, win as much of these works. DoF has reported that of the projects they have awarded over 75% of works have gone to local businesses including several local Aboriginal businesses.

The Department of Communities (DoC) are administering the $444million state wide Social Housing Economic Recovery Package (SHERP) project through their Perth offices. SHERP is the largest housing maintenance and refurbishment program in WA's history. The LCA is working with DoC and their local Goldfields-Esperance head contractor, Lake Maintenance, to ensure that local suppliers are being fully utilised. DoC have advised that in the 2020-21 financial year over 80% of works were awarded to local businesses.

RAC Parks Business Session

GEDC, in partnership with RAC Parks and Resorts, facilitated a business and industry information session to ensure local business had the opportunity to bid for work as part of the multi-million-dollar Esperance Holiday Caravan Park redevelopment. Twenty- three businesses attended the session and with the park redevelopment commencing in May, a large proportion of the works has already been awarded to local businesses.

2. Agency Performance

2.2 Key Achievements

LOCAL CONTENT



Ravensthorpe Business and Community Info Session

As part of a broader approach to leverage the opportunities of significant mining activity in the Ravensthorpe-Esperance Region, the GEDC hosted a business and community information session in Hopetoun in November 2020.

With a projected combined $410 million outlay in capital expenditure for the period up to 2030 the information session provided a great opportunity to link local and regional businesses with the resource companies and an opportunity for the companies to outline their projects and procurement procedures.

The forum which included presentation from First Quantum Minerals, Galaxy Resources, Mineral Commodities, and Tier 1 contractors Maca Mining and Boom Logistics was well received by the community and regional business from across the State, and the mining companies have expressed interest to roll out more sessions across the Goldfields-Esperance and Great Southern region.

The forum also provided a great platform for the Hopetoun and Ravensthorpe CRC's to launch the Fitzgerald Business Network which will is also focused on supporting the local business through a range of training, advocacy, networking and promotional initiatives.

ABORIGINAL ECONOMIC DEVELOPMENT



Eastern Goldfields First Nations Council

In 2019, the GEDC was asked by a small working group of passionate Aboriginal employees from across several government agencies (state and federal) to assist in establishing a new organisation that could represent Aboriginal and Torres Strait Islander people living in the communities of Kalgoorlie-Boulder, Coolgardie, and Kambalda. The working group and members of the community were interested in establishing a legal entity that could represent the interest of Aboriginal people and potentially deliver services.

With the support of the Goldfields District Leadership Group (GDLG), GEDC engaged a facilitator to work with the local community and stakeholders and to help shape the future organisation. Over the course of three (3) public, community meetings and several working group sessions during 2020-21, the group has now been formally registered as the Eastern Goldfields First Nations Council (EGFNC), incorporated under the *WA Associations Act*. The GEDC and GDLG will continue to support the EGFNC in its establishment.

Kalgoorlie City Centre Project

(RfR funding $8 million)

The Kal City Centre project (formerly the Transformation of the Kalgoorlie City Centre) received State Government funding to revitalise three precincts in the Kalgoorlie CBD.

As part of the project deliverables, the GEDC is working closely with the CKB to ensure that the project delivers a broad range of economic benefits for Aboriginal businesses and the local community.

Goldfields Aboriginal Business Chamber

Inspired by a desire to increase the visibility of, and grow the percentage of procurement contracts awarded to Aboriginal business, a group of passionate local entrepreneurs came together to form the Goldfields Aboriginal Business Chamber (GABC) in November 2020.

The GABC works to champion local Aboriginal businesses to create and facilitate commercial opportunities with government, mining and other major industries across the Goldfields.

The GEDC has proudly partnered with the GABC and looks forward to supporting them in their ongoing journey and development.

2. Agency Performance

2.2 Key Achievements

WORKFORCE DEVELOPMENT



Goldfields Migration Employment Project

Born out of a pilot undertaken by the GEDC, the Goldfields Community Legal Centre (GCLC) stepped up to take on a challenging and rewarding secondary migration initiative called the 'Goldfields Migrant Employment Project'. Affectionately known as the GMEP, the project was successful in the first round of the Regional Economic Development (RED) Grants for the Goldfields-Esperance region. Despite the challenges, the GMEP has produced outstanding economic and social benefits for the Goldfields-Esperance region and continues to build on its successes.

The project was developed as a novel solution to alleviate the labour and skills demand in the Goldfields by engaging with migrant communities based in Perth and offer relocation assistance and access to employment. The GMEP assists migrants to relocate 600 kilometres east to the Goldfields, where the mining industry is dominant.

New residents have also contributed to the social fabric of the community, with some of the GMEP participants being core members of the new Goldfields African Community association, participants going back to study to become qualified in Australia, and many people bringing family members who access schooling, community groups and social services. One of the very first migrants who relocated to Kalgoorlie, has now achieved National Disability Insurance Scheme (NDIS) registration and runs his own laughter percussion therapy program. He also produced a reggae album including an original song in local Wongutha language.

The GMEP has been hosting regular information sessions both in Perth at Mercycare to connect with prospective program participants and in Kalgoorlie-Boulder to bring new residents to the Goldfields together.

Employer workshops are conducted to directly engage with businesses in the region to help build awareness of the program and make connections with job seekers. In November 2020 the GEDC offered the GMEP access to its 'What down the Track' forum exhibition booth to network and promote the program to local employers.

At the end of the 2020-21 financial year, the GMEP had placed sixty-seven (67) people into the Goldfields into work, from over thirty (30) different countries of origin.

The GEDC have worked closely with the GCLC to capture economic benefit including connecting to partners and stakeholders from the pilot, coordinating meetings with the program and visiting dignitaries, and advocating on the programs behalf to secure further investment.

On 27 November 2020, the Minister for Regional Development; Food and Agriculture; Ports, the Honourable Alannah MacTiernan announced a further $300,000 investment, facilitated by the GEDC, over the next two years to continue placing workers in the Goldfields supported by the GEDC. This additional funding will enable the GCLC to continue delivering the GMEP until early 2023.

Employment Forum

The GEDC assisted the Department of Education Skills and Employment (DESE) in delivering a forum in Kalgoorlie in March 2021 for employment services providers, employers and other stakeholders to workshop employment barriers and identify opportunities for employment and training for local underemployed/unemployed people.

DESE manage Job Active, Transition to Work and other federal programs and have engaged with the GEDC to better understand the regional market and establish partnerships in order develop and implement regional employment solutions. DESE held three Employment Fairs over the 2020-21 year in Perth, Bunbury and Geraldton, providing an opportunity for the promotion of vacancies within the Goldfields-Esperance region.

Surveys, Data Sharing and Collaboration

In order to attract, retain and develop the regional workforce; the GEDC has been active in the provision of information, collaboration, assistance, and direct engagement with the private sector, not for profits, Local, State and Federal government agencies.

In addition to participation in a variety of workforce related activities in the past year, the GEDC has provided comprehensive responses for the information needs of various departments and agencies including the Department of Workforce and Training Development (DTWD) for completion of the Western Australian Jobs, Education and Training Survey (WAJET) 2021; and PwC's Future of Work Program. In addition, GEDC has engaged with the Department of Home Affairs, Office of Multicultural Interests, Building the Local Care Workforce, disability and health services sectors, tertiary institutions, and employers for a variety of specific needs including recruitment strategies or assistance with migration matters; and others such as the KBCCI Education Subcommittee and the Parents Next Advisory Committee.

Local Employment /Training Initiatives

Skilling of the future and existing workforce is supported through relationships with CRTAFE, Curtin University and other training or education partners. In the past year the GEDC has been approached by Australian Potash and Target Mining Resources to assist with the early development of two different vocational training operations in Laverton and in Kalgoorlie-Boulder. The GEDC is also working closely with the Australian Aboriginal Mining Academy (AAMA) to introduce possibilities that will further enrich the value of the AAMA to the local community.

Tertiary Developments

Curtin University's Kalgoorlie Campus is famous for the Western Australian School of Mines (WASM) but is currently developing a new offering, the Curtin Medical School Rural Health Campus. This exciting development will be delivered in collaboration with other local health and health training providers. The GEDC is supporting this initiative along with other Curtin programs that are being introduced to the region.

In June 2021, GEDC assisted with the organisation of a local program which saw twenty (20) final or near final students from Curtin's School of Business and Law spend a week in Kalgoorlie exploring and developing regional business awareness and applying their new knowledge to their studies.

2. Agency Performance

2.2 Key Achievements

NEW INDUSTRIES AND ECONOMIC DIVERSIFICATION

FBI CRC

As a significant producer of key battery minerals as well as rare earths, the Goldfields-Esperance region is well placed to benefit from the projected future global growth in demand for energy storage systems. During 2020-21, the GEDC continued to explore and promote regional industry development opportunities as an associate participant in the Future Battery Industries Cooperative Research Centre (FBICRC).

A six-year initiative involving industry, research institutions and government, the FBICRC is undertaking research projects aimed at accelerating the development of diversified battery industries in Australia. The GEDC assisted FBICRC researchers in facilitating regional participation in the Battery Industry Hubs Stage 1 research project. This research project aims to understand the process and context conditions that enable the development of battery industry manufacturing hubs by examining existing examples across the globe, and how these might be applied to the Australian context. These findings will assist in informing the region's approach to local industry development.

CRC TiME

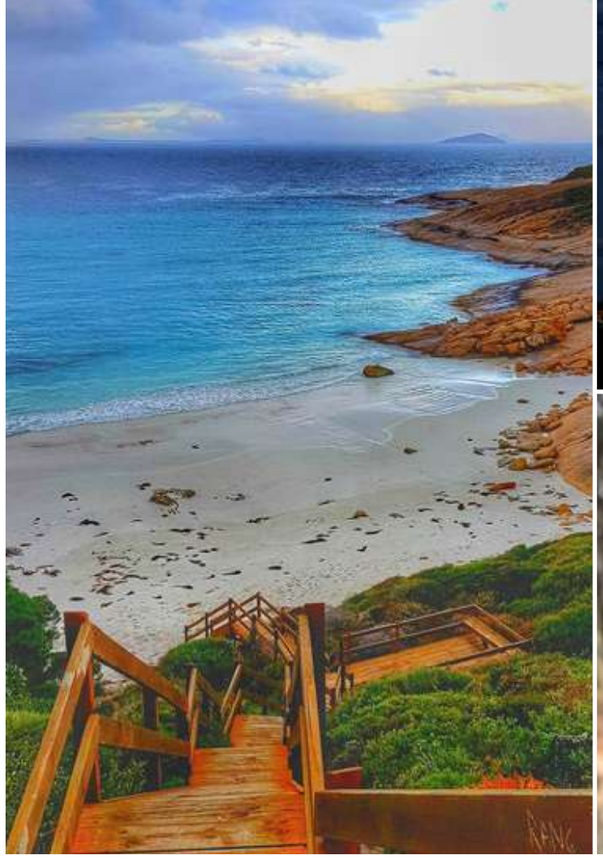
In 2020, the GEDC and other RDCs formalised their joint involvement in the Cooperative Research Centre for Transformations in Mining Economies (CRC TiME). In the interests of minimising administrative obligations between the CRC TiME and the RDCs, the Peel Development Commission agreed to be the signatory to CRC TiME's Supporting Participants Agreement, with the other RDCs formalising with their involvement through a memorandum of understanding (MoU).

Backed with $130 million of funding, CRC TiME seeks to position Australia as a world leader in delivering sustainable mine closures and successful post-mining futures. During 2020-21, CRC TiME announced its initial 22 projects addressing key challenges around optimising ecological, economic, social and technical areas of mine closure. This portfolio of foundational projects will build a framework for future mine-closure planning. The GEDC has engaged with local stakeholders to identify opportunities to undertake CRC TiME research in the Goldfields-Esperance region.

Mining Equipment Technology and Services (METS)

Collaboration with the WA METS Digital Mining Export Hub has seen the GEDC contribute to, and attend, the Austmine 2021 Mining Innovation International Conference and Exhibition in Perth in May. This important event allowed regional METS companies to exhibit products and services, and network within the sector.

The GEDC also partnered with the WA Data Science Innovation Hub (WADSIH) to enable the delivery of the first regional upskilling programme in Kalgoorlie-Boulder in May 2021. The full day training course targeted start-ups and small businesses and was followed by an evening discussion and networking session with industry experts that focused on the challenges and opportunities of automation in the mining sector.







Tourism Development

The GEDC has supported targeted initiatives that contribute to growth in the regional visitor economy. In the projects space, the GEDC supports ArtGold's Our Gems WA project which serves as an asset register for all attractions across the Goldfields-Esperance region. Another initiative involved participating in the Aboriginal and Torres Strait Islander Product Development Project, led by the Aboriginal Art Centre Hub of WA in partnership with the Pilbara, Kimberley and Goldfields-Esperance Development Commissions.

The GEDC also worked closely with Screenwest on the delivery of film projects which profile the region nationally and internationally to audiences and prospective visitors.

The GEDC provided feedback directly to the City of Kalgoorlie-Boulder and the Shire of Esperance in the development of their local tourism strategies. The GEDC also assisted the Shire of Esperance and ECCI to identify management strategies for the influx of visitors in advance of the 2020-21 summer tourism season and provided funding to the Shire of Esperance to refurbish and open up vital temporary worker accommodation.

Our GEMS

Our Gems WA is the region's answer on how to find and navigate the expansive number of attractions, locations and artists on offer across the 955,000 square kilometres of land. Pushed back later than expected due to travel restrictions, the Our Gems WA website was officially launched by the Minister for Regional Development at an event in November 2020, celebrating with tourism operators across the region who are now promoted on the site.

The Our Gems WA launched its 'love where you live' video which quickly generated up to 70,000 views and continue to maintain its regional photo library, providing a central point for all organisations to promote the region and have access to visually attractive imagery that sell that lifestyle and activities that are on offer.

The project provided skills and training opportunities across the region including running regional workshops such as the Assets Based Community Development and Tourism Towns.

Our Gems WA is supported by the State Government through the GEDC, DPIRD and Lotterywest.

2. Agency Performance

2.2 Key Achievements

NEW INDUSTRIES AND ECONOMIC DIVERSIFICATION

Film Industry Liaison

There is a clear boom in the screen industry in regional Western Australia and the effects of COVID-19 have driven a noticeable demand for authentic regional content and Aboriginal stories. The GEDC works closely with Screenwest to generate positive social and economic outcomes for the region with productions accessing the WA Screen Fund (formerly WA Regional Film Fund).

GEDC's Film Liaison Officer provides an on-the-ground liaison point for interested productions looking for a regional location to shoot their film and provide connections with the region's creative economy.

For productions accessing the WA Screen Fund, Screenwest request a Regional Outputs and Outcomes (ROO) list negotiated between the production and the RDC. This enables the GEDC to produce direct local benefits by leveraging the production in the region. GEDC have completed ROO agreements with Aussie Gold Hunters and new television show Outback Car Hunters. The GEDC has also negotiated outputs and outcomes for a much-anticipated television series, a documentary and a feature film.

The Goldfields' long-term production Aussie Gold Hunters, which has been number 1 on Discovery Channel Australia for the last four consecutive years, filmed their sixth season which sees the return of local team Linden Brownley and Marcus McGuire. The State Government announced the forward commitment of the WA Screen Fund with Aussie Gold Hunters achieving support for season seven and eight of the series. Aussie Gold Hunters production company Electric Pictures has been engaged with local business and talent and produced value-added activities on top of their production.

The long-awaited results for feature film Dirt Music was realised with GEDC coordinating a premiere event at Esperance's Fenwick Cinema with attendance by Universal Pictures, Screenwest, local businesses and creatives who assisted the production of the film. Dirt Music is now available for purchase for streaming and features iconic Esperance locations such as national park Cape Le Grande.

The GEDC provided assistance in 2019 to producers who were scouting for a location for their feature film 'Kid Snow'. The GEDC welcomed the announcement in early 2021, that the feature film is greenlighted for Kalgoorlie-Boulder. The GEDC will deliver ongoing support to the producers in order to maximise the economic impacts and community benefits generated by the film.

In partnership, Screenwest and the GEDC developed a Film Friendly Foundations project to set the base for film production in the Goldfields-Esperance region. Screenwest secured film-tourism expert Ian Brodie to tour the region and develop two film friendly guides; an introduction to the Goldfields-Esperance region and its film location attractiveness, and a general filmography of past productions. The project also created a local attachment opportunity for a photographer in the region interested in learning about promoting the region from a film industry perspective. An expression of interest call went out to the community and Jayde Guest from Jayde Guest Photography and Design secured the unique chance to learn at Brodie's elbow. The film friendly products will be published soon for productions to get a taster of the region and influence their decision to base their production.

WA is seen as a safe place for returning to screen production and the Goldfields-Esperance region is engaging with building its creative economy.



2. Agency Performance

2.2 Key Achievements

NEW INDUSTRIES AND ECONOMIC DIVERSIFICATION

Camel Industry Development

The Goldfields-Esperance region has experienced significant dry season conditions over the past few years, resulting in increased feral camel numbers on pastoral, Aboriginal and crown land in the Southern Rangelands and Nullarbor sub-regions. Increased camel activity continues to cause significant damage to property, infrastructure, livestock operations and the environment.

Ongoing concern over feral camel activity and the waste associated with management programs (culling) triggered a call for camels to be utilised as a resource through the establishment of camel related businesses and commercialisation ventures.

The development of a camel related industry has been identified as a priority initiative by a number of key stakeholders including the Department of Primary Industries and Regional Development (DPIRD), the GEDC, Goldfields Voluntary Regional Organisation of Councils (GVROC) and the Goldfields Rangelands Nullarbor Biosecurity Association (GNRBA).

The GEDC has been working closely with key stakeholders to progress industry development and, in early 2020, commissioned the Goldfields-Esperance Camel Industry Analysis in partnership with DPIRD, GVROC and the GNRBA. The Analysis provides a recommended approach and pathway forward for industry development. In late 2020, the Camel Industry Working Group was formed, consisting of representatives from the pastoral sector, State and Local Government and camel related business operators.

The GEDC has drafted the Camel Industry Activation Proposal which aims to progress the recommendations from the Analysis by developing and supporting industry activation initiatives. It is the intention that, when funded, this will stimulate business growth, private investment and industry sectors. Funding will be sought from a range of sources to support industry pilots and projects for industry growth.

Camel industry development priorities have been well developed through the Analysis and in collaboration with key stakeholders. There is strong community support from a diverse range of stakeholders including Pastoralists, Local Government Authorities and camel related business operators.

Development of a new camel industry in the Goldfields-Esperance region would provide significant social and economic benefits to a wide range of both community and individual stakeholders. These benefits include employment, training, business capacity building, new investment, and environmental conservation.

Self-Mustering Trap Yard Pilot

The Goldfields Nullarbor Rangelands Biosecurity Association secured $100,000 funding to deliver the Self-Mustering Trap Yard Pilot across a number of pastoral properties in the Goldfields and Nullarbor sub-regions. The pilot includes the installation of trap yard infrastructure around strategic water points to provide protection from camel incurred damage and ensure continued access for livestock.

The pilot will also test the effectiveness of the self-mustering yards to trap camels and provide evidence of their future use for camel related commercial opportunities. The pilot monitoring will be undertaken over the 2021-22 summer period.

TradeStart

GEDC partnered with the SWDC and GSDC to deliver Austrade services across the Goldfields-Esperance region. Several local small to medium enterprises accessed the program over the year including requests for support around new market identification, free trade agreements, funding support and general information on requirements for exporting overseas.

Aquaculture

The GEDC continued to help facilitate the proposed development of a large-scale land based juvenile and grow out abalone farm in Esperance. If successful, the project will create a new industry and hopefully encourage other aquaculture ventures to the region. GEDC also assisted DPIRD in carrying out further consultation regarding the South Coast Aquaculture Zone site identified in Esperance, with further decisions about the site pending with Minister for Fisheries.



2. Agency Performance

2.2 Key Achievements

ORGANISATIONAL EXCELLENCE

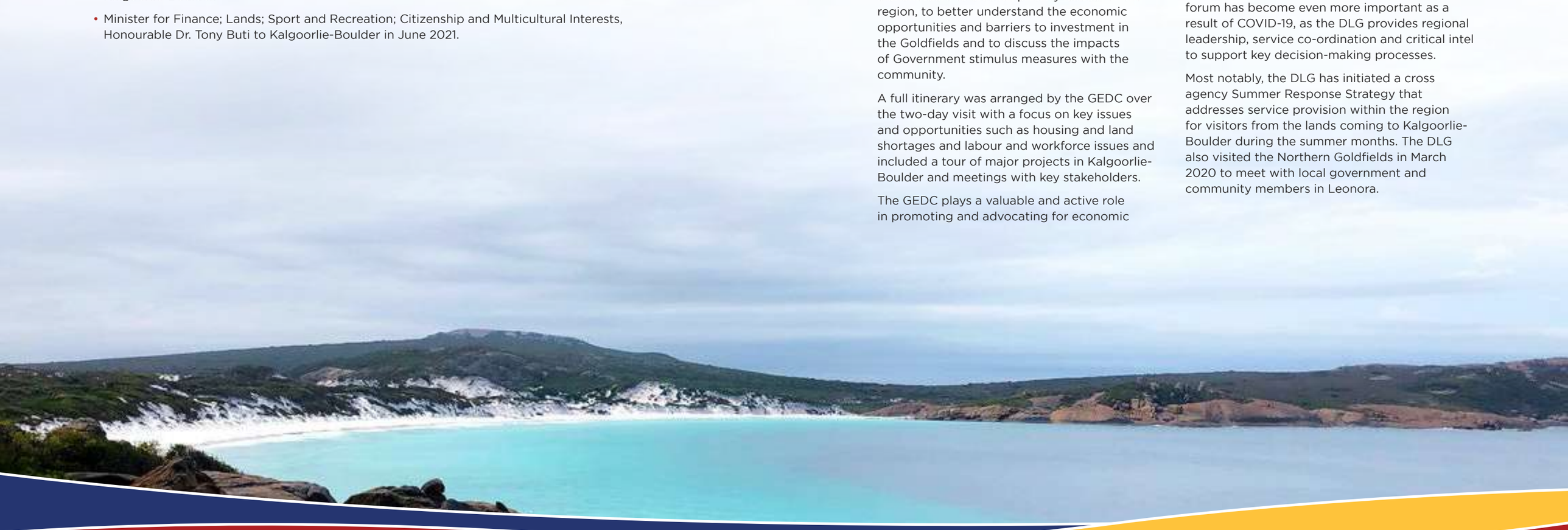
Ministerial Functions

Events and Regional Visits

Minister for Regional Development; Food and Agriculture; Ports, the Honourable Alannah MacTiernan made several visits to the Goldfields-Esperance region in last twelve months including Esperance in July 2020, travelling to Leonora in August 2020 to announce funding for an ageing in place project for the community, site visits to Curtin University's WA School of Mines and funding announcement for self-trapping yards and Camel-related industry reports in the Goldfields. The region welcomed the Minister back in November 2020 to announce the successful recipients on the third RED Grant round program, celebrate the continued funding of the GMEP and officially opened the Our Gems WA website.

The GEDC hosted and coordinated a number of other visits to the region including:

- Minister for Housing; Fisheries; Veterans Issues; Asian Engagement, Honourable Peter Tinley in October 2020 to deliver the Western Australian State Budget 2020-21 to the community in Kalgoorlie-Boulder.
- Minister for Finance; Lands; Sport and Recreation; Citizenship and Multicultural Interests, Honourable Dr. Tony Buti to Kalgoorlie-Boulder in June 2021.



Regional Leadership

Regional Development Portfolio

The Regional Development Portfolio (Portfolio) consists of the WA Regional Development Trust, Regional Development Council, the nine Regional Development Commissions and the Department of Primary Industries and Regional Development. During 2020-21, the GEDC has continued to work collaboratively with members of the portfolio to drive regional development. Together, the portfolio has been working to streamline the strategic planning processes and has developed a portfolio-wide Regional Development Plan due for release in the second half of 2021.

US Consul Visit

The GEDC CEO met with the US Consul General, David Gainer in Kalgoorlie in March 2021 and discussed the region's economic profile and growth opportunities along with key issues relating to workforce and migration. The Consul General also met with key regional stakeholders and was briefed on serval major projects in the region.

Under Treasurer Visit

The GEDC had the privilege of hosting the Under Treasurer for the Government of Western Australia, Mr Michael Barnes, in Kalgoorlie-Boulder on 30 November – 1 December 2020. The aim of the visit was to meet with key stakeholders to discuss priority issues for the region, to better understand the economic opportunities and barriers to investment in the Goldfields and to discuss the impacts of Government stimulus measures with the community.

A full itinerary was arranged by the GEDC over the two-day visit with a focus on key issues and opportunities such as housing and land shortages and labour and workforce issues and included a tour of major projects in Kalgoorlie-Boulder and meetings with key stakeholders.

The GEDC plays a valuable and active role in promoting and advocating for economic development and investment opportunities in the region with other State Government agencies and connecting State agency representatives with local stakeholders to influence positive economic opportunities and outcomes for the region. This visit was instrumental to informing the State's commitments in the region and has built ongoing relationships with representatives from Department of Treasury to maintain an active awareness of the region's priorities and inform the development of government policy that benefits the regions and the State.

District Leadership Group

During 2020-21, the GEDC supported the District Leadership Group (DLG) identify and raise issues with State and Federal Government. This forum has become even more important as a result of COVID-19, as the DLG provides regional leadership, service co-ordination and critical intel to support key decision-making processes.

Most notably, the DLG has initiated a cross agency Summer Response Strategy that addresses service provision within the region for visitors from the lands coming to Kalgoorlie-Boulder during the summer months. The DLG also visited the Northern Goldfields in March 2020 to meet with local government and community members in Leonora.

2. Agency Performance

2.2 Key achievements

ORGANISATIONAL EXCELLENCE

Regional Leadership

Regional Visit Program, Governor of Western Australia

The GEDC had the privilege of hosting the Governor of Western Australia, Mr Honourable Kim Beazley AC, in Esperance between 9-11 March 2021. The aim of the visit was to meet with key stakeholders to discuss priority issues for the region, and better understand the economic opportunities and barriers to investment in the Goldfields and to discuss the impacts of Government stimulus measures with the community.

An exciting and diverse itinerary was arranged by the GEDC for the Governor over the three-day visit with a focus enabling as many local groups and people to meet with the Governor whilst he was in town. The itinerary included:

- Stakeholder dinner hosted by the GEDC with representatives from a range of local organisations
- Tour of the Esperance Port with the Board and senior staff, including meet and greets with CBH representatives, representatives from local business, Mackenzie Marine and Towage Tugs and Port staff.
- Visit to Esperance Community Arts (ECA) for a tour of gallery artwork and meet and greet with representatives from the Esperance Brass Band, Esperance Wildflower Society, Recherche Writers Group, Esperance Drumming Group, Hope FM Community Radio, Esperance Seawater Families Group and the Indigenous Languages & Arts Program Coordinator.
- Visit to Escare to meet the team and discuss their Aboriginal arts, protective behaviours and community early years programs.
- Lunch Function hosted by Esperance Chamber of Commerce and Industry (ECCI) at the Cannery Arts Centre with local business and industry representatives
- Tour of Esperance Quality Grains facility to hear about their product diversification and new export markets
- Afternoon Tea hosted by SEPWA and the GEDC, with members of local agricultural groups and committees at Lucky Bay Brewing.
- Private Tour of Dempster Homestead - Esperance's Oldest Historical Homestead with hosts and owners, Victoria Brown (former Shire President) and Tom Brown.
- A special tour of the Kepwari Wetlands and cultural activities with Esperance Tjaltjraak Native Title Aboriginal Corporation (ETNTAC) and a meet and greet with Elders and members. Tjaltjraak rangers gave presentations to the Governor on the valuable cultural, natural resource management and marine conservation work they undertake.
- Private tour of the Cindy Poole Glass Gallery with Cindy Poole, owner-operator-artist
- Lunch Function hosted by Tourism Esperance at the Taylor St Quarters,
- Trip on the Esperance Marine Rescue Boat with volunteers
- Meet and greet with community emergency services volunteers and personnel with volunteers from local brigades, SES, marine rescue, St John's Ambulance, DFES, DPIRD Fisheries, Esperance Police and Department of Transport.

The GEDC was delighted to plan, organise and host this visit to the region, with Government House and our local stakeholders, as part of our role to connect representatives of Government with the community and to promote the many economic and investment opportunities, people and culture within the region. Regional visits by the Governor occur roughly every three years with two visits hosted by the GEDC to the Goldfields-Esperance region in the last three years. Each visit takes many weeks of planning to execution and is one of the most pleasurable parts of our role to accompany the Governor on his visits to our community.











2. Agency Performance

2.2 Key achievements

ORGANISATIONAL EXCELLENCE

Regional Leadership

GVROC

The GEDC has been an ex-officio member of the Goldfields Voluntary Regional Organisation of Councils (GVROC) for many years and continues to liaise closely with GVROC Chair and members regarding GVROC's priorities and shared regional issues and opportunities. GVROC comprises nine Local Government Authorities of the region (excepting the Shire of Ravensthorpe). The Council meets around six times a year, in differing locations across the region. The GEDC attended the six GVROC meetings held this year, one by video-conference in July 2020 and others in person in Kalgoorlie-Boulder (September 2020), Coolgardie (November 2020), Esperance (February 2021), Norseman (March 2021) and again in Kalgoorlie-Boulder in May 2021.

GEDC engages with the GVROC forum to understand current and emerging local government issues and opportunities, to identify common areas of shared focus for collaborative work, to identify matters that may require further representation to State Government and to facilitate connections to other State agencies, the Minister for Regional Development or other members of the Ministry. All members of the Council including the GEDC, provide regular updates and presentations on their priority work areas, and briefings, workshops and meetings are often coordinated outside of Council meetings to progress significant initiatives.

Shared areas of focus for the GEDC and GVROC over the last year include a working group on camel industry development and the completion of the Camel Industry Analysis Study, co-funded by the GEDC, GVROC and DPIRD; and the sharing of information relating to economic policy proposals and housing and land matters. The GEDC supported the GVROC's successful bid to become a WALGA Regional Climate Alliance Program region in June 2021.

Ravensthorpe Co-ordination Group

The GEDC chaired the business and industry coordination group which focussed on several workforce development, business development, caring for country and infrastructure requirements due to the increased mining activity in the Ravensthorpe and Esperance Shire. A highlight of the group's work was the Business and Industry Information forum held in Hopetoun which attracted over 40 business from across the region.

Fitzgerald Business Network

The GEDC worked closely with the Hopetoun and Ravensthorpe Community Resources Centres to establish the Fitzgerald Business Network (FBN). The network is designed to provide business support and training in the region. Established in November, FBN has already signed up 80 members to the program and has received sponsorship to employ a project officer for three years to drive the FBN.

Dundas Economic Development Group

Chaired by the GEDC, the Dundas Economic Development Working Group worked on a number of initiatives during 2020-21 designed to help diversify and expand the Shire of Dundas economy. The GEDC assisted in developing an investment prospectus for the Shire, which was endorsed by the Shire of Dundas Council in April 2021. Other initiatives either underway or being explored through the Group include de-constraining industrial land to support further investment and business growth, salvaging and harvesting already-cleared timber to develop unique timber products, and the development of a small-to-medium scale honey bee industry in collaboration the local Ngadju native title holders.

Wiluna Boundary Change

The Shire of Wiluna (Shire) has had a long-term interest in realigning their boundaries from within the Mid-West Development Commission (MWDC) region to the Goldfields-Esperance region. This interest has been on the basis of the strong connections and interests that the Shire and its people have with the Northern and Eastern Goldfields and Ngaanyatjarra Lands, and the opportunity to build stronger social and economic outcomes for the community.

In accordance with Section 13 of *the Regional Development Commission Act 1993 (the Act)*, the Shire commenced a process in late 2019 to request to leave the MWDC boundary and be incorporated within the GEDC boundary. Following extensive consultation and due diligence assessment involving MWDC, GEDC and DPIRD, the GEDC Board resolved to support the Shire's request in September 2020.

The Minister for Regional Development, Alannah MacTiernan, approved a change to Schedule 1 of the Act on 6 October 2020 allowing the transfer of the Shire of Wiluna's boundaries from the MWDC to the GEDC. The Amendment to the Act was progressed through the Parliamentary Council and published in the State Law Publishers WA Government Gazette.

State parliamentary processes for the boundary change are now complete, with the *Regional Development Commissions (Act Amendment) Regulations 2020* being made law in November, and progression through the Legislative Council finalised 27 May 2021.

To ensure a smooth and practical inclusion of the Shire of Wiluna into the Goldfields-Esperance region from the mid-west region, the GEDC engaged the formal preparation of a Change Management Plan. Implementation of the Plan is now underway.

The GEDC welcome the Shire of Wiluna to the Goldfields-Esperance region and look forward to future collaborations. The GEDC already have a working relationship with the Shire through the Goldfields Voluntary Regional Organisations of Councils (GVROC).

DBCA Marine Park Consultation

The GEDC provided information and advice to DBCA regarding the communication strategy for the Marine Park proposal for the Esperance to Albany coastline. The feedback will assist DBCA in consulting with the relevant stakeholders and address some of the initial concerns raised by the community when the proposal was first announced.

KBCCI City and Regional Meetings

The GEDC continues to support the KBCCI City and Regional meetings by regularly attending these monthly meetings along with State, Federal and Local governments, mining, industry and local SME representatives The GEDC provides a summary of events, activities and meetings that we have been, or are involved, with as well as promoting activities or information of value to the Forum.

Esperance Business Round Table

The GEDC is a key member of the Esperance Business Round Table which seeks to identify key issue issues and opportunities for development of the Esperance Shire. Key issues identified include labour shortages and limited rental properties in town and proposals to address these issues are being pursued.



2. Agency Performance

2.2 Key achievements

ORGANISATIONAL EXCELLENCE

COVID-Recovery

Regional Briefings to Government

Throughout 2020-21, the GEDC continued to provide regular briefings and updates to the State Government, Minister for Regional Development, and other government agencies on the impacts of COVID-19 and the regional economy. In particular, government continue to seek regional intelligence from RDCs regarding the state of the regions' economy, skills and labour gaps, housing constraints and major infrastructure projects. The GEDC regularly make submissions to various agencies to help inform decision making across State Government.

Government Recovery and Reform Working Groups

RDCs have played a key role in advising on and monitoring the on-ground impacts on COVID-19 emergency management response, recovery and reform programs, including the impact of the various government stimulus measures on the regions, over the last year. GEDC has worked to provide factual data and anecdotal evidence from stakeholders relating to economic change and the impact of this change on regional communities, through the stages of the Government's response and recovery processes. Our aim has been to ensure the State Government are informed in a timely manner about emerging issues and opportunities in the region. This has included updates on local content including the building and construction sector, impacts of the roll out of State Government programs such as SHERP and major projects, flagging issues relating to housing, land and labour availability and opportunities to action local solutions.

The CEO has participated in a range of COVID-19 recovery and reform working groups and briefings through the year including regular briefings from the Public Sector Commissioner. GEDC CEO and senior staff have been engaged with State Government policy reform processes providing regional input and review of economic recovery planning and programs. The GEDC has participated in a range of COVID-19 working groups administered by DPIRD, providing input and disseminating information. This includes the Foodservice and Hospitality Working Group focusing on seasonal worker labour and accommodation matters across the regions.

As part of GEDC's regional coordination role, we have used our day-to-day, on-ground interaction and connections with local stakeholders, to inform the State's planning and implementation of COVID-19 response, recovery and reform agenda, to ensure that policies and programs are tailored for the regional context, work effectively to address problems and deliver solutions specific to each part of our region.

Esperance Economic Sub-Committee

The Esperance Economic Sub Committee was formed in 2020 as part of the Local Recovery Committee to assess the economic impacts of the COVID-19 pandemic and develop initiatives to aid economic recovery over the longer term. As a member of the Sub Committee, the GEDC has provided regular updates on local economic conditions and trends.

Through the Sub-Committee, a number of initiatives were progressed during 2020-21 aimed at building resilience within the local business community. These included the Esperance Business COVID-19 Recovery Small Grants Program; and the PRIME Mentoring Program designed to provide intensive mentoring support to 10 local tourism businesses to enhance local capacity in a fast-changing market. Both of these programs were supported by funding from resource company IGO.

With more Western Australians holidaying at home due to interstate and international travel restrictions, a busy 2020-21 summer tourist season was anticipated for Esperance. A number of issues were raised through the Sub-Committee including difficulties in attracting hospitality workers and a lack of suitable, affordable temporary worker accommodation in Esperance.

The GEDC provided $40,000 in funding for the Esperance Workers Accommodation project, which supported the Shire of Esperance in undertaking immediate building works to bring the former Bluewater Hostel back into use as a short-term workers accommodation venue. The project renovated a total of 15 rooms to be made available to workers and emergency service personnel, if required.

Since opening in early 2021, the accommodation has been well utilised by workers, visiting technical specialists and even a Bavarian Oompah band that played in Esperance in late January. The provision of affordable temporary workers accommodation has assisted local businesses in addressing their staffing issues.

Events and Conferences

SEGRA 2021

The Sustainable Economic Growth for Regional Australia conference was last hosted in Kalgoorlie-Boulder in 2009 and a decade later, the GEDC and other local organisations supported the CKB bid to host the 2021 conference. In 2020, the national SEGRA committee announced that Kalgoorlie-Boulder was successful in its bid and will take place from the 16-18 November 2021. SEGRA's 2020 Conference theme is Unearthing Diversification and Adapting to a New Tomorrow and will provide opportunity for delegates to participate in regional discussion on economic diversification, entrepreneurial action, indigenous business and more.

A Local Steering Committee has been established with GEDC contributing as a Gold Plus sponsor.

2021 Mining Innovation International Conference and Exhibition

GEDC CEO Kris Starcevich attended the Austmine 2021 Mining Innovation International Conference and Exhibition in May to support and promote the Goldfields-Esperance Mining Equipment Technology and Services (METS) sector. More than 1000 guests from the mining, METS, education and government sectors attended the two-day conference at the Perth Convention Centre.

Goldfields-Esperance businesses were well represented at the event, with Target Mining Resources, Wilmot Engineering (Kalgoorlie), HAMR Engineering and Remote Control Technologies using the conference to showcase their products and services, build new relationships, and engage in strategic conversations about the adoption and growth of digital mining technologies.

The Goldfields-Esperance companies are members of Austmine's WA METS Digital Mining Export Hub, which was launched in September 2020 with funding from the State and Commonwealth governments. The hub is designed to assist regional WA companies to expand their digital mining capability and access global mining markets.



2. Agency Performance

2.2 Key Achievements





ORGANISATIONAL EXCELLENCE

Events and Conferences

WDTT 2020

KBCCI's What's Down the Track Forum & Exhibition, held in November 2020, provided insights into the drivers that support growth and opportunities for the Goldfields-Esperance region. It offered broad perspectives on the region's economy and sustainability, encompassing mining and mineral processing, technology and innovation, tourism, health and liveability initiatives.

Our CEO presented on GEDC's key strategic priorities for the region, including enabling infrastructure, local content, aboriginal economic development, workforce development and economic diversification.

Goldfields Business Awards 2020

The GEDC continued to support business excellence in the Goldfields by sponsoring the Innovation Award at the 2020 Goldfields Business Awards run by the Kalgoorlie- Boulder Chamber of Commerce and Industry. The awards showcased business commitment, talents and versatility of the region and was attended by over 400 people. The GEDC also provided officers to assist the chamber in judging the range of nominations.

Reconciliation Week

The GEDC marked National Reconciliation Week during May 2021 with a lunchtime event featuring guest speaker, Kyra Galante. Most recently, Kyra was the General Manager Indigenous Strategy at Chandler Macleod Group. GEDC engaged Kyra to work with us during 2021 to collaborate on projects with the newly established Goldfields Aboriginal Business Chamber. For Reconciliation Week, Kyra shared her personal story with the team, reminding us of why reconciliation is about more than a word and that reconciliation takes action.

The GEDC developed a new Acknowledgement to Traditional Owners and to Country message for our email signatures and correspondence, shared National Reconciliation Week publications through our e-news and LinkedIn profile and staff attended other community events during the week.

Communications

The GEDC reviewed and improved the format of its fortnightly News in the Region digital newsletter during 2020-21. Content was streamlined and the newsletter template redesigned. The newsletter provides stories from across the region, promotes tendering and grant opportunities locally, and gives key progress updates on State funded projects and initiatives. Stakeholders are encouraged to visit the GEDC website and subscribe.

The GEDC also published the June 2021 Goldfields-Esperance Region Economic Snapshot, with future periodic editions planned.

Regional Submissions

IWA Draft Infrastructure Strategy Submission/Consultation

For a region as large as the Goldfields-Esperance, good quality and accessible infrastructure, both physical and non-physical, is essential for regional living and to ensure our economy runs at its optimum. Infrastructure barriers or gaps are detrimental to economic growth, major project development and for community wellbeing. The launch of IWA's Draft Infrastructure Strategy is a positive outcome for infrastructure planning and provision in WA; and an opportunity to work closely with the State government to engage, inform and coordinate infrastructure planning, monitoring, and delivery for the region and Western Australia.

GEDC has taken the opportunity to engage with IWA in numerous forums over the year, to influence the development of the inaugural draft State Infrastructure Strategy and to keep IWA informed on developments relating to infrastructure studies and major regional projects.

GEDC supported IWA to organise a Kalgoorlie-Boulder consultation workshop in July 2020. This workshop was part of an engagement program to support the release of A Stronger Tomorrow: State Infrastructure Strategy Discussion Paper that discussed key infrastructure topics such as transport, digital connectivity and telecommunications; energy; industry; governance; waste, water supply, decentralisation and social and affordable housing. GEDC Board and staff joined local stakeholders to work through planning scenarios and provide input on regional infrastructure needs.

Economic Data and Modelling

Regional Data Group

The Regional Data Group (RDG) was established with representatives from each of the RDCs in 2020 to provide a consistent framework for the collation, preparation and presentation of data relating to the regional economic impacts of the COVID-19 pandemic.

The RDG has prepared employment and economic impact datasets, and the group has since evolved to act as a conduit for the preparation of common statistical datasets and analytics, RDC knowledge sharing, and the provision of training and professional support. Throughout 2020-21 the RDG continued to develop common indicators and documents to assist in monitoring and analysing regional economic trends.

Economic Modelling

Through the REMPLAN suite, the GEDC has access to comprehensive regional economic and demographic data to support funding applications, attract further investment, and quantify opportunities. The GEDC provided statistics, data and economic impact modelling on request to a range of stakeholders during 2020-21. REMPLAN modelling to assess the potential impact of projects was also provided to Regional Economic Development (RED) Round 3 grant applicants on request.

In June 2021, the GEDC produced the Goldfields-Esperance Region Economic Snapshot based on data from REMPLAN, the Australian Bureau of Statistics and other sources. The document is designed to provide a concise overview of the regional economy, including key sectors, employment, business counts and industry forecasts. Future editions of the Goldfields-Esperance Region Economic Snapshot are planned on a periodic basis.

2. Agency Performance

2.2 Key Achievements

ORGANISATIONAL EXCELLENCE

Investment Management

Regional Economic Development Grants

The Regional Economic Development (RED) Grants program invests in local projects that generate jobs and stimulate economic development outcomes for the regions. Managed by the GEDC for the Goldfields-Esperance region, the RED Grants support a range of projects that increase productivity for industry, generate employment and participation for Aboriginal and Torres Strait Islander (ATSI) people, contribute to solving workforce demands and diversify the goods and services trading in the region, nationally and overseas.

Six (6) projects were successful in the third round (2020-21) of the RED Grants, announced by the Minister for Regional Development, Hon. Alannah MacTiernan MLC on 27 November 2021, bringing the regions total to sixteen (16) projects.

The Round Three successful recipients are detailed below:

Curtin University - $200,000

The Goldfields Fit-for-purpose Industrial Water Supply Research project will investigate and test novel methods of treating hypersaline water in order to support industrial growth and diversification in the Goldfields. Funding will support the engagement of an expert researcher to lead water treatment trials, based at the Kalgoorlie-Boulder Mining Innovation Hub, hosted by Curtin University's WA School of Mines. Benefits of the project include attracting expertise to the region, capability building and generating industry diversification strategies.

Paupiyala Tjarutja Aboriginal Corporation - $185,400

The Tjuntjuntjara Microgrid and Battery Storage project aims to assist the Tjuntjuntjara community to implement solar powered microgrids to reduce energy costs and drive the adoption of clean, renewable energy. The project involves coordinating project partners to leverage research and industry knowledge with the overall aim of generating sustainable and reliable energy solutions for Tjuntjuntjara. This project will set the community up to understand its energy needs, energy efficiency processes and be better placed to bring new projects online with the solar microgrid.

Esperance Tjaltjraak Native Title Aboriginal Corporation - $136,500

The New Skills, Ancient Practices project will focus on upskilling Aboriginal people in Esperance in sustainable harvesting, processing, storage and propagation of ancient grains. The RED Grant will support seed collection and propagation, enterprise development activities and project facilitation, generating Aboriginal employment outcomes, training and development of sustainable land management practices.

Esperance Honey - $133,200

Esperance Honey's Facility Upgrade and B-Qual Certification project will enable business expansion to increase production and diversify product offerings. Funds will support a facility upgrade and purchase of new equipment for increased processing, new product lines and attainment of industry certification. B-Qual Australia Certification demonstrates production in accordance with the Australian Beekeeping industry standards and quality assurance processes opening up new markets both domestically and internationally.

Eastern Goldfields Historical Society - $105,500

The Kanowna Historic Site and Heritage Trail project will look at promoting the history of ghost townsite Kanowna and develop a suite of interpretive elements for visitors to the area. Funding will support the design, supply and installation of interpretive signage to create the trail and develop promotional content for web and print material to generate a new tourism product in the Goldfields.

The project will further develop ancestry tourism and increase visitation to Kalgoorlie-Boulder and the region.

Esperance Distillery - $10,200

The Still Upgrade project launched the first commercial distillery in the Goldfields-Esperance region, utilising local Esperance produce and botanicals. Funding supported the purchase of a 200L still to diversify the product offerings and enable value-add of locally produced crops. Esperance Distillery is also investigating ethical and sustainable product packaging and building connections with first nations people to utilise ancient knowledge.

RED Grants Round 1 -3 Snapshot

At the point of publication, four (4) RED Grant projects have been completed and fully acquitted and a further three (3) projects are in the process of finalising their final reports and grant acquittal.

$2.2 million in RED Grant funds has been awarded to projects that value at a combination of $16.1 million demonstrating a seven times multiplier for State Government investment.

Winding up in the 2020-21 financial year are the following projects:

Lucky Bay Brewing

Lucky Bay Brewing's new cellar door and facility is already a must-see when visiting Esperance. Lucky Bay Brewing received a grant in round one of the Goldfields-Esperance RED Grants to construct a new and expanded brewery with a focus on tourism development and championing local products and services. The project reached a total project spend of 79% in the region to local businesses located in Esperance, Albany and Kalgoorlie. The facility was officially opened the Minister for Regional Development, Hon. Alannah MacTiernan in early 2020 and fully acquitted in August 2020.

NPY Women's Council

NPY Women's Council are a not-for-profit organisation governing social enterprise, the Tjanpi Desert Weavers. In Round One of the RED Grants, NPY Women's Council were successful in building the sustainability of the Tjanpi Desert Weavers project which established two satellite offices in Irrunytju and Mantamaru, the Ngaanyatjarra lands, increasing the space, marketing and income for artists in the area. The offices were temporarily closed for the 9 months due to COVID-19 but results have been significant for the communities. Women were paid $5,082 in 2018, which rose to $21,277 in 2019, an increase of 318% in artist payments. The project was acquitted in October 2020.

Shire of Laverton

The Shire of Laverton received grant funding in 2018-19 for the expansion of the Laverton Airport apron project which increased the capacity of the Laverton Airport to receive both emergency services and industry flights. The apron expansion has created another option for industry, influencing project decisions and reducing barriers for new investment. The project also has unlocked further development at the airport through expanded turning nodes which will reduce the time aircrafts occupy the runway. The project construction was completed by mid-2020 and the grant acquitted January 2021.

Carey Mining

Carey Mining's Australian Aboriginal Mining Academy Demand Study project undertook an engagement process with Goldfields Aboriginal people and the Mining and Resources sector to identify the education and training needs of the sector, and approaches to provide meaningful, training and employment opportunities for Aboriginal people. The project progressed the establishment of the Mining Academy entity and built relationships with Curtin University's WA School of Mines to co-locate at the Kalgoorlie campus. The Australian Aboriginal Mining Academy has commenced intake of Aboriginal people to build pathways into the local mining industry. The grant was acquitted in March 2021.

Other Grants

Goldfields Community Legal Centre's Goldfields Migrant Employment Project (Round One), Shire of Leonora's 2021 Golden Gift (Round Two) and Esperance Distillery's Still Upgrade (Round Three) projects are in the process of final acquittal and will be featured in the 2021-22 Annual Report.

2. Agency Performance

2.2 Key achievements

ORGANISATIONAL EXCELLENCE

Investment Management

Small Grants 2021

The State Government, through the Department of Primary Industries and Regional Development and the GEDC, are supporting a range of small grants to deliver community driven projects across the Goldfields-Esperance region.

Fifty-four (54) community organisations have been allocated small grants ranging from $1,500 to $120,000, with a total funding amount of over $1.3 million. The GEDC is working closely with the recipients to deliver these priority community projects for the region.

RfR Projects

Kalgoorlie City Centre Project

(RfR funding $8 million)

The Kal City Centre project (formerly the Transformation of the Kalgoorlie City Centre) received funding to undertake major works to revitalise three precincts in the Kalgoorlie CBD. The project will deliver both the physical and economic transformation of Saint Barbara Square and adjoining precincts, creating a series of vibrant, activated community spaces.

Following a comprehensive tender process in late 2020, the lead contract was awarded to Ertech Pty Ltd, a leading WA civil construction company with extensive experience delivering regional projects. Ertech are working with local businesses and sub-contractors to optimise procurement and employment opportunities related to the project.

The GEDC are providing support to the CKB to ensure Aboriginal businesses and the local community are engaged with the project, and business and employment opportunities are maximised.

Woodlands Cultural, Community and Visitor Centre

(RfR funding $1.6 million)

The Great Western Woodlands is the largest remaining intact temperate woodlands in the world and the community of Norseman sits on the doorstep of this significant bio-area. Norseman and the Shire of Dundas is also significantly placed as 'the Gateway to Western Australia' with road traffic travelling from the eastern states through the Nullarbor to Norseman.

The large volumes of visitor and industry traffic called for a welcome break in Norseman and a chance to pause and look at the local attractions. The Woodlands Cultural, Community and Visitor Centre project represents years of planning and hard work by the Shire and is an important project, not only for Norseman but for the whole region.

In 2018, the project was supported with $1.5 million of Royalties for Regions funding, to ensure that it was delivered as a priority regional project, providing a range of visitor and local amenities. Along with the Visitor Centre, the facility acts as a dedicated community space to display local exhibitions and artworks, with a commercial kitchen to support events, functions and cultural sharing through bush tucker and medicine. The Community Resource Centre also provides essential community information and service.

Delivery of the new Woodlands Centre provides a space to showcase the regions remarkable natural and cultural assets, through a celebration of Ngadju culture and the wonders of the Great Western Woodlands. The synergy of culture and local history represented in the Water Tree sculpture pillars features at the front of the building. The creation of Water Trees is an important traditional Ngadju practice and this has been acknowledged as part of the building design.



The Woodlands Centre was officially opened by Member for Kalgoorlie, Ali Kent MLA on 26 March 2021, with a celebration featuring a traditional smoking ceremony and performance by the Ngadju Dancers.

The Heart of the Great Western Woodlands: A Cultural, Visitor and Community Project also received funding from Building Better Regions Funding, Lotterywest and the Shire of Dundas.

Esperance Indoor Sports Stadium

(RfR funding $4.06 million)

The Shire of Esperance received funding for construction of the new Esperance Indoor Sports Stadium and to refurbish the existing Noel White Pavilion. The new four court indoor sports stadium was officially opened by Hon. Mick Murray MLA on 17 August 2021, with an official presentation and family open day.

The new stadium features a kiosk, commercial kitchen, change rooms and retractable stadium seating, and acts as a multi-purpose sports venue. The stadium also acts as a venue for local, regional and State events such as the Esperance Agricultural Show and provides overflow tourism facilities during peak season.

The refurbishment of the existing Noel White Pavilion was completed in early 2021, and accommodates a new function room, office space and overflow camp kitchen.

Laverton Great Beyond Visitor Centre

(RfR funding $1.3 million)

The Shire of Laverton received funding to upgrade the Great Beyond Visitor Centre which will provide a new tourism offering for visitors to Laverton and travellers along the Outback Way. The new upgrades will provide a café with alfresco dining, modern merchandising space and a new cultural garden for visitors.

In July 2020, the project tender was awarded to a local company, Acorp Construction, who have maximised local content outcomes for the project which is due for completion in August 2021.

Leonora Ageing in Place Independent Living Village

(RfR funding $3.5 million)

The Shire of Leonora received funding for the construction of the Leonora Ageing in Place project. The project will deliver an independent living village comprising of eight (8) best practice universal design units with private courtyards as well as a community hall, shared garden spaces and barbeque facilities.

The Shire has completed the detailed designs and the project will go to tender in mid-2021.

2. Agency Performance

2.2 Key Achievements

Regional Economic Development (RED) Grants

Project	Recipient	Funding Amount	Total Project Cost	Status
A total of sixteen (16) projects are being funded. Four (4) projects have been completed and fully acquitted with a further three (3) in the process of finalising the grant acquittals.				
RED Grant Round 1 – 2018-19				
Goldfields Migrant Employment Project	Goldfields Community Legal Centre (GCLC)	$249,960	$249,960	Finalising Acquittal
Lucky Bay Brewing Relocating and Expansion Project	Lucky Bay Brewing	$198,442	$1,048,879	Acquitted
Laverton Airport Expansion	Shire of Laverton	$186,330	$810,320	Acquitted
Australian Aboriginal Mining Academy	Carey Mining Pty Ltd	$166,980	$166,980	Acquitted
Building the capacity of the Tjanpi Desert Weavers	Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council	$120,950	$275,156	Acquitted
RED Grant Round 2 – 2019-20				
New Non-Destructive Testing Facility	Goldfields NDT	$195,000	$1,254,084	In Progress
Innovating Esperance Seafood	Southern Sardines	$149,328	$755,800	In Progress
Coolgardie Innovation and Economic Development Centre	Shire of Coolgardie	$100,000	$2,170,000	In Progress
Esperance Aged Care Workforce Development Project	Esperance Aged Care Facility	$80,000	$356,120	In Progress
Leonora Golden Gift 2021	Shire of Leonora	$10,000	$420,500	Finalising Acquittal
RED Grant Round 3 – 2020-21				
Goldfields Fit-for-purpose Industrial Water Supply Research	Curtin University	$200,000	$317,000	In Progress
Tjuntjuntjara Microgrid and Battery Storage Project	Paupiyala Tjarutja Aboriginal Corporation	$185,400	TBC	FAA Negotiations
New Skills Ancient Practices	Esperance Tjaltjraak Native Title Aboriginal Corporation	$136,500	$306,937	In Progress
Facility Upgrade and B-Qual Certification	Esperance Honey	$133,200	$193,290	In Progress
Kanowna Historic Site and Heritage Trail	Eastern Goldfields Historical Society	$105,500	TBC	FAA Negotiations
Still Upgrade Project	Esperance Distillery	$10,200	$14,600	Project Complete

State Government Funded Programs (Rounds)

Project	Projects Funded	Funded Amount	Total Project Cost	Status
The below program has five acquitted projects and one outstanding project. Our Gems (formally the Goldfields-Esperance Arts and Culture Trail) is complete and pending the Final Report.				
Regional Grants Scheme (RGS) RGS Round 6	6 projects	$1,020,858	$2,268,077	Program acquittal pending
The GEDC has three programs, shown below, with the program acquittal process underway. All funded projects are complete and have been acquitted.				
Community Chest Fund (CCF) Round 4	16 projects	$492,518	$1,229,237	Program acquittal in progress
Regional Grants Scheme (RGS) Round 5	10 projects	$1,628,496	$4,377,852	
Local Projects Local Jobs (LPLJ) Initiative	14 projects	$728,000	$1,103,500	

2. Agency Performance

2.2 Key Achievements

Other Funded Projects

Project	Proponent	Funded Amount	Total Project Cost	Status
The GEDC has supported the delivery of five (5) additional funded projects across the region.				
Goldfields Employment Migration Project (GMEP)	Goldfields Community Legal Centre	$300,000	$375,000	In progress
Self-Mustering Trap Yard Pilot	Goldfields Rangelands Nullarbor Biosecurity Association (GNRBA)	$100,000	$100,000	In progress
Esperance Accommodation Project	Shire of Esperance	$40,000	$46,000	In progress
Leonora Ageing in Place Project	Shire of Leonora	$3.5 million	$4.52 million	In progress
Great Beyond Visitor Centre Upgrade	Shire of Laverton	$1.3 million	$2.5 million	In progress



2.2 Key Achievements

Goldfields-Esperance Small Grants

Project	Projects Funded	Funded Amount	Total Project Cost	Status
A total of fifty-four (54) projects were funded with one (1) project withdrawal prior to funding. Forty-six (46) Grant Agreements have been executed during the period. Two (2) projects are complete with retrospective payments approved.				
Gold Rush Cheer - equipment	Kalgoorlie-Boulder	$5,000	$12,000	Progress
Eastern Goldfields Little Athletics Assoc - new canteen	Kalgoorlie-Boulder	$19,000	$19,000	Progress
Laverton Men's Shed - equipment	Laverton	$7,000	$9,839	Progress
Kalgoorlie-Boulder Community Garden - chicken coop	Kalgoorlie-Boulder	$3,500	$3,500	Progress
Coolgardie Junior Fire Brigade - uniforms	Coolgardie	$3,000	$17,402	Progress
CAPS Kurrawang Primary School - cultural garden	Coolgardie	$5,000	$5,000	Progress
Kambalda Art Centre - air conditioning	Kambalda	$5,280	$7,150	Progress
Goldfields Tee Ball Association - equipment	Kalgoorlie-Boulder	$2,000	$2,000	Progress
Boulder City Football Club - Commercial Oven	Kalgoorlie-Boulder	$4,500	$5,001	Complete
Salvation Army Youth Shed – artificial turf and basketball court concrete	Kalgoorlie-Boulder	$4,600	$4,600	Progress
The Eastern Goldfields Squash Racquet Association - equipment	Kalgoorlie-Boulder	$1,500	$1,500	Progress
Norseman Swimming Club - training equipment	Norseman	$1,500	$1,500	Progress
North Kalgoorlie Junior Fire Brigade - equipment and shirts	Kalgoorlie-Boulder	$4,500	$4,500	Progress
Nullarbor Links - upgrades	Kalgoorlie-Boulder	$20,000	$20,000	Progress
Eastern Goldfields Rugby Union Association - equipment	Kalgoorlie-Boulder	$1,600	$1,600	Progress
Kambalda United Junior Soccer Club - equipment	Kambalda	$2,600	$2,600	Progress

2. Agency Performance

2.2 Key Achievements

Goldfields-Esperance Small Grants

Project	Projects Funded	Funded Amount	Total Project Cost	Status
Leonora Bowls Club - shed	Leonora	$5,000	$5,000	Progress
Leonora Youth Centre - furniture	Leonora	$4,800	$4,800	Progress
Laverton School - library shelving	Laverton	$5,000	$5,000	Progress
Hannan's Primary School – iPads and cases	Kalgoorlie-Boulder	$5,000	$6,000	Progress
Kambalda Volunteer Fire and Rescue Service - Juniors - uniforms and equipment	Kambalda	$6,500	$6,500	Progress
Boulder Bowling Club - security screens	Kalgoorlie-Boulder	$20,000	$20,000	Progress
O'Connor Primary School - nature playground	Kalgoorlie-Boulder	$5,000	$95,000	Progress
Indian Association of the Goldfields - event equipment	Kalgoorlie-Boulder	$7,000	$7,000	Progress
Golden Mile Art Exhibition Group - wet area	Kalgoorlie-Boulder	$15,000	$15,000	Progress
Inland Art Prize - equipment	Leonora	$5,000	$33,000	Complete
Pink Lake Golf Club - solar panels	Esperance	$12,000	$18,290	Progress
Esperance Community Train - refurbishment	Esperance	$10,000	$10,000	Progress
Hope Community Service - furniture and IT equipment	Esperance	$13,500	$13,500	Progress
Esperance Bowling Club - beach volleyball lighting	Esperance	$12,500	$12,500	Progress
Esperance Mountain Bike Association - directional signage	Esperance	$3,500	$3,500	Progress
Esperance Table Tennis - competition tables	Esperance	$2,500	N/A	Withdrawn
Esperance Agricultural Society - forklift replacement	Esperance	$20,000	$22,500	Progress
Ravensthorpe - visitor information bay	Ravensthorpe	$20,000	$20,000	Progress

Goldfields-Esperance Small Grants

Project	Projects Funded	Funded Amount	Total Project Cost	Status
Hope FM Community Radio - broadcasting equipment	Esperance	$5,500	$5,500	Progress
Ocean Safety and Support Group Esperance - satellite mapping data	Esperance	$15,500	$15,500	Progress
Coolgardie Horse Blocks - equestrian member facility	Coolgardie	$75,000	$120,000	Progress
South Kalgoorlie Primary School - oval reticulation	Kalgoorlie-Boulder	$30,000	$40,000	Progress
Goldfields Women's Refuge - furniture and playground	Kalgoorlie-Boulder	$65,000	$136,758	Progress
Eastern Goldfields BMX Club - track resurfacing	Kalgoorlie-Boulder	$70,000	$70,000	Progress
Norseman - tourism projects	Norseman	$80,000	$90,000	Progress
Laverton Race Club - dirt go-kart equipment	Laverton	$80,000	$80,000	Progress
Mobile Mates 4 Mates Goldfields - bus	Kalgoorlie-Boulder	$120,000	$120,000	Progress
Railways Football Club - disability access lift	Kalgoorlie-Boulder	$60,000	$70,000	Progress
Masonic Homes - security fencing and gates	Kalgoorlie-Boulder	$35,000	$35,000	Progress
Eastern Goldfields Hockey Association - upgrades	Kalgoorlie-Boulder	$30,000	$32,500	Progress
Harry Steinhauser Oval - nature playground	Kambalda	$60,000	$86,012	Progress
Barnes Federal Theatre - structural assessment and works	Leonora	$100,000	$125,000	Progress
Kalgoorlie Bowls Club - upgrades	Kalgoorlie-Boulder	$26,120	$26,120	Progress
Greater Esperance Sports Ground - lighting	Esperance	$90,000	$222,110	Progress
Esperance Speedway - safety upgrades	Esperance	$25,000	$36,900	Progress
Esperance Kart Klub - lighting	Esperance	$25,000	$25,000	Progress
Esperance Bay Yacht Club - junior sailing boats	Esperance	$32,000	$33,795	Progress
Esperance Motorcycle Club - facilities upgrades	Esperance	$70,000	$75,000	Progress

2. Agency Performance

2.2 Key Achievements

2021 Large Grants Projects

Project	Proponent	Funded Amount	Total Project Cost	Status
A total to four (4) projects received funding and the GEDC is negotiating Grant Agreements will project proponents.				
Full Circle Therapy Centre (Paediatric Allied Health Services)	Full Circle Therapy Inc.	$2.76 million	$3 million	In progress
Kalgoorlie-Boulder Youth Precinct and Hub	City of Kalgoorlie-Boulder	$2.1 million	$3.5-$4 million	In progress
Karlkurla Bushland and Nature Playground	Kalgoorlie-Boulder Urban Landcare Group (KBULG)	$600,000	$600,000	In progress
Boulder Camp Upgrade	City of Kalgoorlie-Boulder	$510,000	$510,000	In progress



2. Agency Performance

2.3 Financial Targets

Each year, the Commission is required to meet a number of targets set by the State Government. These targets relate to Government desired outcomes, services to be delivered and performance targets to be achieved and is a way for the State Government to monitor the operational performance of the Commission. The information below sets out the GEDC financial targets and working cash targets for this financial year and should be read in conjunction with the audited financial statements.

	2020-21 Target $000	2020-21 Actual $000	Variation $000
Total Cost of Services (sourced from Statement of Comprehensive Income)	$2,834	$2,445	($389) (a)
Net Cost of Services (sourced from Statement of Comprehensive Income)	$2,834	$2,411	($423) (b)
Total Equity (sourced from Statement of Financial Position)	$622	$641	$19 (c)
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	($28)	($30)	($2)
Approved salary expense level	$208	$211	$3

Explanatory Notes to Variations against Revised Targets

(a) Total cost of services is lower than the budget estimates by $389k predominantly due to COVID-19 travel restrictions which caused interruptions to planned project delivery and expenditure during the financial year.

(b) Refer to explanation for Total cost of services above.

(c) The variance of $19k in equity results from the actual opening equity being $31k lower than forecast in the budget process, offset by the deficit for the year exceeding budget by $11k.

	2020-21 Agreed Limit $000	2020-21 Target / Actual $000	Variation $000
Agreed Working Cash Limit (at Budget)	$30	$30	-
Agreed Working Cash Limit (at Actuals)	$27	$324	$297 (d)

(d) Variation is due to brought forward cash balances of which is planned to be spent in 2021-22 financial year.

* Further explanations are contained in 2.2, 2.3, 3.1, 7.5 in the 'Explanatory statement' to the financial statements.



2.4 Key Performance Indicators

The GEDC measures its performance in providing a regional development service that contributes to sustainable development within the Goldfields-Esperance region, through the provision of information, advice and support with marketing and promotion of the region. To evaluate their overall performance, the GEDC utilises performance indicators that are measured on an annual basis.

Key Effectiveness Indicators

The key effectiveness indicator for the GEDC is:

Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region.

The GEDC measures the effectiveness of the Commission's performance indicators through an annual client satisfaction survey conducted by an independent market research company which asks stakeholder to rate the agency's effectiveness and the quality of the service delivered.

The GEDC will continue to work towards achieving its targets in future years. A comparison with previous years is summarised in the following table.

Effectiveness Indicator	2018-19 Actual	2019-20	2020-21 Target	2020-21 Actual
Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region.	86.2%	*Exempt	77%	85.8%

*Exemption granted by the Department of Treasury under TI 904 due to COVID-19.

Key Efficiency Indicators

The key efficiency indicators measure the overall efficiency in achieving the desired outcomes which are linked to the Government goals.

The following efficiency indicators measure the average cost per chargeable hour against annual targets for the total operational cost for each of the two service areas.

Efficiency Indicators	2021 Target	2021 Actual
1. Facilitation of the provision of appropriate infrastructure and industry services.	$122	$108
2. Promotion of region and its investment opportunities	$120	$108

3. Significant Issues Affecting Agency



The Goldfields-Esperance region continued to experience the impacts of the COVID-19 pandemic during 2020-21. Beyond the health and human impacts of the COVID-19 pandemic, it is now widely recognised that the pandemic triggered the most serious global economic crisis since World War II. The Goldfields-Esperance region avoided the type of acute health crisis experienced in other parts of the country and world. Moreover, despite the initial shocks, the region's economy performed comparatively well during 2020-21, with significant economic activity and investment. Total economic output was estimated at $25.4 billion in 2020, up from $20.3 billion in 2019 (REMPLAN).

This robust performance can be attributed in large part to the strengths of the region's mining and agri-food sectors. The Goldfields-Esperance region is the premier gold producing area in Australia, with a gold mining history stretching back to the nineteenth century. Through the extraction of its mineral wealth, the region has contributed significantly to the development and prosperity of modern Western Australia.

Recent global uncertainty due to the COVID-19 pandemic has driven investor demand for gold. Across the region, a number of gold projects are expected to come onstream over the coming years, boosting regional gold production, economic activity and jobs.

Furthermore, rising global demand for energy storage devices and other technology products is driving increased demand for the minerals used in the manufacture of these products. The Goldfields-Esperance region has globally significant reserves of battery minerals and is a major producer of lithium and nickel. Additionally, the region is the largest global producer of rare earth elements (REE) after China. The region is thus an increasingly important global supplier of minerals that are critical to the development of major and emerging economies.

Further leveraging these non-renewable sources will be vital to enhancing regional prosperity, employment and community wellbeing. Achieving these aims will depend on initiatives that maximise local content, support local training and skills development, promote the use of residential workforces, and facilitate greater value-adding and downstream processing.

Diversification of the regional economy remains an overarching priority. The region must not only capture greater value from the extraction of its non-renewable resources and minimise value leakage, it must also foster and expand alternate industries and drivers of prosperity over the longer term.

The region has well-established agriculture and seafood industries, based mainly in the southern part of the region. Expanding the diversity of agri-food production and value-adding to base produce provide avenues for future industry growth and job creation. The region also has an opportunity to capitalise on its position as an emerging premium fertiliser producer, with the region hosting a number of Sulphate of Potash (SoP) projects due to commence production in the near future.

While its contribution to total regional output and employment remains modest, the tourism sector is of growing importance. Encompassing a large geographic area, rich in cultural heritage and also containing unique biodiversity and natural landscapes, including several national parks, the Goldfields-Esperance region contains a diverse range of tourism attractions and destinations. Further developing the tourism sector will support a more diverse regional economy.

Other emerging opportunities for the region include renewable energy and green hydrogen production. Hydrogen provides a potential means to export the region's abundant solar and wind resources, assisting industry and other economies move toward a lower carbon future. Hydrogen also offers an opportunity to reduce regional reliance on imported fuels.

The continued development of the Goldfields-Esperance economy will be contingent on the region's ability to attract new investment and businesses to the region. Initiatives and projects that support the delivery of fit-for-purpose infrastructure, a skilled residential workforce and suitable land as well as reduce the cost of doing business will increase the investment attractiveness of the region.

The availability, cost and quality of housing continues to be a significant issue across the region. In addition to employment, education, community services, facilities and social cohesion, appropriate accommodation choices are vital in terms of fostering liveable and sustainable communities. More affordable housing, of a variety of dwelling types, will be needed to meet the region's need and support population attraction and retention.

Improved access to industrial land that is appropriately zoned, close to necessary infrastructure and well-served by workforces, business services and logistics chains will also underpin the region's capacity to grow economically.

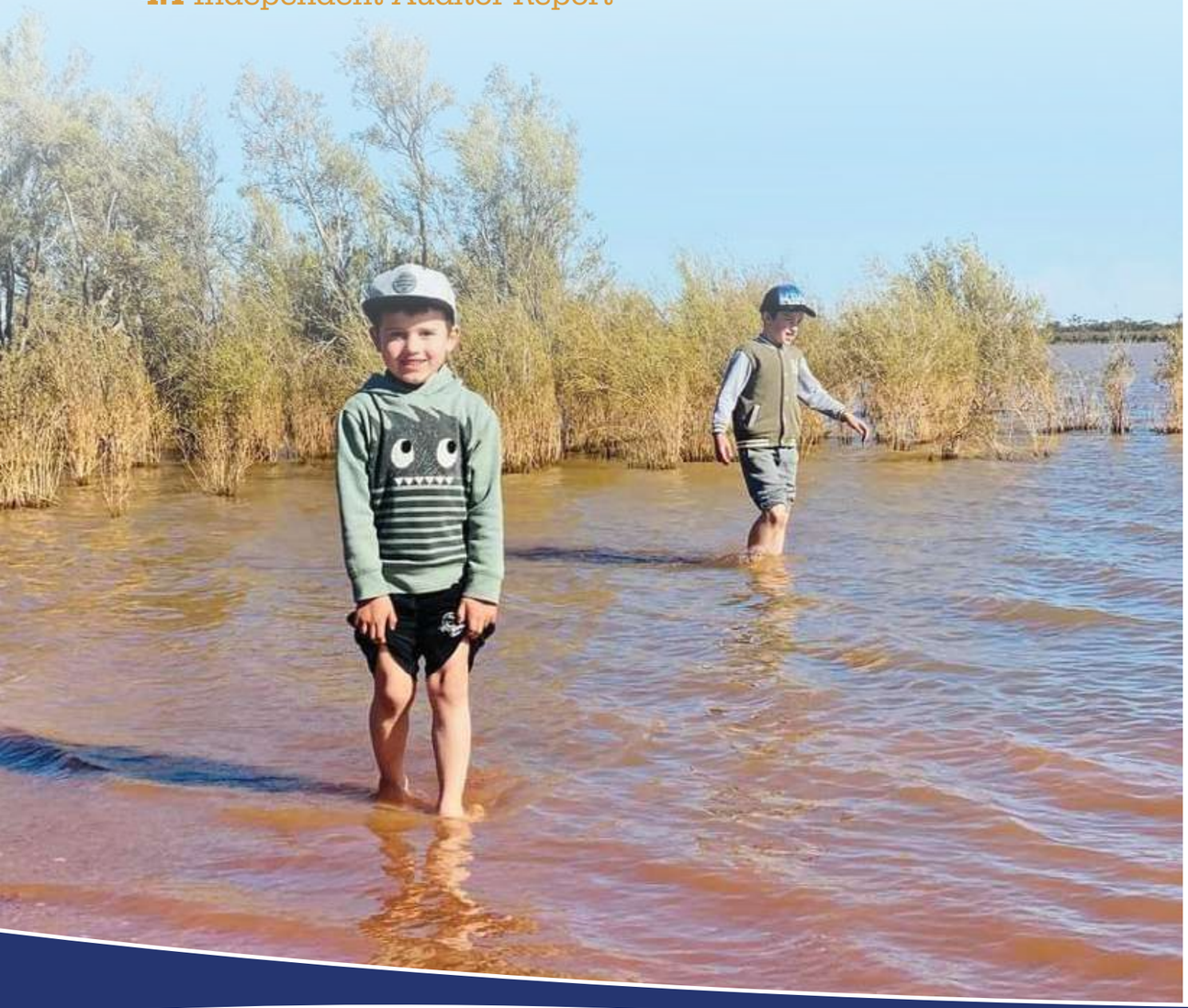
With the inclusion of the Shire of Wiluna into the Goldfields-Esperance region, the region now covers approximately 950,450 square kilometres – an area larger than France, Germany and the Netherlands combined. A vast region with a highly dispersed population presents a range of challenges in relation to infrastructure and service provision. A significant portion of the region's Indigenous population resides in remote communities and settlements outside of the main population centres. Improving access to infrastructure in these communities will be important for creating an operating environment where viable Aboriginal owned and operated businesses of all types can be established and sustained. Improving Aboriginal employment and business outcomes is vital to building more prosperous, cohesive communities and ensuring all residents enjoy a higher quality of life.

4. Disclosures and Legal Compliance

The following pages contain the Commissions audited financial statements including:

- Auditor's Opinion
- Certification of Financial Statements
- Audited Financial Statements
- Certification of Key Performance Indicators and detailed notes on Performance Indicators

4.1 Independent Auditor Report



Auditor General

INDEPENDENT AUDITOR'S OPINION
2021
Goldfields-Esperance Development Commission

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Goldfields-Esperance Development Commission (Commission) which comprise:

- the Statement of Financial Position at 30 June 2021, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information, including administered transactions and balances.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Goldfields-Esperance Development Commission for the year ended 30 June 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

I am independent of the Commission in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code.

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

4.1 Independent Auditor Report

Responsibilities of the Board for the financial statements

The Board is responsible for:

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Goldfields-Esperance Development Commission. The controls exercised by the Commission are those policies and procedures established by the Board to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by the Goldfields-Esperance Development Commission are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2021.

The Board's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Goldfields-Esperance Development Commission for the year ended 30 June 2021. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Goldfields-Esperance Development Commission are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2021.

4.1 Independent Auditor Report

The Board's responsibilities for the key performance indicators

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

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

Auditor General's responsibilities

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

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

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

My independence and quality control relating to the reports on controls and key performance indicators

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

Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

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

This auditor's report relates to the financial statements, controls and key performance indicators of the Goldfields-Esperance Development Commission for the year ended 30 June 2021 included on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements, controls or key performance indicators. If users of the financial statements, controls and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version of the financial statements, controls and key performance indicators.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
6 September 2021

Disclosures and Legal Compliance

Certification of Financial Statements

For the reporting period ended 30 June 2021

The accompanying financial statements of the Goldfields Esperance Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2021 and the financial position as at 30 June 2021.

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



Cameron Patterson
Chief Finance Officer
2 September 2021



Kris Starcevich
Chief Executive Officer
2 September 2021



Sabina Shugg
Chair
2 September 2021

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Goldfields Esperance Development Commission – 30 June 2021

Statement of Comprehensive Income
For the year ended 30 June 2021

	Notes	2021 $'000	2020 $'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	**258**	322
Supplies and services	2.3	**1,996**	1,665
Depreciation and amortisation expense	4.1, 4.2	**29**	16
Finance costs	6.2	**-**	1
Grants and subsidies	2.2	**148**	-
Other expenses	2.3	**14**	46
Total cost of services		**2,445**	2,050
Income			
Other income	3.2	**34**	20
Total income		**34**	20
NET COST OF SERVICES		**2,411**	2,030
Income from State Government			
Income from other public sector entities	3.1	**602**	386
Resources received	3.1	**1,788**	1,452
Total income from State Government		**2,390**	1,838
SURPLUS/(DEFICIT) FOR THE PERIOD		**(21)**	(192)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		**(21)**	(192)

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

Goldfields Esperance Development Commission – 30 June 2021

Statement of Financial Position
As at 30 June 2021

	Notes	2021 $'000	2020 $'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	**352**	389
Restricted cash and cash equivalents	6.3	**167**	160
Receivables	5.1	**5**	27
Total Current Assets		**524**	576
Non-Current Assets			
Restricted cash and cash equivalents	6.3	**6**	6
Amounts receivable for services	5.2	**195**	195
Property, plant and equipment	4.1	**-**	-
Intangible assets	4.2	**-**	-
Right-of-use assets	4.3	**24**	52
Total Non-Current Assets		**225**	253
TOTAL ASSETS		**749**	829
LIABILITIES			
Current Liabilities			
Payables	5.3	**11**	51
Lease liabilities	6.1	**22**	27
Employee related provisions	2.1(b)	**73**	20
Total Current Liabilities		**106**	98
Non-Current Liabilities			
Lease liabilities	6.1	**2**	24
Employee related provisions	2.1(b)	**-**	45
Total Non-Current Liabilities		**2**	69
TOTAL LIABILITIES		**108**	167
NET ASSETS		**641**	662
EQUITY			
Contributed equity	8.9	**54**	54
Accumulated surplus/(deficit)		**587**	608
TOTAL EQUITY		**641**	662

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

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Goldfields Esperance Development Commission – 30 June 2021

Statement of Changes in Equity
For the year ended 30 June 2021

	Notes	Contributed equity	Accumulated surplus	Total equity
		$'000	$'000	$'000
Balance at 1 July 2019		54	800	854
Deficit			(192)	(192)
Total comprehensive income for the period		-	(192)	(192)
Balance at 30 June 2020		54	608	662
Balance at 1 July 2020		**54**	**608**	**662**
Deficit			**(21)**	**(21)**
Total comprehensive income for the period		-	**(21)**	**(21)**
Balance at 30 June 2021	8.9	**54**	**587**	**641**

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

Goldfields Esperance Development Commission – 30 June 2021

Statement of Cash Flows
For the year ended 30 June 2021

	Notes	2021 $'000	2020 $'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		**602**	386
Net cash provided by State Government		**602**	386
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		**(244)**	(257)
Supplies and services		**(254)**	(184)
Grants and subsidies		**(148)**	
GST payments on purchases		**(31)**	(16)
Other payments		**(14)**	(40)
Receipts			
GST receipts on sales		**5**	
GST receipts from taxation authority		**28**	13
Other receipts		**54**	
Net cash used in operating activities		**(604)**	(484)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		**(28)**	(1)
Repayment of borrowings		**-**	(16)
Net cash used in financing activities		**(28)**	(17)
Net decrease in cash and cash equivalents		**(30)**	(114)
Cash and cash equivalents at the beginning of the period		**555**	669
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	**525**	555

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

1. Basis of Preparation

The Goldfields Esperance Development Commission (Commission) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Commission is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the **'Overview'** which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 2 September 2021.

Statement of compliance

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

1 The *Financial Management Act 2006* (FMA)

2 The Treasurer's Instructions (TIs)

3 Australian Accounting Standards (AASs) - Reduced Disclosure Requirements

4 Where appropriate, those **AAS** paragraphs applicable for not-for-profit entities have been applied.

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

Basis of preparation

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

Judgements and estimates

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

Comparative figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

Contributed equity

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

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2021 $'000	2020 $'000
Employee benefits	**231**	296
Superannuation - defined contribution plans	**27**	26
Total employee benefits expenses	**258**	322
Add: AASB 16 Non-monetary benefits	**29**	16
Net employee benefits	**287**	338

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

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

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

2.1. (b) Employee related provisions

	2021 $'000	2020 $'000
Current		
Employee benefits provisions		
Annual leave	**19**	20
Long service leave	**53**	-
	72	20
Other provisions		
Employment on-costs	**1**	-
Total current employee related provisions	**73**	20
Non-Current		
Employee benefits provisions		
Long service leave	**-**	44
Other provisions		
Employment on-costs	**-**	1
Total non-current employee related provisions	**-**	45
Total employee related provisions	**73**	65

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

Annual leave liabilities: Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

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

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

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

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

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

	2021	2020
Employment on cost provision	**$'000**	**$'000**
Carrying amount at start of period	**1**	-
Additional/(reversals of) provisions recognised	**-**	1
Carrying amount at end of period	**1**	1

Key sources of estimation uncertainty- long service leave

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

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

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

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

2.2. Grants and Subsidies

	2021	2020
	$'000	**$'000**
Non Public organisations	**148**	-

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

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

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

2.3. Other expenditure

	2021	2020
Supplies and services	**$'000**	**$'000**
Board fees	**77**	65
Communications	**1**	-
Consultants and contractors	**70**	105
Consumables	**21**	17
Travel	**35**	23
Other	**4**	3
Resources provided free of charge by DPIRD(a)	**1,788**	1,452
Total supplies and services expense	**1,996**	1,665
Other expenses		
Building and infrastructure maintenance	**-**	3
Donations and sponsorships	**10**	40
Employment on-costs	**-**	1
Other expenses	**4**	2
Total other expenses	**14**	46
Total other expenditure	**2,010**	1,711

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

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

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

Employment on-costs includes workers· compensation insurance and other employment on-costs. The on costs liability associated with the recognition of annual and long service leave liabilities is included at Note 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

3. Our Funding Sources

How we obtain our funding

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

	Notes
Income from State Government	3.1
Other income	3.2

3.1. Income from State Government

	2021	2020
	$'000	**$'000**
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	**602**	386
Total grants and subsidies	**602**	386
Resources received from other public sector entities during the period:		
- Services received free of charge[(a)]	**1,788**	1,452
Total resources received	**1,788**	1,452
Total income from State Government	**2,390**	1,838

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

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

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

3.2. Other income

	2021 $'000	2020 $'000
Other sundry income	2	20
Return of unspent grant monies	32	-
Total other income	34	20

4. Key Assets

Assets the Commission utilises for economic benefit or service potential

This section includes information regarding the key assets the Commission utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes
Property, plant and equipment	4.1
Intangibles	4.2
Right-of-use assets	4.3
Total key assets	

4.1. Property, plant and equipment

Year ended 30 June 2021	Computer Hardware $'000	Furniture and fixtures $'000	Office equipment $'000	Total $'000
1 July 2020				
Gross carrying amount	65	30	15	110
Accumulated depreciation	(65)	(30)	(15)	(110)
Carrying amount at start of period	-	-	-	-
Carrying amount at 30 June 2021	-	-	-	-
Gross carrying amount	65	30	15	110
Accumulated depreciation	(65)	(30)	(15)	(110)

Initial recognition

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

Subsequent measurement

Property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

4.1.1 Depreciation and impairment

	2021 $'000	2020 $'000
Depreciation		
Computing hardware	-	-
Furniture, fixtures and fittings	-	-
Office equipment	-	-
Total depreciation for the period	-	-

As at 30 June 2021, there were no indications of impairment to property, plant and equipment. All surplus assets at 30 June 2021 have either been classified as assets held for sale or have been written-off.

Finite useful lives

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

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the Computer Hardware, Furniture and Fittings and Office Equipment for current and prior years is 5 years.

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

Impairment

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

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

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

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

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

4.2. Intangible assets

Year ended 30 June 2021	Computer software $'000	Total $'000
1 July 2020		
Gross carrying amount	20	20
Accumulated amortisation	(20)	(20)
Carrying amount at start and end of period	-	-

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition.

Acquisitions of intangible assets costing $5,000 or more and internally generated intangible assets at a minimum of $5,000 that comply with the recognition criteria as per AASB 138.57 (as noted above) are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

Costs incurred in the research phase of a project are immediately expensed.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

4.2.1 Amortisation and impairment

	2021 $'000	2020 $'000
Total amortisation for the period	**-**	-

As at 30 June 2021 there were no Indications of impairment to intangible assets.

The Commission held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no Intangible assets not yet available for use.

Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Commission have a finite useful life and zero residual value. Estimated useful lives are reviewed annually. The estimated useful lives for Software that is not integral to the operation of related hardware is 3 to 5 years.**Impairment of intangible assets**

Intangible assets with finite useful lives are tested for Impairment annually or when an Indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 4.1.1.

4.3. Right-of-use assets

	2021 $'000	2020 $'000
Residential accommodation	**14**	34
Vehicles	**10**	18
Net carrying amount	**24**	52

There were no additions to right-of-use assets during the 2021 financial year (2020: $52,000)

Initial recognition

Right-of-use assets are measured at cost including the following:

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

The Commission has elected not to recognised right-of-use assets and lease liabilities for short-term lease (with a lease of 12 months or less) and low value leases (with and underlying value of $5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent Measurement

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

Depreciation and impairment of right-of-use assets

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

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

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

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

	2021 $'000	2020 $'000
Residential accommodation	**21**	7
Vehicles	**8**	9
Total right-of-use asset depreciation	**29**	16
Lease interest expense (included in Finance Cost)	**-**	1

The total cash outflow for leases in 2021 was $29,000 (2020: $15,000).

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

The Commission has leases for vehicles and residential accommodation.

The Commission recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

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

5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2021 $'000	2020 $'000
GST receivable	**5**	7
Other debtors	**-**	20
Total current receivables	**5**	27

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

5.2. Amounts receivable for services (Holding Account)

	2021 $'000	2020 $'000
Non-current balance at end of period	**195**	195

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

5.3. Payables

	2021 $'000	2020 $'000
Trade payables	**2**	40
Other payables	**6**	-
Accrued expenses	**-**	11
Accrued salaries	**3**	-
Total current payables	**11**	51

Payables are recognised at the amounts payable when the Commission becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days.

6. Financing

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

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

6.1. Lease Liabilities

	2021 $'000	2020 $'000
Current	**22**	27
Non-current	**2**	24
	24	51

Initial measurement

The Commission measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Commission as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Commission exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

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

This section should be read in conjunction with note 4.3 Right-of-use assets.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

6.2. Finance costs

	2021 $'000	2020 $'000
Lease interest expense	**-**	1

'Finance cost' includes the interest component of lease liability repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

6.3. Cash and Cash Equivalents

	2021 $'000	2020 $'000
Non-restricted cash and cash equivalents	**352**	389
Non-Royalties for Regions fund restricted cash		
Other	**24**	52
Royalties for Regions Fund Projects Restricted cash		
Regional Grant Scheme	**36**	4
Community Chest Grants Scheme	**98**	96
Local Projects Local Jobs	**9**	9
Total restricted cash and cash equivalents	**167**	160
Non-current cash and cash equivalents		
Accrued salaries suspense account [(a)]	**6**	6
Total cash and cash equivalents	**525**	555

(a) Funds held in the suspense account used only for the purpose of meeting the 27th pay in a financial year that occurs every 11 years. This account is classified as non-current for 10 out of 11 years.

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

6.4. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements.

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1. Financial Instruments

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

	2021 $'000	2020 $'000
Financial assets		
Cash and cash equivalents	**525**	555
Financial assets at amortised cost [(a)]	**195**	215
Total financial assets	**720**	770
Financial liabilities		
Financial liabilities at amortised cost [(a)]	**35**	102
Total financial liabilities	**35**	102

(a) The amount of financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(b) The amount of financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable).

7.2. Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

There were no contingent assets or liabilities which would affect the Commission at the end of June 2021 (2020: None).

8. Other Disclosures

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

	Note
Events occurring after the end of the reporting period	8.1
Correction of period errors/changes in accounting policies	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
Equity	8.9
Supplementary financial information	8.10
Explanatory statement	8.11

8.1. Events occurring after the end of the reporting period

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

8.2. Correction of prior period errors/changes in accounting policy

The Commission has adopted the following new Australian Accounting Standards in accordance with the transitional provisions applicable to each standard:

AASB 1059 Service Concession Arrangements: Grantors

AASB 2018-5 Amendments to Australian Accounting Standards – Deferral of AASB 1059

AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business

AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material

AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework

AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059

AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform

AASB 2019-5 Amendments to Australian Accounting Standards – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia

AASB 2019-7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations

AASB 2020-4 COVID-19-Related Rent Concessions

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

8.3. Key management personnel

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

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

Compensation band ($)	**2021**	**2020**
Compensation of members of the accountable authority		
50,001 - 60,000	-	1
40,001 - 50,000	**1**	-
10,001 - 20,000	**1**	-
0 - 10,000	**5**	5
Compensation of senior officers ($)		
250,001 - 260,000	**1**	-
230,001 - 240,000	**-**	1
150,001 - 160,000	**1**	1

	2021 $'000	**2020 $'000**
Short-term employee benefits	**411**	382
Post-employment benefits	**40**	39
Other long-term benefits	**39**	39
Total compensation for members of the accountable authority and senior officers	**490**	460

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

8.4. Related party transactions

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

Related parties of the Commission include:

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

Material transactions with other related entities

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

8.5. Related bodies

The Commission had no related bodies during the reporting period.

8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

Goldfields Esperance Development Commission – 30 June 2021

Notes to the financial statements

8.7. Special purpose accounts

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

8.8. Remuneration of auditors

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

	2021 $'000	2020 $'000
Auditing the accounts, financial statements, controls, and key performance indicators	**26**	25

8.9. Equity

	2021 $'000	2020 $'000
Contributed equity		
Balance at start of year	**54**	54
Balance at end of period	**54**	54

8.10. Supplementary financial information

(a) **Write-offs**

There were no write-offs during the financial year.

(b) **Losses through theft, defaults and other causes**

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

(c) **Gift of public property**

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

8.11. Explanatory statement

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

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2021

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Goldfields-Esperance Development Commission's performance, and fairly represent the performance of the Commission for the financial year ended 30 June 2021.



Sabina Shugg
Chair
2 September 2021



Kris Starcevich
Chief Executive Officer
2 September 2021

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2021

DETAILED INFORMATION IN SUPPORT OF KEY PERFORMANCE INDICATORS

Relationship to Government Goals
The Commission is the primary referral point in assisting people and groups working on projects, and business or industry to develop products/services that will benefit the whole of Goldfields-Esperance Community.

Our desired outcome is to encourage and promote opportunities to build, increase investment, attract, and to retain population to the Goldfields-Esperance region.

Performance measures are defined and monitored for the Commission's strategic goals through the Western Australian Government Budget Statements.

Government Goal	Desired Outcome	Services
WA Jobs Plan: local manufacturing and production, creating Western Australian jobs and training for the jobs of the future and Growing our communities: protecting our environment with thriving suburbs and regions	An environment which is conducive to the balanced economic and social development of the Goldfields-Esperance region.	1. Facilitation of the Provision of Appropriate Infrastructure and Industry Services 2. Promotion of Region and Its Investment Opportunities.

KEY EFFECTIVENESS INDICATORS

The key effectiveness indicators measure the extent to which performance contributes to improved client satisfaction.

The Commission's effectiveness in achieving its government desired outcome is measured by undertaking an annual survey of key clients and stakeholders. This survey is conducted by an independent market research consultant. 220 stakeholders were selected at random from the list of identified stakeholders, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 141 completed surveys were obtained from this client contract list (a response rate of 64%) which is sufficient to ensure that the overall results are representative of the opinions of the population of key clients within a possible sampling error of +/- 5.0% at the 95% confidence level.

The primary objective of the research was to obtain information from clients and stakeholders to provide a measure as to whether the Commission has met its primary goal, around "Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region".

The GEDC will continue to work towards maintaining these effectiveness targets in future years. Prior years is summarised in the following table.

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2021

Effectiveness Indicator	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Target 2021	Actual 2021
Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region	84.4%	83.5%	86.2%	n/a*	77%	85.8%

The reports are available in full from our web site.

*Due to COVID-19 restrictions, and pursuant to Treasurer's instruction (TI) 904 para (3)(i) the Commission sought and obtained an exemption from reporting the key effectiveness indicator for the 2019-20 financial year.

KEY EFFICIENCY INDICATORS

The key efficiency performance indicators measure the overall efficiency in achieving the desired outcomes. These outcomes are linked to Government goals.

The following efficiency indicators are based on the average cost per chargeable hour for each of the GEDC's two service areas.

Service 1 – Facilitation of the Provision of Appropriate Infrastructure and Industry Services
Service Description: To coordinate the identification of appropriate infrastructure, industries and enterprise services to the region so as to ensure that they are provided effectively and efficiently to meet the expanding needs of the region.

Efficiency Indicator	2017	2018	2019	2020	2021 Target	2021 Actual
Average cost per hour	$100	$134	$132	$116	**$122**	**$108**

Service 2 – Promotion of Region and Its Investment Opportunities
Service Description: To promote the region's advantages and attractions by way of appropriate policies, strategies and plans, so as to encourage investment that will contribute to economic growth, employment and an increased population base in the region.

Efficiency Indicator	2017	2018	2019	2020	2021 Target	2021 Actual
Average cost per hour	$97	$130	$128	$114	**$120**	**$108**

Comments
The 2021 actual average cost per hour is below target, mainly due to the Commission's net cost of services less grants and subsidies being 16% below budget as a result of COVID-19 travel restrictions which caused interruptions to planned project delivery

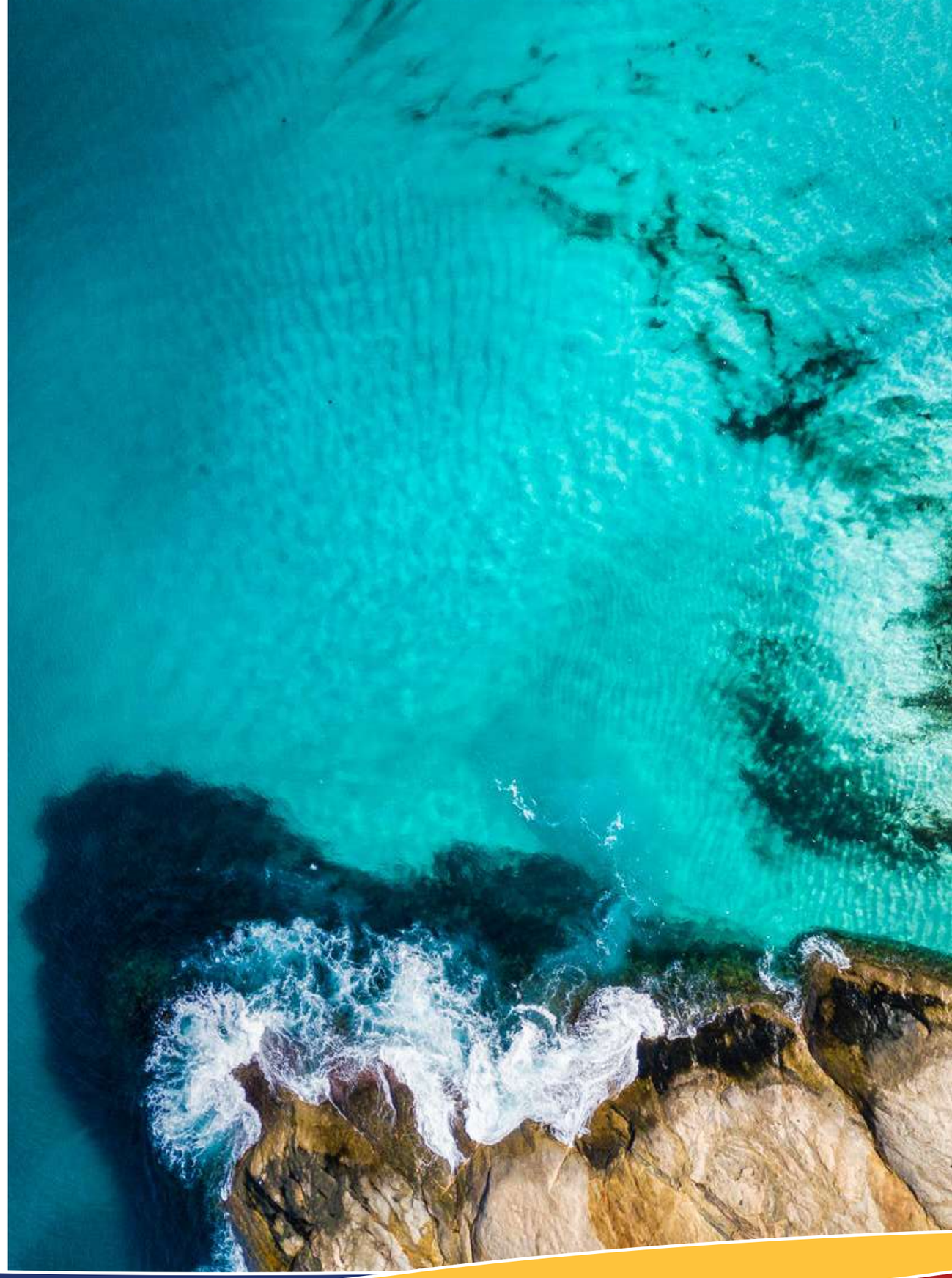
GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2021

and expenditure during the reporting period. Staff and Board member vacancies also attributed to the decrease in expenditure associated with the salary cap and overall travel and expenses.
Basis of Preparation:
Note 1: Operating cost information is sourced from the Statement of Comprehensive Income net cost of service excluding grants and subsidies.

Note 2: Chargeable hours calculated in both the 2020-21 target and actual results use a modified calculation method consistent with DPRID and other RDC's that use an hour's calculation. Hours include all paid hours of staff and contractors but exclude annual and long service leave or unpaid overtime.

Note 3: The GEDC has been working in recent years to refine the methodology relating to our KPIs. In particular, a move towards a 50/50 ratio split across the 2 KEI services (targets and Actuals) more accurately reflects the work of the GEDC and the hourly rates of assigned staff.

Note 4: The target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.



4. Disclosures and Legal Compliance

4.4 Ministerial Directive

Section 25 (2) of the *Regional Development Commission Act 1993* requires that the text of any written direction from the Minister is to be recorded in the Annual Report.

No Ministerial directives were received by the Commission during the financial year.

4.5 Other Financial Disclosures

Capital Works

The Commission did not complete or commence any capital projects during the reporting period.

Employment and Industrial Relations

Due to the 2017 Machinery of Government changes, the CEO is the only employee of the Commission. Resourcing, including staff are provided by the Department of Primary Industries and Regional Development to enable the Commission to meet its legislative objectives.

Employees of the GEDC	At June 2020	At June 2021
Full time permanent	1	1
Full time contract	0	0
Part time (FTE basis)	0	0
On secondment	0	0
Temporary	0	0
Total FTE Employed	1	1
Total Employees	1	1

Our People

As at June 2021, the Department provided a compliment of eleven (11) employees, an allocation of 10.8 full time equivalent (FTE's) assigned to the GEDC. Of these employees, 81 per cent are female and 18 per cent male.

	June 2019-20		June 2020-21	
	Male	Female	Male	Female
Level 6 and above	1	3	1	4
Level 6 and above %	25%	75%	20%	80%
Total agency staff	2	7	2	9
Total agency %	22%	78%	18%	81%

Staff Development

The Commission is committed to professional development opportunities for the Board and Staff, with the aim of a highly skilled and professional team with the ability to adapt to changing economic and social environment.

DPIRD provide human resource services to the GEDC, training and development plans form every employee's performance agreement these are reviewed annually. The Department has supported staff development through various initiatives:

- Staff training including:
  - Economic Development Australia
    - Overview of Best Practice Economic Development
  - DPIRD
    - Middle Management Development Program
    - Corporate online training refreshers
  - Institute Public Administration Australia WA (IPAA)
    - Writing Ministerial Letters & Briefings course
    - Writing with Style: The Power of Plain English
  - Goldfields Aboriginal Language Corporation
    - Cultural Competency Training
  - Provide First Aid Training
  - Safety and Health Representative training
  - Emergency control (warden) and fire equipment safety training
- The GEDC CEO completed the Navigating the *Public Interest Disclosure (PID) Act* in May 2021.
- The GEDC Chair, Board members, CEO and Staff have presented and attended various regional, state and national conference relating to economic development during the year.

4. Disclosures and Legal Compliance

4.6 Governance Disclosures

Shares in Another Body

Goldfields-Esperance Development Commission does not have shares in another body.

Insurance Premiums Paid to Indemnify Members of the Board

In March 2021, $5,698.55 (incl. GST) was paid, via Marsh Pty Ltd to indemnify all Board Members, against a liability incurred under sections 13 or 14 of the *Statutory Corporation (Liability of Directors) Act 1996*.

Senior Officer Interests

During the reporting period, the GEDC did not incur expenditure with an entity in which a senior officer is also a Director, Partner or member of the Executive.

Board Renumeration Entitlements

Base Salary and Sitting Fees	
Chair	$47,250 per annum
Deputy Chair	$5,000 per annum and sitting fee of $790 per day or $513 per half day
Members	Full day $622 or half day $403

Board Renumeration Entitlements

Remuneration of the Board of Goldfields-Esperance Development Commission in 2020-21 was as follows:

Position	Name	Type of Remuneration	Period of Membership	Term of Appointment/ Tenure	Remuneration
Chair	Sabina Shugg	Annual	1 September 2020 – 30 June 2021	Full time	$31,468.47
Deputy Chair	Kate Mills	Annual plus sitting fees	1 July 2020 – 30 June 2021	Full time	$9,612.72
Board Member	Shaneane Weldon	Sitting Fees	1 July 2020 – 30 June 2021	Full time	* $5,372.09
Board Member	Ross Wood	Sitting Fees	1 July 2020 – 30 June 2021	Full time	$4,114.60
Board Member	Terrence Winner	Sitting Fees	1 October 2020 – 30 June 2021	Full time	* $3,042.43
Chief Executive Officer	Kris Starcevich	N/A	N/A	N/A	N/A

Outgoing Board Members

Position	Name	Type of Remuneration	Period of Membership	Term of Appointment/ Tenure	Remuneration
Chair	Gail Reynolds-Adamson	Annual	1 July 2020 – 31 August 2020	Full time	$6,800.87
Board Member	Ryan Jones	Sitting Fees	1 July 2020 – 30 September 2020	Full time	* $2,628.81
Board Member	Shelley Payne	Sitting Fees	1 July 2020 – 24 March 2021	Full time	* $2,836.62

* renumeration inclusive of Risk Management and Audit Committee sitting fees

4. Disclosures and Legal Compliance

4.7 Other Legal Requirements

Expenditure on Advertising, Market Research, Polling & Direct Mail

In compliance with Section 175ZE of the *Electoral Act 1907*, the Commission monitors expenditure incurred in the relation to advertising agencies, market research, polling, direct mail and media advertising. The commission incurred a total expenditure of $5,979.26 for 2020-21. Expenditure was incurred in the following areas.

Expenditure	Detail	Amount
(a) Advertising agencies	The West Australian Limited	$1,661.76
(b) Market research organisations	Perth Market Research	$4,317.50
(c) Polling organisations		nil
(d) Direct mail organisations		nil
(e) Media advertising organisations		nil

Compliance with Public Sector Standards and Ethical Codes

The GEDC has had no compliance issues during the financial year regarding the Public Sector Standards, the WA Code of Ethics or the internal Code of Conduct. The Commission continues to review and update internal policies to ensure compliance with Public Sector Commission updates.

Record Keeping Plan

The *State Records Act 2000* requires the GEDC to have a record keeping plan and to comment in the Annual Report on compliance with the plan.

Following endorsement from the GEDC Board, the Record Keeping Plan was submitted to the State Records Office in February 2021. At its meeting on 26 March the State Records Commission approved the GEDC's amended Recordkeeping Plan, along with the record retention and disposal authority and record keeping policies.

In accordance with Section 28 of the *State Records Act 2000*, the record keeping plan for the GEDC is to be reviewed within five (5) years of its approval date. A report of the review must be submitted to the SRO by March 2026.

The Commission staff receive induction and ongoing training in relation to the agency's record keeping policies, practices and procedures.

Unauthorised Use of Credit Card

The CEO and the Executive Assistant hold a corporate credit card where their functions warrant usage of this facility. No unauthorised use or personal use expenditure of this facility was recorded in this financial year.

Disability Access and Inclusion Plan (DIAP) Outcomes

The GEDC is committed to promoting an inclusive environment in which all people can access our services and facilities.

A Disability Access and Inclusion Plan 2016-2020 (DAIP) has been implemented by the GEDC, and includes all outcomes required under the legislation. The outcomes in the DAIP are supported by strategies to address the gaps identified in meeting the legislative requirements.

The GEDC staff operate under the umbrella of DPIRD Disability Access and Inclusion Plan (DAIP) 2018-2023. The DAIP recognises the initiatives and achievements of former DPIRD departments including the RDCs regarding disability access and inclusion.

In accordance with the *Disability Services Act 1993* and Schedule 3 of the *Disability Services Regulations 2004* DPIRD and the *Regional Development Commissions* are implementing strategies and initiatives that achieve seven access and inclusion outcomes identified in the DAIP 2018–23 as outlined below:

Outcome 1:
People with disability have the same opportunities as other people to access the services of, and any events organised by the GEDC

Outcome 2:
People with disability have the same opportunities as other people to access the offices and other facilities of the GEDC.

Outcome 3:
People with disability can request to receive information from the GEDC in a format that will enable them to access the information as readily as other people are able to access it.

Outcome 4:
People with disability receive the same level and quality of service from the staff of the GEDC as other people receive.

Outcome 5:
People with disability have the same opportunities as other people to make complaints to the GEDC.

Outcome 6:
People with disability have the same opportunities as other people to participate in public consultation by the GEDC.

Outcome 7:
People with disability have the same opportunities as other people to obtain and maintain employment with the GEDC.

A copy of the GEDC DAIP and the DPIRD DAIP can be found on the GEDC website.



4. Disclosures and Legal Compliance

4.8 Government Policy Requirements

Occupational Safety, Health and Injury Management

The Commission acknowledges its responsibilities under the *Occupational Safety and Health Act 1984*, and is committed to providing and maintaining a safe and healthy environment for staff, contractors and visitors to the Commissions workplaces, as far as practical, are not exposed to hazards.

The CEO is the only employee of the GEDC and is trained in OSH and injury management responsibilities. As such resources, including staff, are provided by the DPIRD to enable the Commission to meet its legislative objectives, both the Kalgoorlie-Boulder and Esperance Offices have DPIRD staff members trained in OSH which provide formal mechanism of consultation on OSH matters. The Commission ensures all its safety equipment is serviced as advised by the manufacturer. Compliance officers are responsible for regular inspections and the compliance register. The GEDC has received zero provision improvement notices

The GEDC has implemented a Statement of Commitment to Occupational Safety and Health and is committed to consulting with Board Members and Staff on OSH matters including:

- A strong focus on OSH policy and procedures during induction.
- OHS committee meetings listing any hazards reported, communication of OSH directives and site reviews.
- OSH standing agenda item of Board Meetings, RMAC meetings, quarterly staff meetings and regularly discussed at weekly team meetings.
- Open access to Employee Assistance Program (EAP) services.

Workers Compensation

The Commission ensures compliance with the injury management requirements of the *Workers Compensation and Injury Management Act 1981*. In the result of a work-related injury or illness the GEDC is committed to assisting injured workers to return to work as soon as medically appropriate.

There have been no workers compensation claims during the reporting period.

The Commission has nil to report against fatalities, lost time injury and/or disease incidence rate, percentage of injured workers returned to work. The CEO is trained in OSH and injury management responsibilities.

Substantive Equality

In accordance with the Public Sector Commissioners Circular 2015-01 Implementation of the Policy Framework for Substantive Equality, the GEDC is committed to eliminating systemic forms of discrimination in the provision of its services and is sensitive to the different needs of client groups. Substantive equality recognises that while some systems and processes may outwardly appear as non-discriminatory, the may not in fact be fully responsive to the needs and aspirations of different people and groups, and as a result can unintentionally create further inequalities. All staff undertake various forms of Cultural Competency training.

WA Multicultural Policy Framework

The Western Australian Multicultural Policy Framework was launched on 17 March 2020. In January 2021, the GEDC advised DPIRD they wished to be included in DPIRD Multicultural Plan 2021 – 2026. The Commission contributed by providing feedback on the development of the framework with a focus on representation of regional areas.

The DPIRD Multicultural Plan sets out the tangible ways in which DPIRD and the relevant Commissions will work to achieve the policy priorities, outcomes and strategies of the framework for the Culturally and Linguistically Diverse (CaLD) community of Western Australia.

The GEDC is committed to provide goods, services, facilities and employment opportunities that meet the different needs and aspirations of the CaLD community of Western Australia.

The DPIRD Multicultural Plan sets out how DPIRD and relevant RDCs will achieve the policy priorities, outcomes and strategies of the WA Multicultural Policy Framework. The plan was submitted to the Minister of Citizenship and Multicultural Interests in January 2021.

The GEDC also:

- Acknowledges and celebrates community multicultural events, (eg: international women's day, Naidoc week, Harmony Day)
- Staff complete locally provided Cultural Awareness Training to gain a better understanding of culturally appropriate behaviour and thinking with regards to the regions Aboriginal people
- 100% completion of DPIRD cultural Awareness training

In February the GEDC contributed to the review of the Australian Government's 2021-22 Migration Program quotas. It was an opportunity to comment on the important role of migration in regional workforce development and the need to understand Australian Migration Strategies in this context. Also noting that secondary migration within Australia is also important in terms of allocation of state supported visas (to Western Australia) and a greater regional allocation for locations where there are clear labour shortages. The activities of the GEDC with the Goldfields Migration Employment Project (GMEP) a successful job matching and settlement program were highlighted, along with a need for clear permanent resident pathways. Significantly, immigration can play a crucial role in sustaining regional economic and community value.



GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION

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GOVERNMENT OF WESTERN AUSTRALIA

Department of Primary Industries and Regional Development

GOLDFIELDS ESPERANCE DEVELOPMENT COMMISSION

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