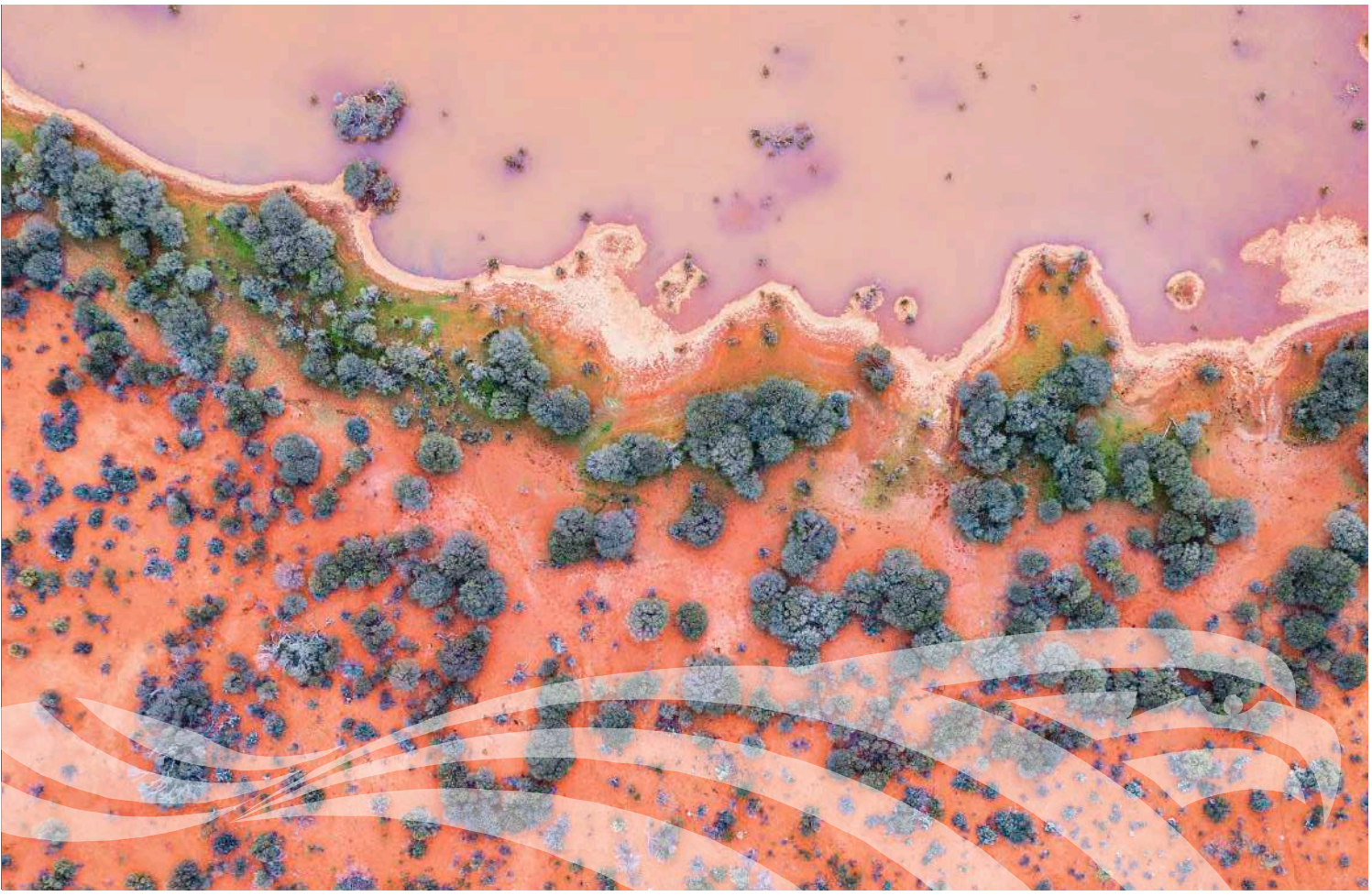
GOVERNMENT OF WESTERN AUSTRALIA

GOLDFIELDS ESPERANCE DEVELOPMENT COMMISSION

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION

ANNUAL REPORT 2021-22

www.gedc.wa.gov.au





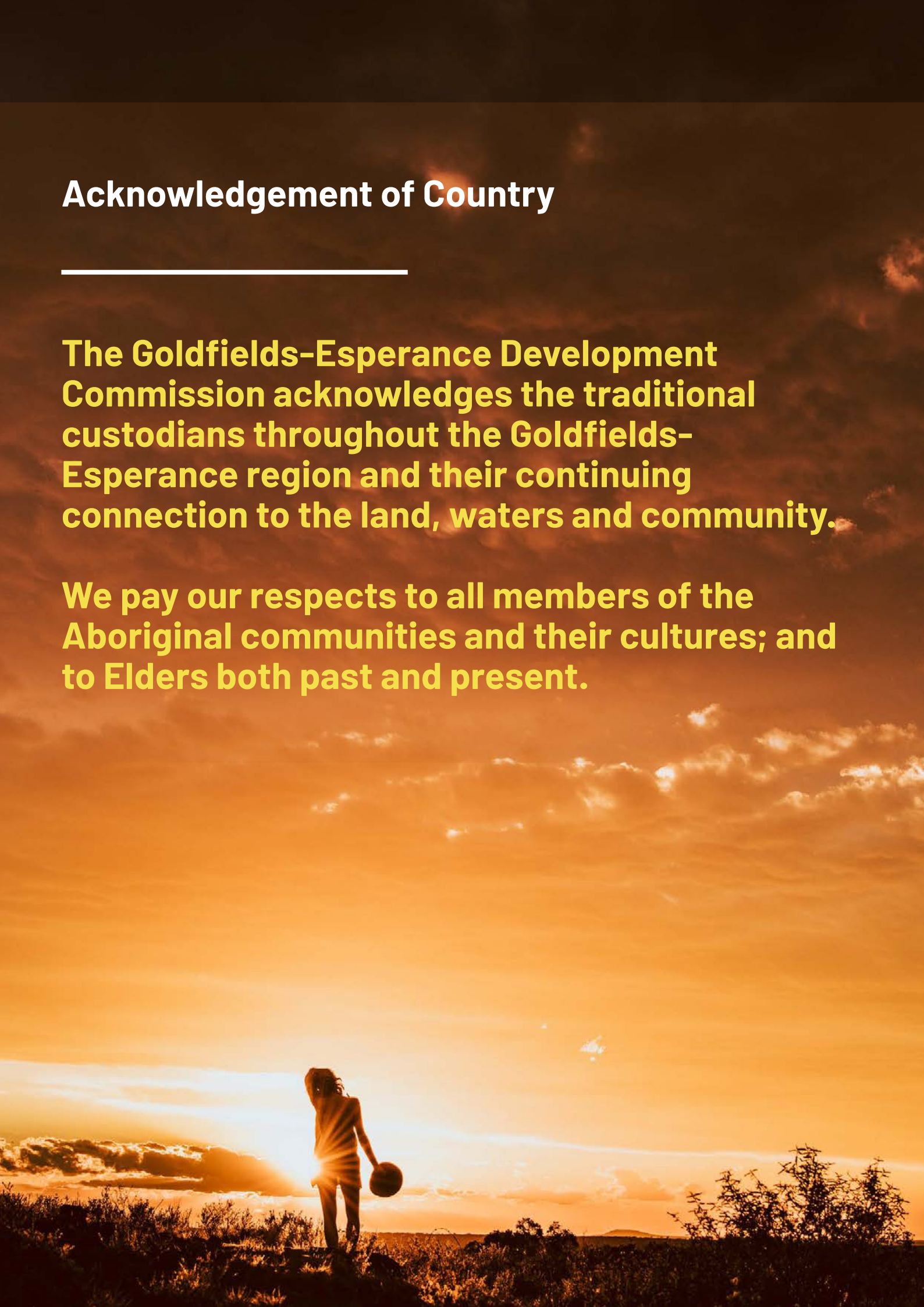




Acknowledgement of Country

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.



Commonly Used Acronyms

AED	Aboriginal Economic Development
CKB	City of Kalgoorlie Boulder
CME	Chamber of Minerals and Energy
CRC	Community Resource Centre
DJTSI	Department of Jobs, Tourism, Science and Innovation
DMIRS	Department of Mines, Industry Regulation and Safety
DPIRD	Department Primary Industries and Regional Development
DOC	Department of Communities
DOF	Department of Finance
DPLH	Department of Planning, Lands and Heritage
DTWD	Department of Training and Workforce Development
ECCI	Esperance Chamber of Commerce and Industry
GABC	Goldfields Aboriginal Business Chamber
GALC	Goldfields Aboriginal Language Centre
GMEP	Goldfields Migrant Employment Program
GROH	Government Regional Officers' Housing
GVROC	Goldfields Voluntary Regional Organisation of Councils
KBCCI	Kalgoorlie-Boulder Chamber of Commerce and Industry
KPI's/KEI's	Key Performance Indicators/Key Efficiency Indicators
LCA	Local Content Adviser
LGA	Local Government Authority
METS	Mining Equipment, Technology & Services
MIPG	Mining Industry Partnership Group
OAG	Office of Auditor General
RDAGE	Regional Development Australia Goldfields-Esperance
RCC	Regional Coordinating Committee
RDC	Regional Development Commission
RDCo	Regional Development Council
RED	Regional Economic Development (Grant)
SHERP	Social Housing Economic Recovery Package
SIA	Strategic Industrial Area
SME	Small Business Enterprise
WALGA	WA Local Government Association
WARDA	Western Australian Regional Development Alliance
WASM	WA School of Mines

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Welcome to the Goldfields-Esperance Development Commission (GEDC) Annual Report 2021-22

This Annual Report is an important tool used to ensure transparency and accountability of the GEDC to Parliament, our stakeholders, and the community we serve.

The Report highlights our operational achievements, financial performance and services delivered during the reporting period, outlining how we continue to facilitate economic outcomes for the Goldfields-Esperance region and the State of Western Australia.

The GEDC annual report is available as a PDF format from our website, **www.gedc.wa.gov.au** and can be made available in alternative 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.

To share feedback on this report please contact us by telephone (08) 9080 5000 or send us an email **info@ gedc.wa.gov.au**

Message to the Minister

Statement of Compliance
For the year ended 30 June 2022

To the Hon Alannah MacTiernan MLC
Minister for Regional Development; Agriculture and Food; Hydrogen Industry

In accordance with Section 63 of the Financial Management Act, 2006, it is our pleasure to submit for your information and presentation to Parliament, the Annual Report of the Goldfields-Esperance Development Commission (GEDC) for the reporting period ended 30 June 2022.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act, 2006* and advice of the Office of the Auditor General (OAG). Under Section 14 of the *Auditor General Act 2006*, the Auditor General has decided to dispense with the audit of the Goldfields-Esperance Development Commission (GEDC) for the year ended 30 June 2022. As required by the *Auditor General Act 2006*, the Auditor General consulted with the Treasurer prior to making this decision.



02

Sabina Shugg
Chairperson
August 2022

Kris Starcevich
Chief Executive Officer
August 2022



03



04

01. (Opposite) Golden Quest Discovery Trail
02. Hon Alannah MacTiernan MLC
03. Hammond Park, Kalgoorlie
04. Hellfire Bay,
Cape Le Grand National Park

Message from Chair
Sabina Shugg AM



It is my absolute pleasure to present the Annual Report for the 2021-22 financial year as Chair of the Goldfields-Esperance Development Commission (GEDC or Commission).

The past twelve (12) months have seen the Western Australian economy continue to perform very well, with the Goldfields-Esperance region playing a significant role in generating jobs and investment for the State. The region's economy is underpinned by mining and agriculture, and produced an astonishing annual economic output for 2021-22 of $28.9billion.

This year's Annual Report outlines the activities and achievements of the GEDC over the past year and the role that the agency and State Government has played in facilitating these strong economic outcomes for the region.

Our achievements this year are presented in line with the GEDC Strategic Plan (2020-2022) endorsed in June 2020, which identified seven strategic priority areas providing the Commission with a clear strategic direction and focus.

'It has been such a highlight **meeting with the many recipients** of our Regional Economic Development Grants **as we travel across this great region**. We have been able to support **a fantastic range of local projects** through this funding and its been so wonderful to meet the **people behind the businesses and to see the projects come to fruition**'

The Annual Report highlights our initiatives aligned with the strategic priority areas, as follows:

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; and

7. Organisational Excellence.

The GEDC Board and staff have commenced work this year on our next Strategic Plan for the reporting period, 2023-2024. This updated Plan, due for public release by the end of 2022, has been developed to align with five key themes agreed by the State's Regional Development Portfolio agencies, including the other eight Regional Development Commissions. This will ensure our next Strategic Plan captures the priorities of the region within a framework that provides a more consistent approach to State regional development planning and implementation across WA.

Throughout the year, the GEDC and I have had the pleasure of hosting the Minister for Regional Development, the Hon. Alannah MacTiernan MLC, along with numerous other WA Cabinet Ministers at business and industry engagements, tours of local projects and facilities, and official openings. Organising events and visits this year, came with the added complexities the COVID-19 restrictions presented, but the GEDC team did not falter from meticulously planning and executing these important events and opportunities to showcase the region.

During 2021-22, the GEDC Board travelled the region for Board meetings, visiting several Local Government Authorities (LGA) including Laverton, Coolgardie, Dundas and Esperance. Engaging with LGA staff and local stakeholders in-person enabled the Board to remain well-informed of the region's accomplishments, issues and projections, and provides a great opportunity to see completed projects of significance to the region.

I remain humbled by the passion and breadth of experience that each of our Board members bring to the GEDC. I would like to acknowledge our outgoing Board Members, Ross Wood and Shaneane Weldon, for their time and contributions on the GEDC Board in recent years. Both Ross and Shaneane brought very different opinions and knowledge to the Boardroom table and I wish them both all the best in their future endeavours.

I am looking forward to continuing to visit all parts of our region over the coming year and providing strategic direction and advice to the Minister and the GEDC, along with the other sitting Board members; the Deputy Chair, Terrence Winner (Ministerial representative), Rowena Leslie (Community representative) and our most recent appointments, Tim Carmody (Local Government), Tracey Rathbone (Local Government) and Jaimen Hudson (Ministerial).

It has been a privilege representing the Goldfields-Esperance region and working with an energetic and passionate CEO and staff to drive economic development opportunities in our region.



Sabina Shugg
Chairperson
August 2022

Message from Chief Executive Officer
Kris Starcevich



This year has been one of the most dynamic and demanding years yet in my role as CEO at the Goldfields-Esperance Development Commission.

With so much activity within our State and in our region - it has been both a privilege and a challenge to keep apace of this exponential change, growth and interest in our region and to understand where best to focus Commission resources, to best capture economic opportunity and to tackle pervasive socio-economic issues.

Despite the global challenges faced by our region including the ongoing impacts of COVID-19 and supply chain pressures, the Goldfields-Esperance region is experiencing incredible economic growth and an array of opportunities. This includes the significant expansion of mining exploration, extraction and minerals processing activities, record crop yields across our agriculture operations and the emergence of new, transformation industries such as renewable hydrogen energy production.

Without question, the demand for labour, housing and accommodation continue to strain the region and were key priorities this year. These are certainly not new issues for our region with labour shortages becoming apparent from around 2016-17 but we now face the unprecedented situation of experiencing these issues along with many other regions and the nation as a whole. Rather than being overwhelmed by these complex issues, we've approached this as an opportunity to reach out and work together with others that are working on solutions to the problems. There has never been a better time to reframe and rethink what we're doing, how we do it, and to embrace innovation.

The GEDC has continued to lead and support a number of workforce and housing and land initiatives this year aimed at relieving these

'One of the **greatest outcomes** this year has been the **rise of the regions** and a renewed acknowledgment of their importance to the wealth of the State and nation, **along with a focus on authentic and sustained engagement** with Regional Development Commissions, **recognising and utilising our longstanding connections** and networks into our regions.'

pressures whilst balancing growth opportunities and delivery of State Government programs. We have been working closely with regional and State counterparts on housing, land and workforce initiatives, including with other Regional Development Portfolio agencies, to encourage a State-wide approach to these critical issues.

The GEDC chairs various State, regional and local working groups and committees, all focused on actions and strategies aimed at addressing labour shortages, housing needs and land availability – both residential and industrial.

A highlight this year was the establishment of the Kalgoorlie Strategic Industrial Land Forum with Development WA, City of Kalgoorlie-Boulder and Department of Jobs, Tourism, Science and Innovation to hold strategic planning discussions to progress the State's election commitment to develop a new general industry Industrial Park at Lot 505 (formerly Lot 350). This Committee has supported the planning and progression of subdivision for the new estate, acted as a forum for engagement and to resolve issues relating to access and infrastructure.

We also worked with the Shire of Esperance on an Accommodation Study which confirmed the high need for low cost short stay accommodation and identified land and models suitable for development of new workers accommodation to meet growing demand across local agricultural, social services, tourism and hospitality industry sectors.

The GEDC has worked hard, in collaboration with our partners across government, to deliver outcomes for the region, such as much needed industrial and residential land releases, secondary migration and employment programs and the production of valuable economic resources such as our bi-annual Goldfields-Esperance Housing and Land Summary.

This year, I was delighted to take the Chair for the WA Regional Development Alliance (WARDA) and to be invited to be a member of the State Government's Regional Innovation Industry Advisory Group. A large proportion of the work of the GEDC is participating in State-wide forums and engaging regularly with central Government agencies to ensure the region's issues are represented and considered across many agencies and portfolios affecting regional development.

Supporting local business and the diversification of our economy, remain key priority areas for the GEDC, supported by State programs like Local Content and the Regional Economic Development (RED) Grants.

Our RED grants contribute to the growth of an amazing range of small businesses and local initiatives across the region – in the latest round this year, I was pleased to support funding towards mining services company, Goldfields Machining, to bring diagnostic and repairs services to the Goldfields and local producer, Yirri Grove, with an expansion to their olive oil production and farm restaurant.

The GEDC continues to deliver on our commitment to facilitate Aboriginal economic development outcomes across the region and RED grants help to support this including a timber recycling project with the Ngadju Traditional Owners and Shire of Dundas, and a new training centre in Laverton providing tailored vocational training programs for Aboriginal people from across the Northern Goldfields and Ngaanyatjarra Lands.

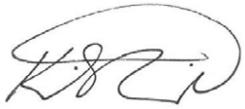
It was fantastic to work with the founding members of the Goldfields Aboriginal Business Chamber to support development of this organisation and to welcome the Chamber's launch during the year. We have worked closely with several Aboriginal Corporations in the region to identify and progress economic opportunities and have participated in Native Title processes to provide input on regional economic opportunities.

A key success factor for GEDC is the strength of our relationships with the local Chambers of Commerce and Industry, Local Governments, Traditional Owners, State agencies and other key stakeholders. We strive to maintain a high level of engagement and interaction with our key stakeholders to be responsive to their issues and to gather regional intelligence that informs and influences Government policy and initiatives at the highest level.

I thank and acknowledge our key stakeholders who are integral to our work in the community and who support us by hosting and participating in our events and industry forums. An example of this was the Esperance Hydrogen Forum in May 2022, hosted by the Minister for Regional Development the Hon Alannah MacTiernan MLC, and attended by over 80 people, where some of our key stakeholders participated in a local panel to speak on behalf of the community or their members, providing a lively and articulate debate on issues affecting future renewable energy production our region.

It has been a privilege to once again lead a team of experienced, passionate, and skilled regional development practitioners that call the Goldfields-Esperance region their home. The GEDC has had its own challenges with COVID-19 disruptions during 2022, however the team continued to support each other and the community to deliver fantastic outcomes for the agency, the region and State Government. Working alongside diligent and dedicated leaders and a dedicated team, with a clear purpose and passion to deliver for the region, makes coming to work each day a pleasure. It is a valuable support in this role to have an active, positive and collaborative Chair and Board and a Minister driven to deliver for the State.

'Regional development' means many different things to many different people, but to me, it's about proactively reaching out and finding ways to support, facilitate and drive new investment and opportunities that would otherwise fall through the gaps. This can only be achieved by partnering and collaborating across all levels of government, industry and community – and it's why we love what we do.



Kris Starcevich
Chief Executive Officer
August 2022

Welcome to our Region

Welcoming visitors to Country has been a part of Aboriginal and Torres Strait Islander culture for thousands of years. It is a tradition that both welcomed visitors and acted as permission, safe passage and protection to those journeying through the Country of others.

Today, Aboriginal people have invited all Australians to participate in this ancient practice, as part of our collective reconciliation journey, by incorporating a Welcome to Country by Traditional Owners and custodians of the land into events and gatherings. Adopting this practice helps demonstrate our collective acknowledgment and recognition of Aboriginal and Torres Strait Islander peoples, as the first peoples of this land, and our desire to embrace and empower living cultural practices across Australia, now and into the future.

The Goldfields-Esperance region is home to many Traditional Owners and Aboriginal people that have lived on the land in and around what is now defined as the region, for an estimated 60,000 years. For many, traditional cultural practices are 'living' cultural practices, embedded in families and community. This includes Aboriginal languages, often as a first or second language in a family group or community.

In some parts of our region, Aboriginal people are actively reconnecting and rebuilding their cultural practices, including languages, lost or suppressed during the last 200 years.

Despite the immense historical challenges faced by Aboriginal people to prevent the practice of culture and language, today there are 17 Aboriginal language groups living within the Goldfields-Esperance region. This diversity of culture is remarkable and must be recognised and celebrated, yet also better understood by non-Aboriginal people.

As part of our reconciliation journey, to better engage with and understand Aboriginal culture and in an effort to promote, preserve and grow awareness of these living languages, the GEDC reached out to local Traditional Owner groups and custodians of language across the region, through the Goldfields Aboriginal Language Centre, to request a written translation of a Welcome to Country, in Aboriginal language, for our annual report.

We understand this was the first time this had been requested for such as document in our region. For some languages, the translation required careful consideration – there was no literal translation. We also hope by sharing these language translations we help shine a light on the breadth of culture and language diversity there is in our region. Behind each language is a people – family, community culture and lands– each from a different part of this wonderful region we call home.



01



02

"We hope the use of these translations **shines a light** on the deep connections between **Aboriginal people, their language, culture and their land** within our region, and need to preserve and sustain these languages **for the wellbeing of future generations**"



03

01. Laverton Outback Gallery
Image by Jarrad Seng
02. Bridget Jackson from Warakurna (WA) collecting grass for MCA Project, 2013
Image by Jo Foster
03. Laverton Outback Gallery
Image by Jarrad Seng

Welcome to Country in the Aboriginal Languages of the Goldfields-Esperance Region

We thank the Goldfields Aboriginal Language Centre for their contribution to this resource. Locations of languages are approximate and may not be based on traditional locations.

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.

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.

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 ngananananya.

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.

Ngadju

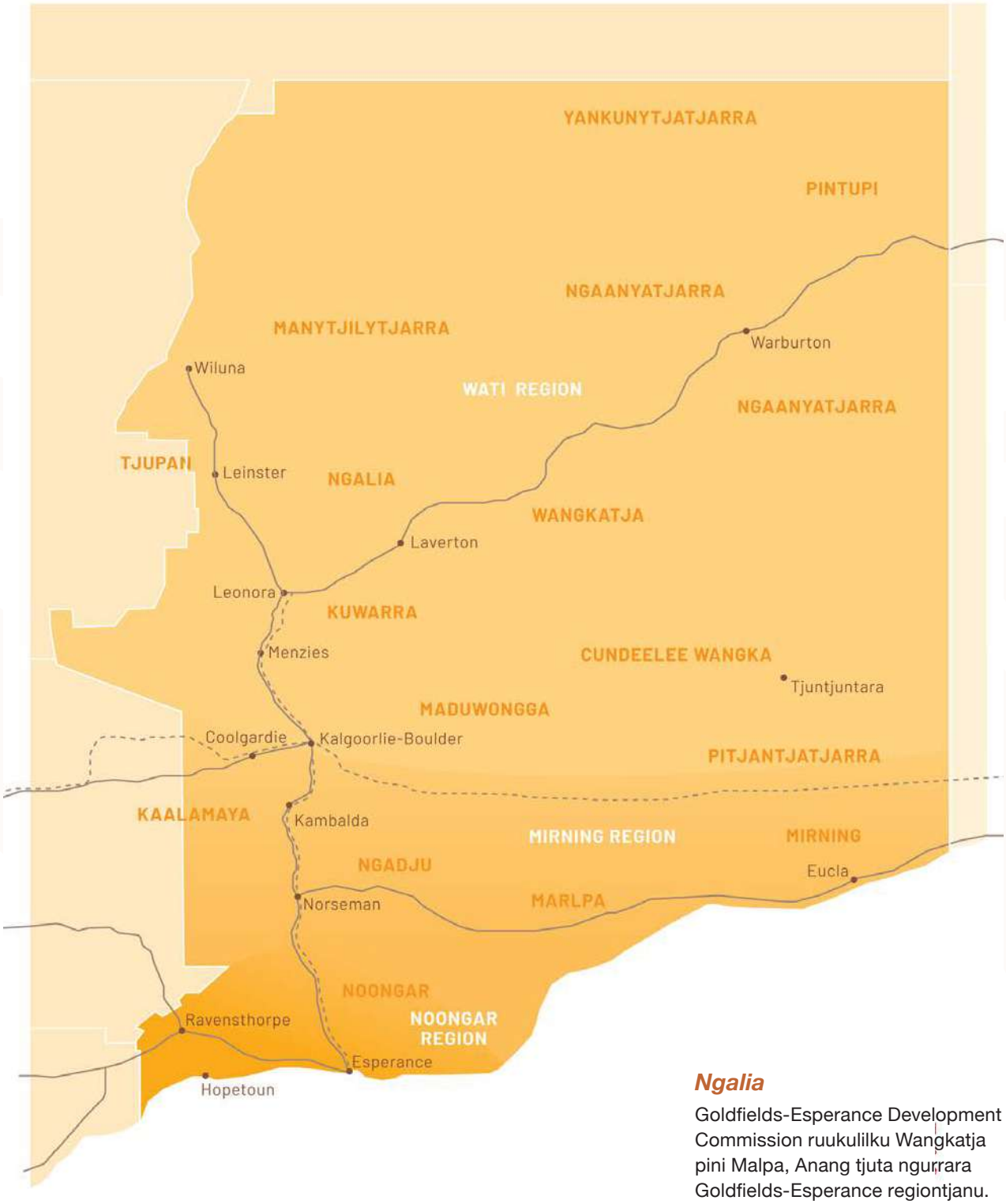
Ngadjungarra ngurra nguntu wamurti. Goldfields-Esperance Development Commission-nya ngadjungarra nguntu tartinyirri matayi wamurti pana katajala Goldfields-Esperance region mathulu tjukurrpa munjanguu pana, kapi and mathalu.
Ngadjungarra nguntu tartiny matayi pana, tartiny ngaringin matayi yungarnkin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

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.



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.

Ngalia

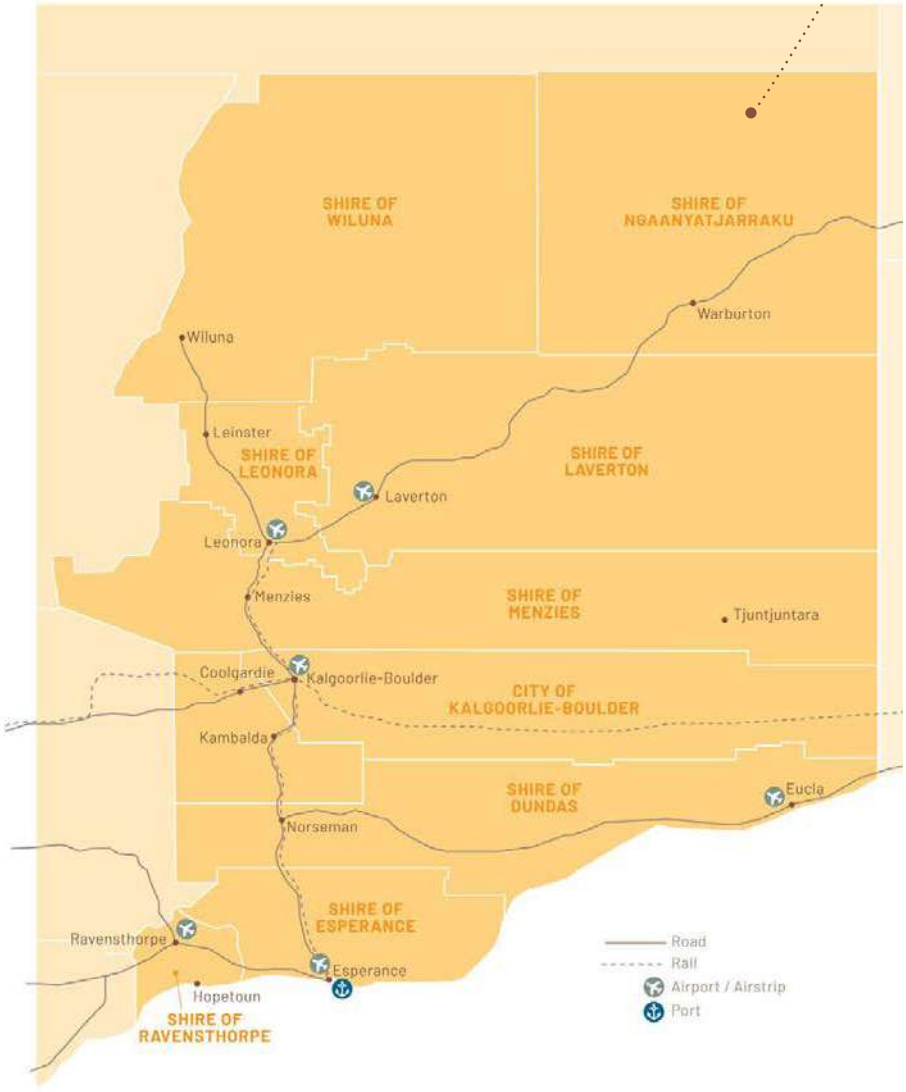
Goldfields-Esperance Development Commission ruukulilku Wangkatja pini Malpa, Anang tjuta ngurrara Goldfields-Esperance regiontjanu.
Tjanalu tirtu kanyira parnaku, kapiku, ngurraku, tjanalu kuturtu kurti kanyira.
Goldfields-Esperance Development Commission kuntawiya kulilku, nyakula, pukurlpa piniku kuwarri nyinarra, pukurlpa nyalpa piniku tiwa nyinangu.
Palunya.

Regional Snapshot

The Goldfields-Esperance region of Western Australia is located in the south-eastern corner of WA and incorporates ten local government areas.

It is geographically vast and diverse, from the rich red deserts with mineral wealth, the magnificent Great Western Woodlands, to the iconic white sandy beaches and crystal clear waters of the Southern Ocean.





Covering a total land area of
955,276 km^2
our region is the largest regional boundary in WA (four times the size of Victoria) and continues to be economically significant for the State and the nation.



Regional Snapshot
Our Community

54,767
People call our region home (2021)

36 years
Median Age

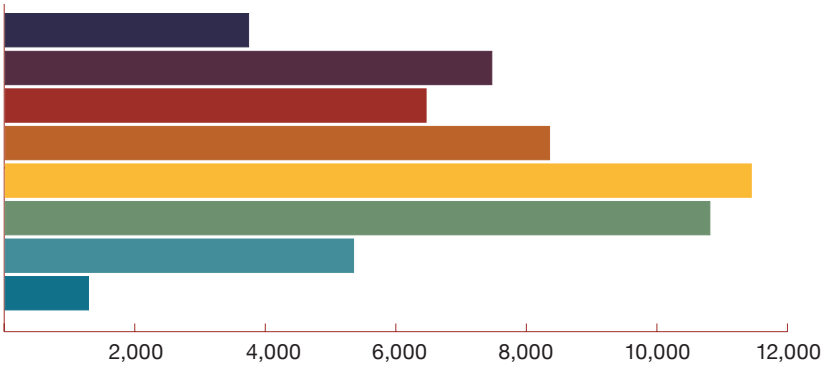
17 distinct
Indigenous languages

Our heritage
Australian, English, Irish are our most common ancestries

Kalgoorlie Boulder
Australia's largest outback city

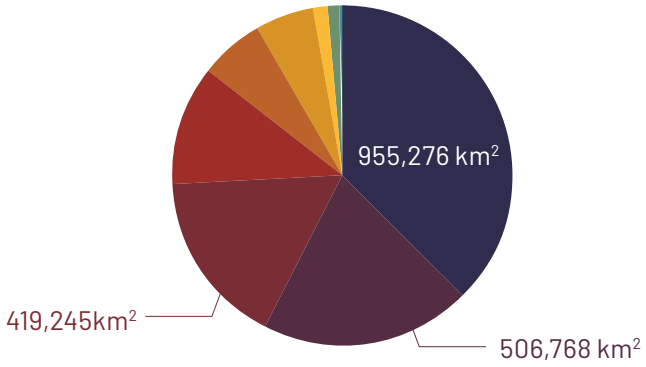
Lifestage of our regional community

Pre-school (0-4 years)	3,731
School Age (5-14 years)	7,454
Youth (15-24 years)	6,448
Young Workers (25-34 years)	8,388
Workers (35-49 years)	11,426
Older Workers (50-64 years)	10,792
Retirement (65-79 years)	5,338
Eldery (80+ years)	1,280



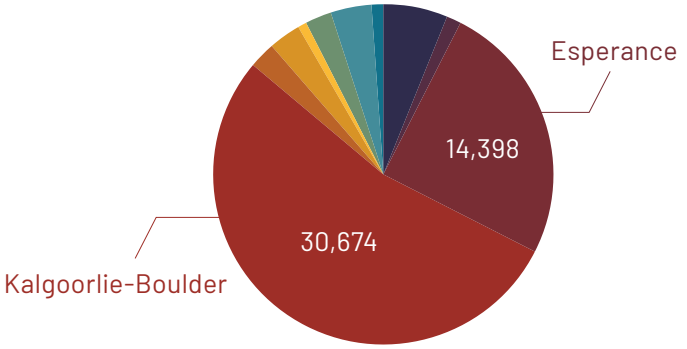

Kalgoorlie Heartwalk | Image by Jarrad Seng

Regional Snapshot
Environmental & Geographic Diversity



The largest region in Western Australia

Goldfields-Esperance	955,276km²
Pilbara	506,768km²
Kimberley	419,245km²
Mid West	285,497km²
Wheatbelt	156,710km²
Gascoyne	135,074km²
Great Southern	38,909km²
South West	23,970km²
Peel	5,516km²

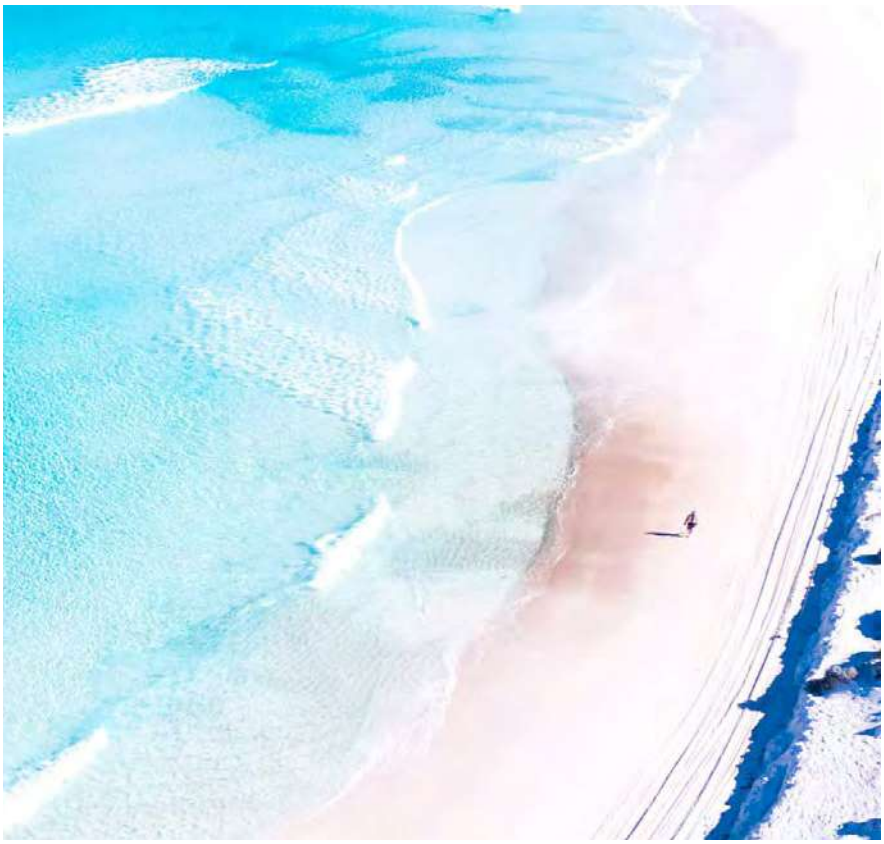


Population per Local Government Area

Coolgardie	3,638
Dundas	699
Esperance	14,398
Kalgoorlie-Boulder	30,674
Laverton	1,432
Leonora	1,717
Menzies	569
Ngaanyatjarraku	1,476
Ravensthorpe	2,157
Wiluna	570



The Terraces | Image by Jarrad Seng



01



02



03



04



05

01. The whitest beaches in Australia
Esperance boasts some of the whitest beaches in the nation, including the world-renowned “Lucky Bay”, located in Cape Le Grand National park.
Image by: Jaimen Hudson

02. The Fitzgerald Biosphere
Located near Ravensthorpe, the Fitzgerald Biosphere is a UNESCO-listed biodiversity hotspot and the only biosphere reserve in Western Australia.

03. Gold Rush Heritage
Boasting an array of various historical attractions across the region, including ghost towns such as Gwalia.
Image by: Jarrad Seng

04. The Great Western Woodlands
The region hosts the largest intact Mediterranean climate woodland in the world. The Great Western Woodlands is 16 million ha in size.

05. The Outback Way
‘Australia’s longest shortcut’ connecting Laverton in WA to Winton in Queensland.
Image by: The Outback Way

Regional Snapshot
Economic Profile

$28.9 billion
Economic Output
(March, 2022)

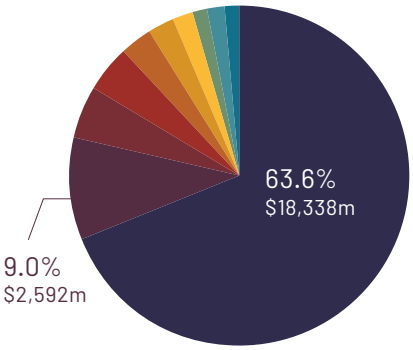
$190,805
Per Capita
Gross Regional Product
(March, 2022)

$326,578
Per Worker
Gross Regional Product
(March, 2022)

2.3%
Unemployment Rate
(March, 2022)

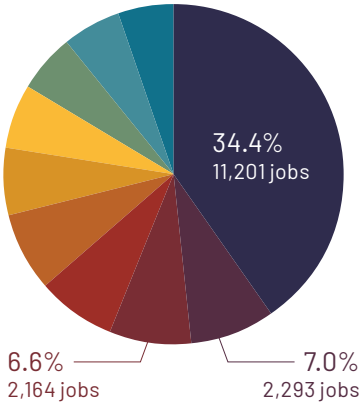
32,605 jobs
Employment
(March, 2022)

Reference: REMPLAN



Top 10 Largest Sectors by Economic Output

- Mining
- Manufacturing
- Construction
- Rental, Hiring & Real Estate Services
- Transport, Postal & Warehousing
- Agriculture, Forestry & Fishing
- Public Administration & Safety
- Accommodation & Food Services
- Health Care & Social Assistance
- Education & Training

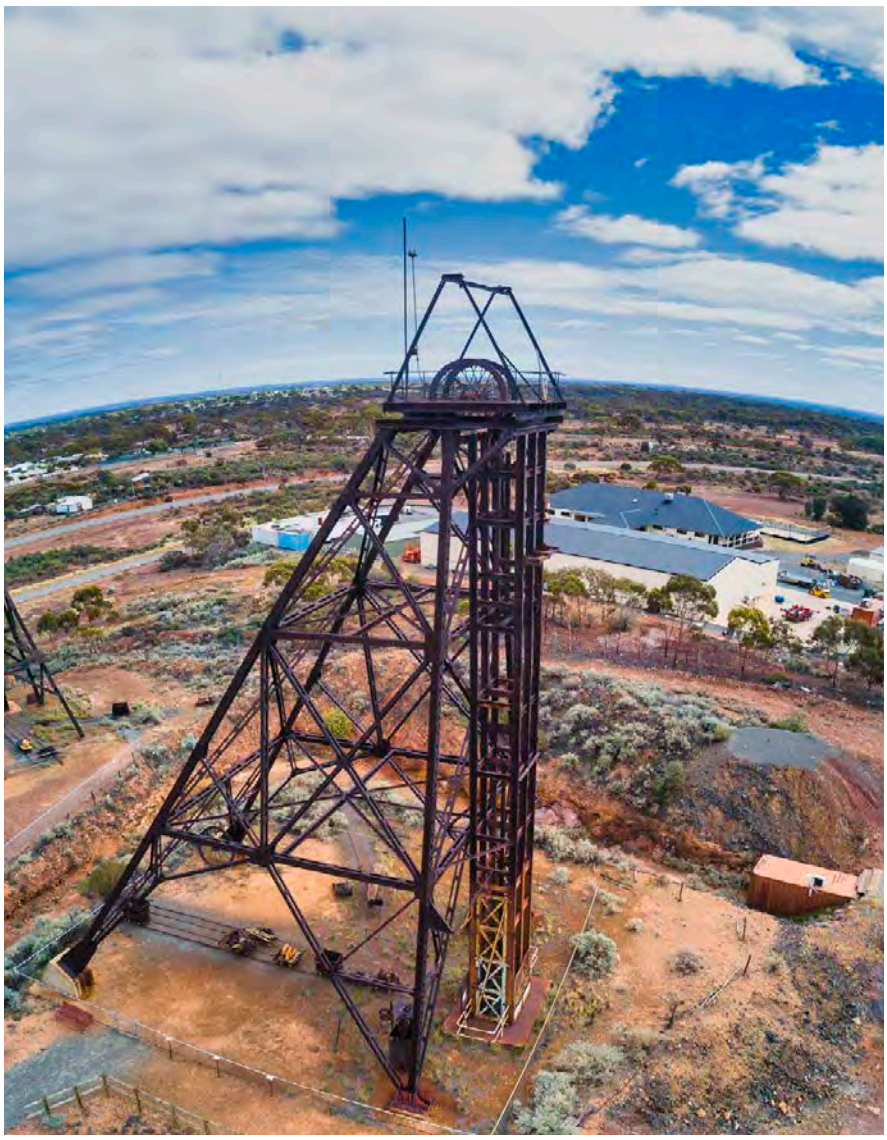


Top 10 Largest Employment Sectors

- Mining
- Health Care & Social Assistance
- Retail Trade
- Education & Training
- Construction
- Accommodation & Food Services
- Transport, Postal & Warehousing
- Public Administration & Safety
- Agriculture, Forestry & Fishing
- Manufacturing



01



02

Globally significant
Mining region

Critical minerals hub
The largest producer of rare earths elements outside of China

Kalgoorlie Super Pit
One of Australia's largest open cut gold mines

The Golden Mile
One of the richest gold deposits in the world

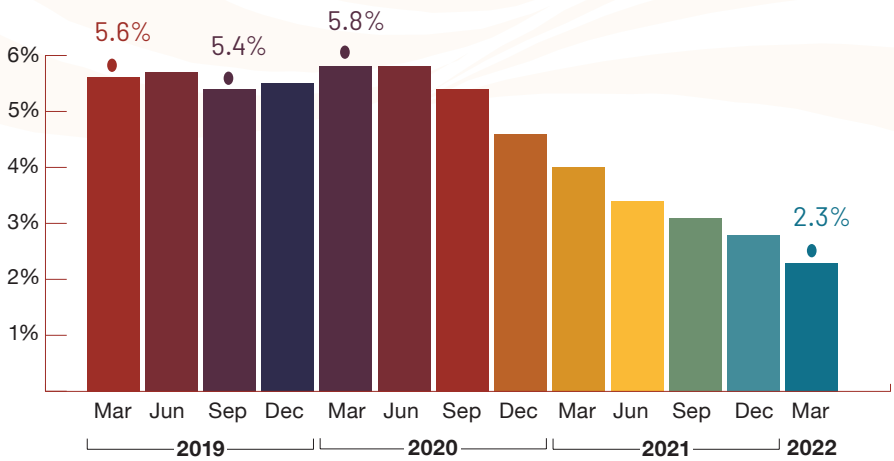


03



04

Regional Unemployment Rate



01. Kalgoorlie Super Pit
02. Mining head frame at Kalgoorlie's Hannan's North Tourist Mine
03. RED Grants recipient, Goldfields Machining
04. Shire of Dundas timber project

1. Overview of Agency

The aim of the Goldfields-Esperance Development Commission is to make the region an even greater place to live, work and invest. The GEDC works with business, industry, the community, and government to achieve this goal.

With the aim of creating an even greater place to live, work, invest and visit, the Commission's delivery of services is managed through several strategic priorities that assist the Commission to narrow its focus and direct effort and resources to key areas, where the agency has a strong remit and can influence and effect change.

The Goldfields-Esperance Development Commission aims to influence the development of State Government Regional Development priorities and participate in the delivery of Strategic Programs within the Goldfields-Esperance region. We also aim to be open and flexible to respond and encourage strategic opportunities and innovative solutions to regional issues.

Overview of Goldfields-Esperance Development Commission

Enabling Legislation

The GEDC is a statutory authority of the Western Australian Government, established under the *Regional Development Commissions Act 1993 (Act)*, listed on Schedule 1 of the *Financial Management Act 2006* and subject to the provisions of the *Public Sector Management Act 1994*.

The GEDC is one of nine (9) Regional Development Commissions, established to serve the nine regions of Western Australia by fulfilling the objectives and functions defined in the Act:

Objectives of Regional Development Commissions

- 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.
- Taking steps to encourage, promote, facilitate and monitor the economic development in the region.

Functions of Regional Development Commissions

To achieve the objectives of the Act, the Commission is to do the following:

- Promote the region;
- Facilitate co-ordination with relevant statutory bodies and State government agencies;
- Cooperate with representatives of industry and commerce, employer and employee organisations, education and training institutions and other sections of the community within the region;
- Identify the opportunities for investment in the region and encourage that investment;
- Identify the infrastructure needs of the region, and encourage the provision of that infrastructure in the region; and
- Cooperate with:
  (i) departments of the Public Service of the State and the Commonwealth, and other agencies, instrumentalities and statutory bodies of the State and the Commonwealth;
  (ii) and local governments,
  in order to promote equitable delivery of services within the region.



Responsible Minister

The GEDC 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.

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*
- *Public Sector Management Act 1994*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *Procurement Act 2020*
- *Work Health and Safety Act 2020*

Regional Development Portfolio

The Regional Development Portfolio (the Portfolio) comprises the following agencies that work together to develop and implement regional development activity across the State:

- Western Australian Regional Development Trust (the Trust);
- Regional Development Council;
- Nine Regional Development Commissions (RDCs) including the GEDC;
- Department of Primary Industries and Regional Development (DPIRD); and
- Western Australian Regional Development Alliance (WARDA).

The Portfolio creates the link between Commonwealth, State and local government priorities, industry, and regional representation by championing regional economies and being the voice for the regions across and beyond government. This unique position means the Portfolio is well placed to support government plans by providing strategic advice that reflects on-the-ground needs.

The Portfolio works to develop strong and effective relationships across government, industry and community to achieve positive regional development outcomes.

Western Australian Regional Development Priorities

During 2021-22, the Regional Development Portfolio collaborated to develop and agree its Regional Development Portfolio Priorities. A Priorities Plan was developed identifying a range of strategic initiatives across five Regional Development Strategic Themes, to address the challenges and leverage the opportunities that exist in regional Western Australia.

The Regional Development Portfolio Priorities Plan is a guiding document for the GEDC to support its work under the Act and to assist the coordination of agencies working on State-wide regional development matters across regions and RDCs.

GEDC Strategic Priorities

The GEDC has a Strategic Plan (2020-22) developed by the Board and staff, to guide the work of the GEDC during this financial year. The Plan has seven (7) priority areas aligned with the Regional Development Portfolio Plan themes that GEDC has worked towards implementing throughout the year.

These priority areas are:

- Leveraging non-renewable resources
- Enabling infrastructure
- Local content
- Aboriginal economic development
- Workforce development
- New industries and economic diversification
- Organisational excellence

The reporting of our key achievements, governance and financial performance set out in this Annual Report is made against these priority areas. This reporting framework enables the GEDC to monitor its service delivery at a strategic level through the State Government's outcomes-based management framework and also at a regional level, aligned with regional priorities, enabling accountability to the State Government, our Minister, and local stakeholders within the region.

A copy of the GEDC Strategic Plan can be found on our website.

Review of the GEDC's Strategic Plan commenced during this year and a new Strategic Plan will be endorsed by the Board during 2022-23, to establish the direction of the agency for the financial years ahead.

Western Australian Regional Development Portfolio Agencies

Minister for Regional Development

Western Australian Regional Development Trust

- Provides advice and recommendations to the Minister on matters to do with the Royalties for Regions Fund and any other matters referred to it by the Minister.
- Provides system governance and oversight of the Portfolio.
- Members are appointed by the Minister and include at least one Chair of a Regional Development Commission.

Department of Primary Industries and Regional Development

- As the State lead agency for regional development, works collaboratively across all levels of government, multiple industries and not-for-profit agencies in the development and delivery of regional programs, policy and services, including administration of the Royalties for Regions Fund.
- Works to grow, develop and protect Western Australia's agriculture and food sector and aquatic resources and build vibrant regions with strong economies.
- Assists the Minister to administer the Government's Regional Development Portfolio.
- The Department has a Regional Development Plan, which is aligned to the Portfolio plan and supports the implementation of initiatives relevant to its remit.

Regional Development Council

- Provides advice and recommendations to the Minister on all regional development issues.
- Provides leadership and strategic direction to the Portfolio.
- Is the custodian of the Portfolio plan and ensures coordination and collaboration across the Regional Development Commissions and the Department of Primary Industries and Regional Development to implement the Plan.
- Members include the Chair of each Regional Development Commission and the Director General of the Department of Primary Industries and Regional Development.

9 Regional Development Commissions

- Encourage, promote, facilitate, and monitor development in their regions.
- Work collaboratively across all levels of government, multiple industries and not-for-profit agencies in the development and delivery of regional programs, policy and services.
- Each Commission has a Regional Development Commission Strategic Plan, which is aligned to the Portfolio Plan and supports the implementation of initiatives relevant to their region.

Western Australia Regional Development Alliance

- Advises the Regional Development Council.
- Works cooperatively to harness operational and strategic effort to develop Western Australia's regions.
- Coordinates across the Regional Development Commissions to ensure consistency of implementation of the Portfolio plan.
- Members include the CEO of each Regional Development Commission and the Director General of the Department of Primary Industries and Regional Development (or their nominee).

Overview of Agency

1.1 About the GEDC

The Goldfields-Esperance Development Commission is comprised of a team of Board and employed staff members. The GEDC is governed by the 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.

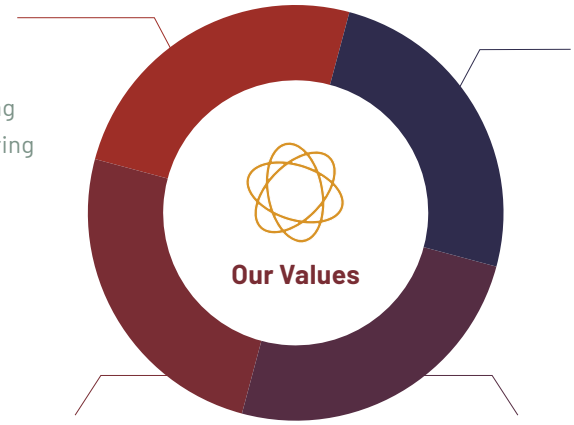
Our values underpin the way we work, our decisions and actions, and our interactions with each other and our stakeholders.

Innovative

We take an adaptable approach to economic development, acting and promoting initiatives that bring about meaningful change within government, industry, and regional communities.

Leadership

We demonstrate leadership in our region by providing strategic advice and regional representation. We are responsive to strategic and critical issues identifying opportunities in the region through effective engagement, advocacy, and action.



Collaborative

We work respectfully with each other and with our stakeholders within and external to our region, to understand complex and diverse issues and perspectives to facilitate initiatives and investment in the region.

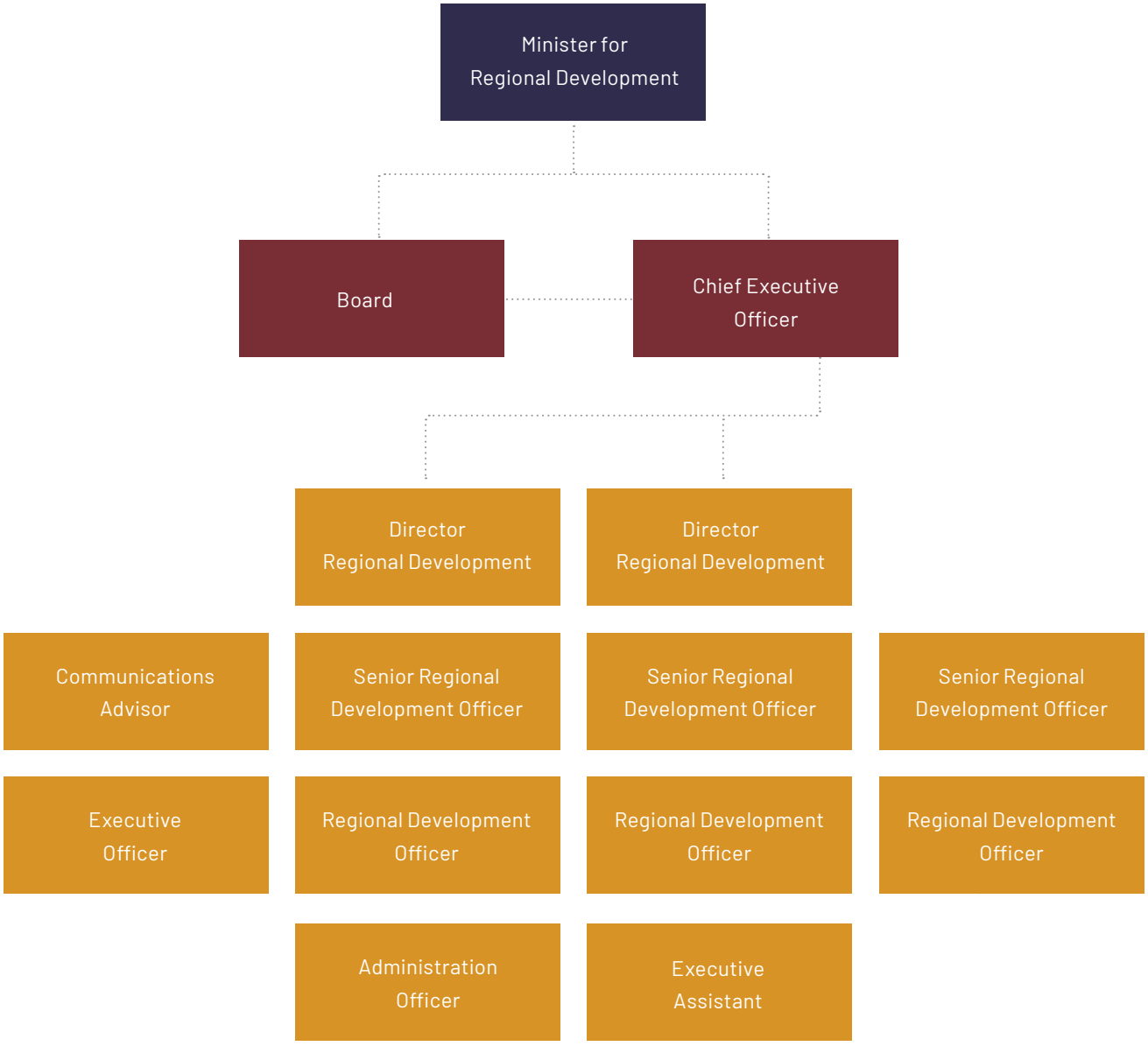
Integrity

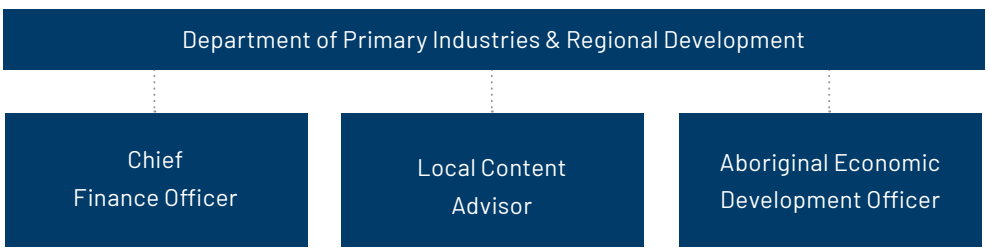
We act with integrity and are accountable by making ethical and informed decisions. This is demonstrated through our actions, decision making process and corporate governance.



GEDC Staff at SEGRA Forum

Overview of Agency
1.2 Operational Structure





Overview of Agency
1.3 GEDC Board Members



SABINA SHUGG AM
GEDC Chair

Appointment
Community Representative

Term
1 September 2020 - 30 June 2023

Experience
- Director - Kalgoorlie Campus, Curtin University including the WA School of Mines
- Non-Executive Director of Resolute Mining Ltd
- Mining Engineering degree from Curtin's WA School of Mines and an MBA from UWA
- WA First Class Mine Manager's Certificate of Competency
- Extensive experience in executive roles with mining and consulting organisations
- Strong people focus with solid project management experience
- Member of the AusIMM

About
Sabina founded and runs the very active Women in Mining and Resources WA (WIMWA) group. 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.

GEDC Focus Areas for 2021-22
- Member of Regional Development Council (RDCo)
- Hosting GEDC events, announcements and forums
- Regional representation at State Government forums
- Workforce development, training and education, disengaged youth



TERRENCE WINNER
GEDC Deputy Chair

Appointment
Community Representative

Term
1 October 2020 - 31 December 2022

Experience
- 15+ years of experience as a CEO within the not-for-profit sector.
- Currently CEO of the Goldfields Individual & Family support Association Inc (GIFSA)
- Elected Council Member at the City of Kalgoorlie-Boulder Council
- Management, business, community development, marketing, training, youth and disability services qualifications
- Chair of the Kalgoorlie-Boulder Visitors Centre.

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

GEDC Focus Areas for 2021-22
- Chair of the GEDC Risk Management and Audit Committee (RMAC)
- Integrity and good governance
- Hosting and attending GEDC events, announcements and forums
- Workforce development, childcare and social services, disengaged youth



ROWENA LESLIE

Board Member

Appointment
Ministerial Representative

Term
12 July 2021 - 30 June 2023

Experience

- Law and Arts graduate from the University of Western Australia.
- Director at Kai Rho Contracting a business that aims to employ local Aboriginal people in mining and civil works projects.
- Chairperson at Goldfields Aboriginal Business Chamber
- Board Member at CAPS Schools Inc
- Board Member at Kurrawang Aboriginal Christian Community Inc

About

Rowena is a Wongi from the north eastern Goldfields region, born in Kalgoorlie and raised in the region. Rowena also has connections to the Wajarri Yamatji Traditional Owners in the Murchison and the Mirning Traditional Owners from the south eastern Goldfields region. Rowena is passionate about the preservation and education of Aboriginal history and building better foundations for the future generations.

GEDC Focus Areas for 2021-22

- Small business development
- Economic development
- Aboriginal engagement and economic development
- Attending GEDC events, forums and announcements



TIM CARMODY

Board Member

Appointment
Local Government Representative

Term
1 January 2022 - 31 December 2023

Experience

- Councillor at the Shire of Wiluna since 2019
- Agricultural business owner with operations in Cascade, Esperance and Wiluna.
- 30 years experience working in the industrial minerals sector and managing mine sites in Australia, Zimbabwe and China.

About

Tim was raised in a farming family based in Kulin and has been engaged in the agricultural sector throughout his life.

GEDC Focus Areas for 2021-22

- Attending GEDC events, announcements and forums
- Agricultural and pastoral farming matters
- Renewable hydrogen
- Transportation and logistics issues, roads and cost-effective air travel for both regional and metropolitan regions.



JAIMEN HUDSON
Board Member

Appointment
Ministerial Representative

Term
1 January 2022 - 31 December 2023

Experience

- Esperance-based business owner
- Internationally renowned photographer and videographer
- Tourism and creative industries experience
- Member of the WA Disability Commission Board
- Western Australian's Young Achiever of the Year Award, 2018, in both the Online Achievement and People's Choice Award categories
- Finalist for Young Australian of the Year, 2019

About

Becoming quadriplegic following an accident, Jaimen developed an interest in drone photography and videography and now has his own business as a photographer and videographer, specialising in coastal and marine wildlife.

In 2021, Jaimen starred in a documentary called Jaimen Hudson: From Sky to Sea.

GEDC Focus Areas for 2021-22

- Small business development
- Tourism development
- Attending GEDC events, announcements and forums



TRACEY RATHBONE
Board Member

Appointment
Local Government Representative

Term
1 January 2022 - 31 December 2023

Experience

- Elected to the Shire of Coolgardie Council, 2011
- Deputy Shire President at the Shire of Coolgardie from 2013
- Diploma of Local Government, 2021
- Practicing life skills coach for over 20 years
- Avid community volunteer

About

Originally from New South Wales, Tracey has resided in the region for over 40 years. Tracey is passionate about mental health and believes that advocating and promoting suicide awareness enables greater community support and grass roots engagement.

Tracey continues to fervently raise the importance of improving access to mental health services available, especially for youth and is a strong advocate for seniors' health and wellbeing.

GEDC Focus Areas for 2021-22

- Risk Management and Audit Committee (RMAC)
- Attending GEDC events, announcements and forums
- Local government, youth, social services, housing



KRIS STARCEVICH

Chief Executive Officer

Appointment
Chief Executive Officer

Experience

- Chief Executive Officer at the GEDC from May 2018
- Extensive experience working in regional Western Australia in both the public and private sectors
- AICD
- Bachelor of Science, UWA, Graduate Diploma in Education
- Graduate Certificate in Community Relations, University of Queensland

About

Kris is from a farming family in Esperance and began his career in secondary teaching in the Pilbara before moving into the mining industry. Kris worked as a community relations practitioner for Rio Tinto, working and living in several Pilbara communities and developing the passion for community development and engagement he demonstrates today. Kris relocated with his family back to the Goldfields-Esperance region from the Pilbara in 2014.

Kris works closely with local stakeholders and government agencies to drive and influence social and economic outcomes for the Goldfields-Esperance region.

He is committed to enhancing the profile of the region by fostering strong leadership, embracing effective stakeholder engagement and focusing on the region's strengths and opportunities.

GEDC Focus Areas for 2021-22

- Regional leadership
- Ministerial and Government liaison
- Stakeholder relationships
- Hosting and facilitation for GEDC events, announcements and forums
- Implementation of initiatives aligned with the GEDC Strategic Plan
- Industrial land release
- Residential land release and development
- Aboriginal economic development
- Good governance

BOARD MEMBER	BOARD MEETINGS ATTENDED	RMAC MEETINGS ATTENDED
Sabina Shugg AM	7/7	N/A
Terrence Winner	7/7	3/3
Rowena Leslie	6/7	N/A
Tim Carmody	3/4	0/1
Jaimen Hudson	3/4	N/A
Tracey Rathbone	4/4	1/1
Kris Starcevich	7/7	3/3

Board Meetings

The Board aims to meet six times a year and meetings are held around the region to enable members to be visible in the region and accessible to local stakeholders and to connect with government, industry and community representatives. Regional visits build strong regional relationships and provide Board members with valuable insight into the challenges and opportunities facing the region and the priorities for regional development.

Committees of the Board - Risk Management and Audit Committee

The GEDC is required to manage its risk, maintaining a risk register and implementing actions to identify and mitigate new and changing risks to the agency and Government. It is also required to maintain an effective internal audit function under Section 53 of the *Financial Management Act 2006.*

The Board has an established Risk Management and Audit Committee (RMAC) a sub-committee of the Board, that is tasked with managing and improving governance, risk and integrity. The RMAC considers these matters and makes recommendations to the Board for endorsement.

The RMAC meets three times a year and is comprised of three Board members and the CEO, supported by the Executive Officer.

Board Membership at 30 June 2022

Board members are appointed by the Minister for Regional Development with appointments approved through Cabinet.

Board appointments for 2021-22, made under Sections 15 and 16 of the Regional Development Commissions Act 1993, included:

Appointments made on 12 July 2021

BOARD MEMBER	APPOINTMENT	TERM EXPIRES
Terrence Winner	Deputy Chair	30 June 2022 (Appointed as Community representative until 31 December 2022)
Rowena Leslie	Ministerial Representative	30 June 2023

Appointments made on 20 December 2021

BOARD MEMBER	APPOINTMENT	TERM EXPIRES
Jaimen Hudson	Ministerial representative	31 December 2023
Timothy Carmody	Local Government Representative	31 December 2023
Tracey Rathbone	Local Government Representative	31 December 2023



GEDC Board Members during visit to Shire of Coolgardie

(Left-Right) Tim Carmody, Tracey Rathbone, CEO James Trail, Kris Starcevich, Shire President Mal Cullen, Sabina Shugg

Retiring Board Members

In December 2021, appointments for Ross Wood and Shaneane Weldon concluded. Both Board members made a significant contribution to the GEDC and the region during their whole tenures between July 2019 and December 2021.



SHANEANE WELDON

Retiring Board Member

Appointment
Local Government Representative

Term
8 July 2019 - 31 December 2021

Experience

- Shire of Laverton Councillor for 16 years
- Deputy President, Shire of Laverton
- Qualified primary school teacher

About

Shaneane is a Wangkatja woman who has lived in the Goldfields all her life. Shaneane is a business owner working to support Aboriginal business growth in the region and greater economic participation.

Shaneane teaches the Wangkatja language to school children to ensure the younger generation learns how to speak, spell and write and keep strong links to culture.



ROSS WOOD

Retiring Board Member

Appointment
Ministerial Representative

Term
8 July 2019 - 31 December 2021

Experience

- Nullarbor based Pastoral manager
- Managing the largest sheep station aggregation in Australia
- Executive Assistant and Financial Officer for the Goldfields Nullarbor Rangelands Biosecurity Association Inc (GNRBA)
- Coordinator for the Kalgoorlie Pastoral Alliance

About

With 30 years' experience managing pastoral stations, 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 and a strong advocate for the regions and agricultural sector.

RETIRING BOARD MEMBER	BOARD MEETINGS ATTENDED	RMAC MEETINGS ATTENDED
Shaneane Weldon	0/3	2/2
Ross Wood	3/3	n/a

Overview of Agency
1.4 GEDC Staff Profile

The GEDC CEO is employed by the GEDC through the Public Sector Commission and is the GEDC's sole direct employee.

The majority of other staff are employed by DPIRD and assigned to the GEDC through a Service Level Agreement with DPIRD. On 30 June 2022, the GEDC had one direct staff member (the CEO) and a complement of 11.5 FTE employed via DPIRD and assigned to the GEDC CEO.

In addition to the GEDC assigned staff, DPIRD also resourced two additional FTE based in the region – a Local Content Advisor (LCA) and Aboriginal Economic Development, Goldfields Officer, based in the GEDC Kalgoorlie office and working closely with the GEDC team on day-to-day service delivery. DPIRD also resources the CFO role and function for the agency, supplemented by financial management and investment management support from DPIRD.

The GEDC has welcomed new staff members to its team during this year including Nigel Bird who joins GEDC from West Australian Music (WAM) and Pia Timu who joined for a secondment in the Communications Adviser role. GEDC also engages temporary assistance to cover vacancies, special projects and periods of leave and welcomed Kate Dansey to the team to support communications and Vic Smith to assist with a policies and procedures review this year.

"Many members of the GEDC team are **long-serving and experienced public servants** with a range of experience across sectors including **infrastructure**, workforce development, planning and **development**, sports and recreation, financial management, economic development, **community engagement** and communications."



GEDC Staff (Back L-R) Rex Drabik, Chelsie Grace, Peter Rampellini, Shane Liddelow, Courtney Bergersen
(Front L-R) Lillian Poh, Rose Riley, Regan Brewer, Amanda Klemm, Kris Starcevich, Sarah Fletcher, Jade Malanczak, Karen Theaker

ROSE RILEY | Director Regional Development

Rose is an urban and regional planner and economic development practitioner with experience in private consultancy, State and local Government in the UK, NSW and WA.

Rose joined the GEDC team in 2011 and was appointed as Director Regional Development in 2018. Rose has worked across a number of strategic initiatives, regional planning, industrial land planning, housing and land development, management of grants programs and State funded projects in the region.

Rose plays a leadership role supporting the CEO, Board and staff to maintain strong stakeholder relationships and to represent the agency, region and State Government at a variety of meetings, forums and events.

GEDC Focus Areas for 2021-22

- Industrial land and infrastructure
- Housing and accommodation
- Liaison for industry projects and proponents
- Ministerial liaison, events and forums
- Cross agency advocacy, regional promotion
- Concept and project development
- GEDC Strategic planning and implementation
- Team management

Key Achievements for 2021-22

Facilitating the development of new industrial land in West Kalgoorlie and building strong relationships with colleagues in other agencies such as DJTSI and Development WA. Working with the CEO and keys stakeholders, to influence policy and funding decisions to deliver industrial and residential land releases but also to promote the region's narrative to central State Government agencies.

There is so much activity in our region – major investments, transformational industries, along with huge housing, workforce and social pressures – it is a privilege to be working to influence a better understanding of these issues and opportunities and to leverage increased focus and investment in our region, for the benefit of our communities and the State.

"I love living and working in the region because it truly is the best of everything – strong, close and safe communities, diverse and purposeful work that delivers outcomes for our people and region and the opportunity to enjoy a great country lifestyle – everything from the best beaches in the world to the Kalgoorlie Race Round!"

CHELSIE GRACE | Director Regional Development

Since joining the GEDC team one year ago, Chelsie has relished the challenge of applying her 10 years of public sector governance and strategic management experience into the dynamic and diverse environment that is regional economic development.

A team-oriented leader, Chelsie supports the CEO, Board and staff to develop and implement strategies, initiatives and projects that advance regional community, business, and economic development goals.

GEDC Focus Areas for 2021-22

- Workforce development
- Progression of State funded projects, driving local content and AED outcomes
- Ministerial liaison, events and forums
- Concept and project development
- Stakeholder relationships
- GEDC financial management, business planning and implementation
- Team management

Key Achievements for 2021-22

Working with the CEO to establish the Northern Goldfields Economic Coordination Group and developing an action plan to diversify the sub region's economy, and progress shared priority initiatives for the regions' communities.

Working with DTWD to plan for the Goldfields-Esperance Skills Summit, held in Kalgoorlie-Boulder in October 2021. In collaboration with the Regional Coordinating Committee, progressing key initiatives from the Skills Summit Action Plan including commissioning a consultancy piece to identify potential actions and initiatives to address workforce challenges in the Early Childhood Education & Care industry in the Goldfields-Esperance region.

Progressing economic diversification projects in the tourism and creative industries space, including working with Art Gold to transfer the Our Gems website to GEDC management.

"Born and raised in Kalgoorlie, I have enduring connections to the region and feel a strong sense of purpose that comes from working in the community you live in.

With the Goldfields-Esperance the largest of all nine regions in WA, my family and I continue to find hidden 'gems' on our frequent camping trips, and we love being immersed in the diverse natural landscapes and expansive outback skies."

SARAH FLETCHER | Senior Regional Development Officer

Sarah Fletcher joined the GEDC on a short-term contract in 2005 and has been a stalwart of the Commission team since, working in a variety of roles. Educated in marketing and economics, with experience in infrastructure, training, and owner-management of three franchises, Sarah was quickly immersed in a diversity of economic and social development activities for the region.

Sarah's expertise includes cross sectoral collaboration, project management, research, strategic analysis and policy development and implementation.

GEDC Focus Areas for 2021-22

- Workforce development initiatives
- Informing State and Federal policy and delivering State and local initiatives towards workforce attraction, training, and tertiary education.
- Research, submissions and representations on regional matters
- Stakeholder relationships
- Regional intelligence

Key Achievements for 2021-22

Enduring workforce shortages have required Sarah's multidisciplinary approach to regional development and stakeholders to progress initiatives across a range of working groups, committees and stakeholders.

A greater focus on industry innovation and partnerships in 2021-22 working with the METS sector, Curtin University, Cooperative Research Centre's (CRCs) and DJTSI.

"The Goldfields is an amazing place to raise a family, and I appreciate the ease of lifestyle in a dynamic, historic city surrounded by spectacular bushland."

REGAN BREWER | Senior Regional Development Officer

Regan has been at the GEDC for four years, having commenced in a senior project management role in 2018. Prior to this, she worked as a consultant specialising in the development of high-quality grant applications and corporate documentation while also undertaking stakeholder engagement and project management on behalf of clients. At the GEDC, Regan oversees a broad range of State Government funded projects and programs and maintains strong stakeholder relationships across the region.

GEDC Focus Areas for 2021-22

- Administered Round Four of the Regional Economic Development (RED) Grants
- Delivery of 2021 election commitments
- Management of the State Government's investment in key regional projects including the Kal City Centre project, Laverton Great Beyond Visitor Centre Upgrade and Leonora Ageing in Place Village.

Key Achievements for 2021-22

Managing Round Four of the Regional Economic Development (RED) Grants.

Delivery of 2021 large and small election commitments for the Goldfields – over 55 projects across the region.

Managed the State Government's investment in key regional projects including the Kal City Centre project, Laverton Great Beyond Visitor Centre Upgrade and Leonora Ageing in Place Village.

Securing new Aboriginal traineeships through the Kal City Centre projects.

Hosting and event coordination for Ministerial visits and forums.

"I have lived in the Goldfields region for 14 years and am a passionate advocate for everything Goldfields-Esperance!"

SHANE LIDDELOW | Senior Regional Development Officer

Shane has lived in the region for over 20 years, working in public and private organisations in Kalgoorlie and Esperance and has developed a strong network of relationships across many different sectors.

Shane has worked with the GEDC for 14 years and has been involved in tourism, telecommunications, local content, major events and conferences and many major projects for the region including the Esperance Waterfront and the new TAFE in Esperance.

GEDC Focus Areas for 2021-22

- Development of the Dundas Ngadju Timber Project – Feasibility Study
- Development of the South Coast Marine Park Economic and Social Impact Study Scope
- Regional Telecommunications Program
- Dundas Economic Development Working Group
- Ravensthorpe Regional Coordination Group
- Fitzgerald Business Network

Key Achievements for 2021-22

Involvement in the development of the Dundas Ngadju Timber Project – supporting the Shire of Dundas and Ngadju Native Title Aboriginal Corporation to get this project off the ground - and bringing in key stakeholders like Forest Products Commission and the mining industry to support the project.

Assisting key stakeholders in Ravensthorpe and Hopetoun with establishment and launch of the Fitzgerald Business Network and hosting business and industry events throughout the year. Helping to build the capability of local organisations like FBN is a key role for the GEDC.

"I love living and working in the region for it's quality of life and the opportunity to support our regional communities through our work at the Commission."

REX DRABIK | Regional Development Officer

Rex grew up in Esperance and returned to the region after attending university. He has post-graduate qualifications in commerce and has undertaken further study in regional planning.

Rex joined the GEDC team in 2018 as a project officer and later moved into a permanent position as a regional development officer. He has previously worked in government research and media roles.

At the GEDC, Rex works in a range of areas, including economic data monitoring, modelling and reporting, stakeholder engagement, investment attraction, workforce development initiatives, grant programs and project support, and the preparation of reports, submissions and briefings.

GEDC Focus Areas for 2021-22

- Goldfields-Esperance Housing and Land Summary publications
- Economic and regional data and intelligence
- Housing and land iniatives
- Government and Ministerial briefings, submissions and representations
- Esperance events and stakeholder engagement
- Project support for GVROC Climate Change Alliance initiatives

Key Achievements for 2021-22

With access to housing and accommodation being a key issue for the region, playing a lead role in producing the half-yearly Goldfields-Esperance Housing and Land Summary publication, which provides a market snapshot designed to help inform agencies, be a resource for regional organisations and to support business cases and investment decisions, has been most rewarding. Two editions have been released and circulated to local and State stakeholders during this period.

"I deeply appreciate the region's sense of community, its quality of life and its spectacular natural environment."

COURTNEY BERGERSEN | Regional Development Officer

Courtney Bergersen has been a member of the GEDC team since 2017, with the majority of that time as a Regional Development Officer, working across a range of program areas including Local Content, Aboriginal Economic Development, Regional Economic Development Grants and economic diversification.

Courtney was born in Kalgoorlie-Boulder and has a Master of Strategic Communications degree.

GEDC Focus Areas for 2021-22

- Event planning and co-ordination
- SEGRA Conference 2021
- Our Gems project support
- GEDC Film Liaison role
- Tourism development
- Regional economic development grants and projects
- Project and regional communications

Key Achievements for 2021-22

Key achievements for the past twelve months include the successful delivery of the Sustainable Economic Growth for Regional Australia (SEGRA) conference in November 2021 with an emphasis on Aboriginal business participation and local content/creatives, and assisting a number of film productions to shoot in the region including ABC's Mystery Road: Origin, the Kid Snow feature film and Our Law.

"I love the Goldfields-Esperance region for the lifestyle, the opportunities and its magnificent landscapes."

LILLIAN POH | Regional Development Officer

Lillian relocated to Kalgoorlie-Boulder in September 2020 to join the GEDC team. Prior to this role, she worked in Government administration supporting projects in agri-food, trade and animal biosecurity.

With a background in Urban and Regional Planning and Political Science, Lillian is passionate about economic development in the regions.

GEDC Focus Areas for 2021-22

- Administering Small Grant Election Commitments (2021)
- Supporting Round 4 of the RED grants program
- Supporting housing and land initiatives
- Supporting the development of the Goldfields-Esperance Food and Beverage Guide
- Economic modelling services to stakeholders
- Events planning and coordination

Key Achievements for 2021-22

Administering the 2021 Small Grant Election Commitments which includes over 50 projects across the region. This has involved development of grant agreements, regular stakeholder liaison to support grant recipients to implement their projects and acquittal their grant funding.

Also, becoming the GEDC coordinating officer for the Round 4 of the RED grants, improving grant application processes, developing communications and meeting with stakeholders to support them develop their project. This has included grants workshops across the region.

"My favourite aspects about regional living are the lifestyle, access to the outdoors, weekend camping trips and the beautiful starry night sky."

AMANDA KLEMM | Executive Officer

Amanda commenced at the GEDC in 2017, in a senior administrative role supporting staff and the Board in the smooth functioning of the Commission. Previous administration roles including other State government agencies and not for profit organisations.

Amanda manages a number of key governance functions including the internal audit, business continuity, annual reporting, policy reviews and the Risk Management and Audit Committee, in accordance with State Government compliance requirements.

GEDC Focus Areas for 2021-22

- Financial management
- GEDC Risk Management and Audit Committee support
- GEDC Policy and Procedure review
- GEDC/DPIRD Office and GROH accommodation
- GEDC/DPIRD Asset management including vehicle requisitions
- ICT service coordination
- Records management
- Coordinating the Annual Report 2020-21
- Internal Audit function

Key Achievements for 2021-22

Managing the Internal Audit function of the GEDC and working towards the GEDC achieving an A- rating through the Internal Audit process for the governance of the Commission.

Coordinating the Risk Management and Audit Committee to meet three times a year and to plan and implement continuous improvement governance and integrity measures within the agency.

Providing a high level of internal customer service and responsiveness to the GEDC team.

"I have lived and raised my family in the Goldfields-Esperance region for 15 years, and love the lifestyle and opportunities it has provided for my family."

KAREN THEAKER | Executive Assistant

Karen commenced with the GEDC in 2020 in a senior administrative role, predominantly supporting the CEO and Board.

With a background in office management and senior project and executive support roles, Karen has worked across private and public sectors both overseas and within Australia. Prior to joining the GEDC team, Karen worked in local government in the Goldfields-Esperance region.

GEDC Focus Areas for 2021-22

- Management of CEO and Board calendars, meetings and travel
- Board reporting
- Convening regional Board meetings
- Ministerial and government liaison
- Stakeholder liaison
- Events planning coordination
- GEDC correspondence
- Suppliers and payables
- Executive support

Key Achievements for 2021-22

Providing a high-level of customer service and responsiveness to support the CEO, Board and external stakeholders.

Coordinating six Board meetings around the region, including meetings with local stakeholders and LGA's.

Supporting the Eastern Goldfields First Nations Council with administration, governance and event management, as they formed and developed the Council.

"With supportive and friendly people, the sense of community in the region is exceptional. Combined with a striking landscape and glorious weather, it really is a great place to be."

PETER RAMPELLINI | Local Content Adviser

Peter is an experienced public servant having worked in State Government for over 30 years in a variety of roles and for four years as the Local Content Adviser for the Goldfields-Esperance region. Peter's background was initially in transportation – public transport, green transport and aviation - including administration of the Regional Airports Development Scheme (RADS).

Peter then moved into regional development gaining skills in project management and reporting before taking up the role as LCA based in Kalgoorlie-Boulder. During these roles, Peter gained solid skills in procurement, contracting, budgeting, management and coordination of events. Peter has a vibrant personality and has played a key role in promoting local content and communication with key stakeholders, business and industry, during his time based in Kalgoorlie, and, as anyone that meets him knows, he loves a chat!

GEDC Focus Areas for 2021-22

- Local Content advisory
- Workshops and events
- Procurement advisory
- Tender information, support and capacity building
- Small business networks
- G.E. Business Capability Register
- Aboriginal procurement outcomes

Key Achievements for 2021-22

Driving promotion of the G.E. Business Register and hosting several successful events throughout the year to bring suppliers, business and industry together. These included sundowners, procurement workshops and expos that have led to over $4 million of procurement across Government in the region, being allocated to locally-based Goldfields-Esperance businesses.

"The region is booming with various economic activity whether that be resources, agriculture or State and Local Government projects and it is great to be part of supporting the success of the region. The people of the region are friendly and passionate about achieving great things for their communities. I enjoy working with small businesses in the region."

NIGEL BIRD | Regional Development Officer

Nigel has worked with regional communities across Western Australia over two decades, touring performing artists, assisting artists and music industry with advice and referral, and has created a significant catalogue of regional cultural content through recording over 15 albums in multiple locations, including five in the Goldfields-Esperance region - in the centres of Wiluna, Kalgoorlie, Leonora, Warburton and Esperance.

Nigel was awarded a BHP Billiton Scholarship to study a Graduate Certificate of Social Impact at the University of Western Australia and is the current Patron of the Nannup Music Festival.

Nigel joined the GEDC team in May 2022.

GEDC Focus Areas for 2021-22

- Arts and culture development
- Tourism development
- Project support for Our Gems project
- Concept development

Key Achievements for 2021-22

Working on new concepts for economic development projects aiming to leverage off the large nation building projects like the Outback Way Development and re-engaging with arts, cultural and tourism networks in this role at GEDC.

"The Goldfields-Esperance is the largest of all nine WA regions, it is also by far the most diverse region in all aspects, including what it looks, sounds, smells and feels like. Let's start with - it has one of WA's biggest Archipelagos and two big deserts for contrast! With many first nations countries, languages, peoples, stories to learn from and stunning landscapes and flora to admire, this region is almost a never-ending land of discovery."

OTHERS CONTRIBUTING TO THE GEDC DURING 2021-22

Sasha Curnow - Administration Officer with the GEDC until November 2021
Pia Timu – Communications Adviser on secondment to the GEDC from February to May 2022
Jade Malanczak (DPIRD) – Project Officer – Goldfields based in Kalgoorlie until May 2022
Vic Smith – short term contract with the GEDC to undertake policies and procedures review from April to June 2022
Kate Dansey - short term contract with the GEDC as communications officer commencing May 2022.
CGM Communications – engaged to provide additional communications support to the agency during the year

Overview of Agency
1.5 Performance Management Framework

Relationship to Government Goals

The GEDC's guiding framework is the *Regional Development Commissions Act 1993* and the Government's strategic framework and goals. Our Strategic Plan is formed to align with the objectives and functions of the Act, and to align with the following Government goals during this annual reporting period:

WA Jobs Plan: local manufacturing and production, creating WA jobs and training for the jobs of the future; and

Growing our communities: protecting our environment with thriving suburbs and regions.

Outcomes Based Management Framework

The State Government uses an Outcomes Based Management framework to measure the effectiveness of the Commission in meeting Government goals and desired outcomes (below).

DESIRED OUTCOMES FOR THE GEDC	An environment which is conducive to the balanced economic and social development of the Goldfields-Esperance region.
SERVICE AREAS FOR THE GEDC	1. Facilitation of the provision of appropriate infrastructure and industry services. 2. Promotion of region and its investment opportunities.

The GEDC measures its effectiveness against the Government goals and desired outcomes through an annual client perceptions survey, conducted by an independent market research company. The Commission's clients include Aboriginal people, Traditional Owners, business and industry representatives, local governments, Commonwealth and State government agencies, community groups and private organisations. The survey client perceptions asks participants to rate their satisfaction with the GEDC making a positive contribution to the economic and social development of the region.

GEDC EFFECTIVENESS INDICATOR	Client satisfaction with the GEDC making a positive contribution to the economic and social development of the region.

GEDC undertakes a range of work to meet its service areas including studies, project development, project and contract management, stakeholder engagement and referrals, research and data analysis, community development and facilitation, supporting new and existing enterprises and businesses, promotional and information services, development of strategic partnerships with government, business and community groups, and grants management and advisory.

The GEDC's performance is also measured through financial management of our services using an efficiency indicator agreed with Treasury and the OAG.

GEDC EFFICIENCY INDICATOR	Average cost per chargeable hour for each of the two service areas.

Shared responsibilities with other agencies

The Commission shares responsibility for achieving these Government goals with the Department of Primary Industries and Regional Development (DPIRD), other Regional Development Commissions and Regional Development Portfolio agencies.

The GEDC and other Regional Development Commissions have a Service Level Agreement (SLA) for delivery of services and resources from DPIRD to support the work of the GEDC. This includes the staff of the Commission and the GEDC's annual operational budget.

The Commission works in partnership with various Commonwealth and State Government Departments and GTEs, particularly agencies working in State development, infrastructure and economic development, local government authorities, business and industry and community organisations, to facilitate regional development outcomes for the Goldfields-Esperance region.

2. Agency Performance

The Agency Performance section of this report provides a snapshot of the Commission's achievements, performance results, investments and key outcomes during the reporting period.

We work to ensure the Goldfields-Esperance region is economically and culturally diverse, with vibrant communities and a prosperous future, by addressing the seven priority themes in our Strategic Plan 2020- 2022.

For each priority area, we have developed strategies that help lead to deliverable outcomes. Our operational achievements for 2021-22 are reported against these seven strategic themes.

Agency Performance

2.1 Our Strategic Priorities 2021-22

STRATEGIC PRIORITY 1
Leveraging our non-renewable resources

STRATEGIC PRIORITY 2
Enabling Infrastructure

STRATEGIC PRIORITY 3
Local Content

STRATEGIC PRIORITY 4
Aboriginal Economic Development

STRATEGIC PRIORITY 5
Workforce Development

STRATEGIC PRIORITY 6
New Industries and Economic Diversification

STRATEGIC PRIORITY 7
Organisational Excellence



RED Grants supported new business Esperance Gin Distillery

Strategic Priority 1

Leveraging our non-renewable resources

Our goal is to:

Maximise local content outcomes within the non-renewable sector and optimise the benefits from this sector within the region.

Our strategies to achieve this include:

- Promoting local content initiatives to assist regional businesses to become suppliers to industry.
- Actively expanding local content initiatives into the non-renewable sector to influence local purchasing and supply of good and services.
- Encouraging resource sector investment in residential based workforce and incentives for regional living.
- Advocating for resource sector investment in attracting and upskilling the residential workforce.
- Supporting the prioritisation of Aboriginal employment outcomes across industry, contractors and sub-contractors.
- Promoting a strategic and collaborative industry approach to community development for people and services infrastructure.
- Collaborating on projects that may lead to provision of shared infrastructure and services for industry and regional communities and leverage long term regional benefits.
- Actively promoting and connecting people to investment and funding opportunities across non-renewable resource industries, to facilitate jobs and skills diversification.

To deliver the following outcomes:

- Increased local suppliers securing contracts within the region, and
- Improved benefits for the region from the non-renewable resources sector.

Agency Performance
2.2 Key Achievements

Strategic Priority 1

Mining Industry Liaison

The GEDC and the Goldfields Local Content Advisor (LCA) continued its involvement with the Mining Industry Partnership Group (MIPG), having attended all five meetings this financial year. The MIPG is made up of procurement officers from eight 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.

A key initiative in 2021-22 was the development of a calendar of events and forums to facilitate local SMEs to meet and showcase their abilities to mining companies and their suppliers; State and local governments; and other private businesses. There were also a series of capability building workshops ran during these events including; how to tender effectively for mining contracts; pre-qualification requirements before tendering; and what types of insurances are needed for tendering.



Goldfields-Esperance Business Capability Register Launch

Goldfields-Esperance (G.E) Business Capability 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 increases local spend by promoting the Goldfields-Esperance business community to a variety of local and State government agencies and mining companies.

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

The 2021-22 financial year was the first full year of operation for the Register with key achievements including:

- The addition of 490 local Goldfields-Esperance businesses to the register.
- Facilitation of three major events for local suppliers and the mining industry.
- Ten (10) new companies signing on as gold partners.
- Publishing of over 350 news stories and articles.
- Contribution to well over $4 million of tenders being awarded to local businesses.



Strategic Priority 2
Enabling Infrastructure

Our goal is to:

Improve access to key infrastructure and service provision, optimise the economic benefits of infrastructure investment and enhance the livability of the region.

Our strategies to achieve this include:

- Facilitate and lead meetings of senior State Government officers and Ministers for the provision of infrastructure and services within the region.
- Advocate for upgrades and improvements to key regional roads throughout the region.
- Foster initiatives for affordable and accessible air travel and transportation.
- Lead economic development initiatives related to major infrastructure projects that create jobs, provide upskilling opportunities and pathways to employment.
- Reposition the perception of the lifestyle opportunities of the Goldfields-Esperance region.
- Actively promote regional development grants and other funding opportunities to support to improved livability within the region.
- Support economic initiatives and incentives to alleviate housing supply shortages and issues and make regional living more affordable and accessible.
- Identify areas and communities experiencing service provision gaps and champion for increased levels of service provision.
- Encourage childcare strategies for communities identified as in need, to enable workforce initiatives.
- Advocate for continued improvement to health infrastructure, services and provision within the region.

To deliver the following outcomes:

- Prioritisation of key infrastructure and service provision needs within the region
- Improved local content outcomes
- Living in the region becomes more economically and socially desirable
- Identification of barriers and
- Cross agency collaborative efforts established to improve livability.

Agency Performance
2.2 Key Achievements

Strategic Priority 2

Opening access to Industrial Land in the Goldfields

We have continued to play a key facilitation and advocacy role working with State and local government agencies and the private sector, to ensure the development of new industrial land in West Kalgoorlie, at Lot 350 and at Mungari Strategic Industrial Area (SIA).

This has included regular meetings, forums and briefings with stakeholders on specific industrial area matters and regular discussions with agencies, proponents and investors regarding specific projects and infrastructure requirements. It has also involved engagement at a strategic level with Government to influence industrial land policy and programs. This includes representations to agencies regarding funding for industrial land development and provision of critical information to support business cases and funding submissions.

We have built strong relationships with the State's economic and development agencies DJTSI and DevelopmentWA by being able to provide advice on development issues, facilitate local engagement and collaboration, and supporting their work on the ground, providing regional intelligence, information and referrals.



Director Generals from the Industrial Lands Steering Committee visit major projects whilst in Kalgoorlie-Boulder.

Kalgoorlie Industrial Land Strategic Forum

There is a limited supply of developable industrial land within the City of Kalgoorlie-Boulder, and increasing demand. A Kalgoorlie Industrial Land Capability Assessment report produced by the GEDC and partners in April 2021, identified Lot 350 Great Eastern Highway as the only General Industrial zoned Crown land that was development ready.

In May 2021, the Minister for Lands approved freehold transfer of a 209ha portion of Lot 350, now Lot 505 to DevelopmentWA to expedite the availability of industrial zoned land in Kalgoorlie-Boulder. This transfer occurred in late October 2021 and GEDC has worked closely with DWA through the year to support the delivery of new land and ensure regular and open stakeholder engagement about the project.

This was achieved through this planning phase by establishing the Kalgoorlie Industrial Land Strategic Forum (Forum) with the primary objectives to:

- Ensure the timely development of Lot 350 and maximise the economic benefits and employment opportunities for the Goldfields Region.
- Strengthen relationships between relevant Local and State Government agencies through transparent and collaborative information sharing, and ongoing strategic discussion and engagement.

The work delivered through the Forum this year includes:

- The creation and promotion of a vision for Lot 505 that attracts new business to the estate. This has included workshops on the naming and marketing of the estate.
- Championing the benefits of the activation of Lot 505 and its regional benefits across government sectors and communities of the Goldfields Region. This has been achieved through regular sharing of information to stakeholders and provision of information and referrals to industry proponents about the site.
- Identifying and capitalising on market opportunities that enhance comparative advantage and enable economic diversification, achieved through regular engagement with proponents and potential investors, promotion of the land at local forums and events and liaison with the real estate sector.
- Identifying development opportunities and providing support to mitigate development risks and/or development constraints. This has included meetings with agencies outside of the Forum to work through constraints such as road design and other infrastructure constraints. All agencies have worked collaboratively to refer new proponents and investment opportunities to DevelopmentWA.
- Identifying resourcing opportunities that may support the promotion of the estate to potential buyers/ leaseholders. GEDC has engaged in State level discussions on industrial land funding to support the development and individual proponents and supported DevelopmentWA business cases for funding.
- Contribution to the broader narrative of the critical minerals sector in the region – this land is critical to supporting the region's vision to become a renowned critical minerals hub with expanded downstream processing activity. This Forum has been instrumental in sharing and developing this narrative between agencies and to influence the Federal Government's critical minerals and modern manufacturing agendas.

The Forum is convened by the GEDC with the Chief Executive Officer as Forum Chair, and DevelopmentWA appointed Secretary.



Industrial Lands Steering Committee

Kalgoorlie-Boulder Housing and Land Group

The GEDC established the Kalgoorlie-Boulder Land and Housing Group (KBLG) in early 2021 and the Group has met regularly through this year to bring about many positive outcomes for housing and land in the region.

The Group brings together key stakeholders on a regular basis to discuss the constraints and opportunities for residential land in Kalgoorlie-Boulder. Chaired by the GEDC CEO, the meetings focus on proactive solutions to housing and land barriers, capturing opportunities for investment, and identifying responsible agencies.

KBLG 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;
- GROH and investor attraction models;
- Native Title matters;
- Mining Tenement implications and;
- Capacity constraints.

Membership consists of the Goldfields-Esperance Development Commission (Chair), Department of Communities, City of Kalgoorlie-Boulder, Department of Planning Lands and Heritage, Development WA and Kalgoorlie-Boulder Chamber of Commerce and Industry. Although not a decision-making body, the Group provides advice on housing and land matters.

Achievements through this group this year include securing the development of 31 lots at the Greenview Estate, funding for further stages of subdivision for 2022-23, ROI released for affordable or social housing development, development of a business case for the Old Hannans Golf Course and a new stage of residential development near Hannan's Shopping Centre, referrals between agencies on GROH development options, progression of land supply reports to inform the Kalgoorlie hotspots report, sharing of updates from business and industry to understand barriers and critical issues and sharing of regional project information to secure a pipeline of work for contractors.

Addressing Barriers to unlock Housing and Land availability in the region

The Goldfields-Esperance region has a range of cyclical issues relating to accessing land for housing and development, cyclical commodities markets affecting availability of housing and rentals, aging housing stock, lack of market diversity and a shortage of social and affordable housing for local people. There are many complex factors and external forces affecting these matters including international commodity markets, global investment decisions, Australian Government monetary and fiscal policies, low returns for regional asset investment and high regional and remote construction costs, that mean there are no easy solutions to meet regional housing needs.

Many of these issues have been exacerbated by both the pandemic and the continuing pipeline of industry development in the region requiring additional workforce and accommodation.

GEDC has met regularly with a variety of stakeholders involved in the housing and land arena with the aim of bringing agencies, industry, community organisations and representative groups together to discuss the issues and to formulate action-based approaches to solutions.

GEDC has provided information and connects stakeholders to specific agencies with subject area expertise on detailed development, planning, housing or land matters. GEDC facilitated and attended meetings between key stakeholders and agencies such as JTSI, Development WA and DPLH.

GEDC is a key connector point in the region for central Government agencies to understand stakeholder sentiment and regional priority projects and issues.

During this financial year, GEDC supported Development WA's business cases for funding subsidies to bring forward development of new lots at Greenview Estate, Kalgoorlie, and to ensure stakeholders were meeting regularly to plan and prepare for further development opportunities.

This work has resulted in the budget allocations for subdivision of further lots at Greenview in 2022, with further lots planned.



Street Boulder | Image by Jarrad Seng

Through our discussions with community, industry and government regarding housing issues, the GEDC has partnered on several studies this that will help to map out solutions for local stakeholders and government to pursue.

During 2021-22, GEDC has contributed towards the following housing and land studies, some of which are completed and others that will continue into next year to inform ongoing discussions with relevant government agencies, investors, developers and the community, to **ensure a better understanding of the issues** and to influence policy formation, initiatives and funding.

Kalgoorlie-Boulder Housing and Land Needs Analysis

The GEDC, in partnership with the KBCCI, CKB and RDAGE has engaged consultancy expertise in June 2022, to undertake the Kalgoorlie-Boulder Housing Needs Analysis and Action Plan. The GEDC provided in-kind support for the scoping of this piece of work and has made a financial contribution towards the Need's Analysis component. The GEDC has connected other State agencies into this process to provide data to inform the Study. The Study was prompted by a critical shortage of suitable and available housing and accommodation in the City which has being restricting people migrating to Kalgoorlie-Boulder for work and has led to major projects being delayed due to the inability to source accommodation of any kind.

GVROC Housing Audit and Action Plan

GVROC has committed to an audit of State social, GROH and local government housing and land assets in the region and the development of an evidence-based action plan aimed at catalysing further investment in social and GROH housing. The action plan will investigate suitable models for State and local government investment in social and GROH housing including feasibility around leasing and build to lease/rent models, in liaison with Department of Communities and other innovative actions or solutions to expedite public housing provision for key workers and communities, across the region.

The GEDC proposed this piece of work as a pathway forward following a Housing Forum and is supporting this initiative through in-kind support and a financial contribution. A detailed scope of works has been developed by GVROC and the GEDC and is awaiting DOC feedback at the time of this report. It is likely to go out for requests for quote in July.



Housing in the City of Kalgoorlie Boulder

Esperance Accommodation Study

The GEDC, in partnership with the Shire of Esperance, completed the Esperance Accommodation Study during this year. The GEDC provided both in-kind support via a working group and a financial contribution towards the Study.

The Study, completed in June 2022, was prompted by a critical shortage of suitable short-stay and worker accommodation in the Esperance area. The Shire of Esperance has been managing the former YHA Blue Waters Lodge facility as emergency accommodation for workers, unable to source private accommodation in town since late 2020. However, the site was under EOI for redevelopment and a longer-term solution for accommodation in Esperance is required.

The Esperance Accommodation Study examined the current market demand, gaps and opportunities and provided options to improve accommodation availability around Esperance, particularly low-cost worker rental accommodation.

A central finding from the research was recognition that a 'business as usual' approach to the development of short-term, low-cost accommodation in Esperance will not drive the required outcomes and some degree of intervention was needed.

It was identified through workshopping that Shire controlled land options should be prioritised for investigation, with focus on Lot 3 Forrest Street, Lot 241 Hicks Street and the Blue Waters Lodge site to help inform the expression of interest on that site.

The Study concluded that a Shire-developed and owned short-term worker rental accommodation development at Lot 3 Forrest Street was the most suitable option to progress for investment attraction. The Study looked at different operating models and a flexible design and operating model is recommended to enable flexible use of the facility between low-cost short stay for workers, backpackers and potentially tourism and longer-term workers accommodation, to be able to meet a range of future and varying seasonal and cyclical needs.

The GEDC is assisting the Shire of Esperance to progress the recommendations in the Study including business case development. A positive outcome of this work driven by the GEDC and Shire is the Council support for the concept including a commitment to progress a Business Case in next financial year.

Other outcomes from this Study include the socialisation of the findings with other State agencies for potential funding contributions towards this project and the initiation of another Study by the Shire to look at other land parcels around the town centre to consider how they can best leverage the high level of investment interest in Esperance over the coming year.



Esperance Town / CBD | Image by Sarah Moroney

Esperance Housing and Land Needs and Demand Assessment

The GEDC is also working with the Shire of Esperance to progress a housing needs and demand assessment that examines the broader Esperance housing market and provides recommendations on local housing needs to 2036.

The planned assessment will include an analysis of housing demand and supply, land supply, social and GROH housing availability, construction issues and socio-economic factors affecting demand. It will also include scenario modelling designed to account for new proposed projects and investments in the region, including any potential large-scale projects.

The GEDC committed in-kind support and a financial contribution towards this project during the year, preparing the scope for this piece of work. Work will commence on this project during the next financial year.

Goldfields-Esperance Housing and Land Summary Publication

To better understand regional residential property market trends and help inform stakeholders, the GEDC in late 2020 commenced producing a periodical Goldfields-Esperance Housing and Land Summary. Published every six months, the Summary provides a high-level market snapshot of regional supply and demand trends, prices and emerging issues in both the regional residential sales (existing houses and land) and rental markets. It includes a residential sales and rental profile for the Goldfields-Esperance local government area, as well as suburb profiles for the City of Kalgoorlie-Boulder.

During 2021-22, the GEDC published two Summary documents covering the periods January-June (H1) 2021 and July-December (H2) 2021. The H1 and H2 Summary documents showed a surge in residential property activity during 2021, with house prices and rents increasing across the region. These documents have helped inform and shape regional responses to local housing availability and affordability issues.

Kalgoorlie Rail Realignment Project

This project is feasibility and business case development for the proposed realignment of the east-west rail line that currently runs through the centre of Kalgoorlie-Boulder. The project has been championed over recent years by local stakeholders including the City of Kalgoorlie-Boulder. Commonwealth funding was committed for the detailed business case in 2021.

The State's Department of Transport (DOT) was managing this project until February 2022 when responsibility was transferred to the GEDC, as a regional development led project, with ongoing support from DOT and the Public Transport Authority (PTA). Additional funding was confirmed by the GEDC in late 2021 through the DPIRD Leverage Fund, as a 20% co-contribution requirement towards the business case project.

Site visits to inform this project scoping were undertaken by GEDC and DOT in December 2021, meeting with key stakeholders and visiting key sites associated with the rail realignment project. This included visits to the KCGM Superpit, a new intermodal terminal south of Kalgoorlie, the Aurizon terminal and around the east-west rail corridors. Meetings were held with key stakeholders including the City of Kalgoorlie-Boulder.

The Commonwealth funding commitment requires Ministerial approval to release the funds for the project. This occurs through submission of a Project Proposal Report (PPR) through the Federal Minister for Infrastructure, Transport, Regional Development and Local Government. GEDC met with the DOT, PTA and the Federal Department in March 2022 and developed a PPR in liaison with the Department, that was submitted in April 2022. The outcome of the PPR was delayed due to the timing of caretaker conventions for the Federal election held in May 2022 and transition to a new Minister.

GEDC received advice in June 2022 that the PPR was acceptable and, subject to some updated information on timing of the project and budgeting, will progress for Ministerial consideration.



01

01. Housing & Land Summary
Published biannually, the Goldfields-Esperance Housing and Land Summary provides a regional snapshot of housing trends.

Digital Capability and Telecommunications

During 2021-22, funding support was provided to the region through the State's WA Regional Digital Connectivity Program, leveraging funding from the Commonwealth's Regional Communication Program. Support was provided for mobile and voice upgrades in the Esperance area and Satellite Broadband at Tjuntjuntjara. Ravensthorpe also secured funding for a transition from NBN sky muster satellite to fibre to premises.

Funding of $1.03M for the Northern Goldfields Digital Enhancement program was awarded and the funding will deliver fast, reliable, scalable, and affordable broadband to local businesses and communities in Leonora, Laverton, and the Menzies shires.

Work also continued with the roll out of Esperance Digital Farm Network program which will help to deliver high speed, low latency, broadband internet directly to agricultural properties across the Esperance – Ravensthorpe region.

GEDC officers have supported local stakeholders with regular liaison on digital communications issues including meetings and forums with Telstra, NBN and State and Federal representatives throughout the year.

"GEDC worked as **part of a team across DPIRD and RDCs** to develop and promote budget proposals for these new funding programs, with the GEDC **providing regional intelligence on communications needs** from local stakeholders, facilitating engagement and supporting the development of the new programs."



01

01. Esperance Digital Farms Announcement
Hon Minister Alannah MacTiernan on site in Esperance, in discussions with South East Premium Wheatgrowers Association representative.



02

02. Digital Farms Announcement
Hon Minister Alannah MacTiernan on site in Esperance delivering funding announcement.

Regional Aviation

The GEDC participated in four Regional Aviation/ Community Consultation Groups (RACG and CCG) across the region including for Kalgoorlie, Esperance, Leonora-Laverton and Meekatharra-Mt Magnet-Wiluna. These meetings monitor the performance of the region's regulated passenger routes and act as a forum for feedback and discussion on changes to services and new proposals.

"During 2021-22, the GEDC **supported the promotion of the Regional Airfare Zone Cap Launch** and proposals to explore new intra-regional, intrastate and interstate airline services/routes."

Energy

During 2021-22, the GEDC engaged with energy project proponents and regional energy providers to progress initiatives aimed at ensuring reliable, cleaner energy for communities and industry. The GEDC supported Horizon Power in its bid for funding to examine the feasibility of producing renewables-based hydrogen in the Esperance sub-region.

The scope of the feasibility work included a 'hub and spoke' hydrogen model, whereby green hydrogen is potentially generated in a centralised location in Esperance by using existing wind assets or new renewable energy assets, to then transport and be used to decarbonise diesel-reliant towns of Hopetoun and Norseman, and supply future third generation 'zero diesel' Standalone Power Systems in the region. Once funding is secured, this work will be used to guide future investment decisions.



GVROC Climate Alliance

The GEDC in 2021-22 partnered with regional local governments to progress two projects designed to help the region tackle the climate change challenge. The GEDC committed financial and in-kind support to the projects: a regional carbon emissions baseline study and a regional renewable energy assessment. Led by the Goldfields Voluntary Regional Organisation of Councils (GVROC) Regional Climate Alliance, the projects are expected to be completed in 2022.

The first project will assess the current carbon emissions footprint of the Goldfields-Esperance region and develop emissions monitoring and reporting tools for each GVROC local government area. The study will also identify strategies and actions for emissions reductions.

The second project will identify, quantify and map current and planned regional energy generation across the Goldfields-Esperance region. The regional renewable energy assessment will include a local market analysis and provide recommendations on how the region can catalyse further investment in regional energy as it endeavours to move toward a lower carbon future.

The Climate Alliance program is a pilot, supported by the State Government and WALGA, and is successfully filling a much needed gap in the regional climate change adaption space. It is bringing all levels of government together to produce critical studies and plan future strategies at a regional and local scale.



"The GEDC continues to strive towards improving access to infrastructure and service provision in the region by fostering and advocating for regional investment, driving new development initiatives, and supporting collaborative efforts to improve regional liveability."



Strategic Priority 3
Local Content

Our goal is to:

Maximise local content outcomes within the region and optimise the benefits of the non-renewable resources sector for the region.

Our strategies to achieve this include:

- Promoting local content initiatives assisting regional businesses to become suppliers to government.
- Actively expanding local content initiatives into region other sectors to influence local purchasing and supply of good and services.
- Encouraging prioritisation of Aboriginal business supply and employment outcomes across industry, contractors, and sub-contractors.
- Promoting the implementation of government policy, projects and initiatives that may lead to local contents benefits.
- Actively engaging and connecting people to government tendering and investment opportunities, to facilitate local jobs, supply and business development.

To deliver the following outcomes:

- Local suppliers securing contracts within the region
- Better business and employment outcomes for the region

Agency Performance
2.2 Key Achievements

Strategic Priority 3

The Premier launched the new WA Buy Local Policy 2020 in Kalgoorlie in July 2020. The Policy was overhauled to create more opportunities for regional businesses and jobs in regional Western Australia.

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 to achieve positive outcomes with regards to local jobs and local procurement under the new Policy.

The LCA has also been involved on a number of tender panels both with State and Local Government to assist and provide guidance on local content capability and capacity in the region. These panels have proven successful with over 90% of the contracts being awarded to local SMEs.

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 State government policies that may affect their procurement; and mentorship and assistance as required to ensure that the SME's are competitive against Perth based companies.

The LCA also ran workshops for SME's designed to equip them with the basic knowledge on how to tender effectively for State and local government contracts.

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 to follow.



Dundas Mining Procurement Forum

Central Regional TAFE Expansion

Working closely with the Department of Finance (DoF) from the beginning of the project, an Aboriginal and Local Content Business plan was agreed to, which ensured that maximum local content opportunities were garnered throughout the project. The LCA provided a list of local sub-contractors, through DoF, to the head contractor in the initial stage of the project and worked with them to ensure that the amount of local content works subcontracted is maximised.

The LCA has also been involved with the Artwork tender for the project and has been working with the Art Coordinator to ensure local artists bid for this tender. Through negotiations held by the LCA, the tender has been restricted to local artists only.

A local content focus will be maintained in the project through to its completion.

Expansion of the Joe Lord Core Library in Kalgoorlie

The Department of Mines, Industry, Regulation and Safety (DMIRS) in conjunction with DoF invited the LCA onto the tender panel for the delivery of a $7m expansion of the Joe Lord Core Library in Kalgoorlie. The LCA worked closely with the local head contractor providing them with a list of Goldfields-Esperance businesses that could be utilised. Regular meetings were held during the construction phase of the project between the head contractor, LCA, DoF and DMIRS with over 80% of local businesses being used on the project.

The Joe Lord Core Library extension was opened in November 2012 with the completed 2,100 square metre extension tripling the storage capacity of the world-class core sample library. The improved facility provides geoscientists, explorers and mining companies with greater access to view and analyse the drillcores containing a wealth of geoscientific information.

Local indigenous business Yonga Djena and building contractor ACorp Construction completed the construction works on time and on budget.

Social Housing Economic Recovery Package (SHERP) Project

The Department of Communities (DoC) is administering the $444million state wide Social Housing Economic Recovery Package (SHERP) project through their Perth office. SHERP is the largest housing maintenance and refurbishment program in WA's history. The LCA is working with DoC and their Goldfields-Esperance head contractor, Lake Maintenance, to ensure that local suppliers are being fully utilised.

The LCA has been requested by DoC to be part of the tender panels for larger refurbishments and builds in the region. These panels provide the opportunity for the LCA to look at the capability and capacity of various SME's in the region to supply services to the SHERP program.

DoC has advised that in the 2021-22 financial year over 85% of works were awarded to local businesses.

Mining Equipment Technology and Services (METS)

METS Ignited works with Australian suppliers to the mining industry, global miners, research organisations and capital providers to maintain and improve the global competitiveness and productivity of the Australian METS sector.

"The **WA METS Digital Mining Export Hub** is an initiative designed to develop regional WA companies to **increase their digital mining capability and access global mining markets.**"

The WA METS Digital Mining Export Hub is an initiative designed to develop regional WA companies to increase their digital mining capability and access global mining markets.

The program aims to build a membership-based community for METS in regional WA to:

- Connect regional businesses with Perth based businesses in the METS sector, to share knowledge and collaborate on the development and promotion of innovative technology solutions for the mining industry in Australia and abroad.
- Provide regular opportunities to connect Hub members, collaborate, and keep up to date with the digital transformation of mining globally.
- Connect regional business to experts that provide guidance and insight for business to be at the forefront of digital mining transformation.
- Connect regional business to experts to provide guidance and insight into products and/ or services to access national and international markets.
- Provide a pathway for new concepts, ideas, and innovations from regional WA METS businesses to larger markets nationally and internationally.

"The GEDC has **worked with METS Ignited to bring together suppliers to the mining industry in the region** to be part of the Austmine WA Mets Digital Mining Export Hub program which is free to METS sector businesses."

Kambalda Minerals Forum

The Kambalda Minerals Forum, a collaboration between the Shire of Coolgardie, Industry Link Media, GEDC and the Local Content Adviser for the Goldfields-Esperance region, took place in Kambalda on 2 March 2022. The event was designed to provide local businesses, suppliers and community members with an opportunity to listen and participate in important industry discussions with local mining companies. Over 150 people attended the Forum which included presentations and panel discussions on mining procurement, digital transformation, lithium, nickel updates and projections for the future of mining.

Interactive panel discussions were a feature of the forum bringing together leaders in relevant fields to discuss and respond to questions asked by the panels moderator and from the attendees. The keynote speaker for the Event was Paul Everingham the Chief Executive Officer (CEO) of the Chamber of Minerals and Energy. Panel discussions included Digital Infrastructure Transforming the Mining Industry, Environment and Renewables, Lithium and Nickel and What does the future hold for the mining industry.

Local procurement opportunity presentations were provided by Karora Resources, Evolution Mining and Gold Fields and gave the attendees an opportunity to learn about and subsequently more confidently, bid for work in the future. As a result of these presentations it has been confirmed that over $1 million worth of business has been secured by local SME's. Presentations were also given by key mining and business organisations from within the region including Mineral Resources, the CEO of the Shire of Coolgardie, the CEO of the GEDC, Gold Fields St Ives Gold Mine Manager on their upcoming $400million Renewables project, and Sabina Shugg, in her capacity as Director at Curtin University School of Mines. A sundowner completed the event which allowed all attendees to network. The Forum was recognised by stakeholders as a success with a second Kambalda Mining forum being planned for 2023. As a result of this Forum, a Kalgoorlie Commodities Forum was also planned and run in June 2022 attracting over 150 people.

GEDC CEO, Kris Starcevich, a presenter and panel facilitator at the forum, reported there was a fantastic atmosphere throughout the day.

"The forum brought about **many important conversations** that were beneficial for the region, and will lead to **opportunities for local businesses in the mining sector**, the great turnout shows that mining companies are supportive of **increasing local involvement** and procurement in their upcoming projects."



01

01. Kambalda Minerals Forum
(Left to right) GEDC Director Regional Development, Chelsie Grace, GEDC Board Member and Shire of Coolgardie Councillor, Tracey Rathbone and GEDC Local Content Advisor, Peter Rampellini.



02

02. GEDC Chief Executive Officer
CEO presents at the Kambalda Minerals Forum in March 2022. Image by: Chuck Thomas, RDI



Strategic Priority 4
Aboriginal Economic Development

Our goal is to:

Build the capacity of Aboriginal businesses and organisations, promote best practice Aboriginal procurement policy and increase employment outcomes for Aboriginal people.

Our strategies to achieve this include:

- Identifying and leveraging existing governance support and training opportunities, creating linkages to Aboriginal businesses and organisations.
- Providing support and capacity building for Aboriginal organisations seeking to tender for local content.
- Creating linkages between Aboriginal leadership training and Aboriginal business or future business people.
- Actively promoting regional development grants and other funding opportunities to Aboriginal businesses and organisations.
- Encouraging best practice Aboriginal procurement policy to businesses and government agencies within or operating within the region.
- Creating an environment where Aboriginal businesses know where they can easily access support to assist with tendering for contracts.
- Championing local content outcomes to assist Aboriginal businesses.
- Encouraging businesses, social services organisations, and government agencies to directly promote job opportunities to Aboriginal people.
- Engaging with and support social services organisations to be in place, available and accessible, to assist Aboriginal people entering, seeking to enter or already in the workforce.
- Identifying and promoting support services available for businesses recruiting Aboriginal people.

To deliver the following outcomes:

- Aboriginal organisations participation in promoted programs, events, and funding opportunities.
- Aboriginal businesses winning tenders within the region.
- Collaboration between businesses employing Aboriginal people and support services.

Agency Performance
2.2 Key Achievements

Strategic Priority 4

Facilitating economic development with Aboriginal People

The GEDC team has made a concerted effort to integrate Aboriginal economic development outcomes into everything we engage and work on, be that a funding program, regional issue or opportunity or event, we look for the opportunities we can take or create through our work, to build engagement, employment and business and procurement outcomes with Aboriginal people and organisations across the region.

The CEO and staff meet regularly with Aboriginal organisations, working across a variety of initiatives, sectors and opportunities. We have supported a number of Aboriginal led organisations with establishing their governance arrangements, capacity building and partnering or sponsoring events.

This year, the GEDC Board engaged in discussions with local non-Aboriginal led organisations about introducing Welcome to Country to their local events and we extended an invite to local business organisations to participate or 'shadow' our Reconciliation Action Plan journey, as a way of encouraging and supporting non-Aboriginal organisations to consider their own engagement with Aboriginal people and to build relationships with Native Title and other Aboriginal organisations in the region.

The SEGRA Conference was a highlight of 2021 and through this event, the GEDC enabled the programming of a plenary session featuring local and non-local Aboriginal business leaders and invited a range of local Aboriginal businesses to participate in the event. We also sponsored Aboriginal businesses to attend the Conference and to host information booths, as a way of promoting and supporting small business and future procurement opportunities.

During 2021-22, we were pleased to host a DPIRD Project Officer in the Goldfields that helped to support a number of Goldfields Aboriginal economic development initiatives and continue to work collaboratively with DPIRD, to host this position and share resources to further economic outcomes in the region, and to help implement DPIRD led programs in the region.

Building Better Aboriginal Business (BBAB) Grants

In March 2022, DPIRDs Aboriginal Governance and Leadership Development Program (AGLDP) announced a targeted grant round through its Building Better Aboriginal Business competitive grant stream. The AGLDP sits within DPIRDs Aboriginal Economic Development (AED) program and aims to build capacity and support new business and jobs for Aboriginal people through primary industries and strategic regional projects.

The BBAB Goldfields Grant aims were to assist in building corporate governance and business management capacity within Aboriginal corporations in regional and remote locations in Western Australia to grow an opportunities pipeline aligned to regional business development opportunities.

The GEDC supported DPIRDs AED team in promotion of the grants, and the assessment process, which saw a total of 11 businesses from Wiluna, Leinster, Leonora, Laverton, Coolgardie and the City of Kalgoorlie-Boulder share in more than $165,000 of grant funds.

Kal City Centre- Aboriginal Economic Development

As part of the $8 million State Government funding allocation to the City of Kalgoorlie-Boulder (CKB) for the Kalgoorlie City Centre project, the GEDC has been working with the CKB to maximise delivery of Aboriginal economic development outcomes as part of the project. With the support of GEDC, the CKB identified and committed to a number of priority initiatives across the areas of engagement and cultural activation, employment and business procurement, and skills and capability building.

With construction commencing in April 2022, the GEDC was pleased to support the CKB in establishing a new traineeship and mentoring program aimed at providing on-the-job experience, employment and tailored mentorship to new trainees working on the Kalgoorlie City Centre project.

Eastern Goldfields First Nations Council

This year, the GEDC has continued to provide support to a new organisation in the region – the Eastern Goldfields First Nations Council. This group was established by a working group of local Aboriginal employees from across State and Federal Government, to represent Aboriginal and Torres Strait Islander people living in the communities of Kalgoorlie-Boulder, Coolgardie, and Kambalda.

GEDC engaged a facilitator to continue working with the Council and hosts regular meetings of the Council at the office in Kalgoorlie. Achievements for the group this year include establishment of the Board, appointing a Chairperson, Deputy Chairperson, Treasurer and Secretary and set up of governance arrangements. The Council has focussed on engagement with Department of Communities, about housing and accommodation.

GEDC provided funding towards the Council's first NAIDOC week celebrations and assisted with the development of communications and literature about the Council and its work to represent Aboriginal and Torres Strait Islander in the Eastern Goldfields region.

We facilitated meetings with the new OIC at Kalgoorlie Police Station regarding input into Cultural Induction for Kalgoorlie Officers and workshop with a Family and Domestic Violence consultant conducting community consultations regarding the local FDV strategy/action plan.

A community opening event for the Council was planned but placed on hold due to COVID management measures and we hope to support this next year.

Supporting Native Title

This year the GEDC has participated as a State Government agency in several Native Title negotiations to provide input on economic development components of agreements with Aboriginal organisations in the Goldfields-Esperance region.

GEDC input into these processes has benefitted the capability of the GEDC, leading to an improved understanding of these processes, new relationships with other lead agencies and enhanced cultural understanding and strengthened relationships with the people and groups involved.

The GEDC has been able to inform these processes and the State's position with our uniquely regional, on-ground experience and understanding of local economic development issues and opportunities.

Goldfields Aboriginal Business Chamber

The Goldfields Aboriginal Business Chamber (GABC) is an Aboriginal-led incorporated association established to improve the visibility and capacity of local Aboriginal businesses, generate commercial opportunities to grow Aboriginal business, and produce sustainable employment for Aboriginal people. The GABC is a concept developed by local business owners / leaders.

The creation of the GABC entity was a solution to reduce some of the barriers for economic participation for local Aboriginal businesses. With a local perception that there is only a small number of Aboriginal businesses in the area, the creation of the GABC also assists in changing views, promoting and engaging with the wider community and providing a focal point for local industry to engage with Aboriginal business, and vice versa.

GEDC and DPIRD AED staff have provided administrative and governance support to the GABC to support the group through formation processes, and attended their grand opening event in January to celebrate their achievements to date and opening of their office premises in Boulder.

Goldfields Business Awards 2021

The Goldfields Business Awards is a premier regional event that acknowledges and recognises excellence in businesses, organisations and employees. GEDC staff participated as category judges for the awards this year. This involves a high level of assessment of award nominations and visits to all participating business and employees to discuss their operations, achievements and business plans with the panel.

Taking part in the awards is a great way for GEDC to support local small and medium sized business and industry representatives, like the Kalgoorlie-Boulder CCI and to understand small business issues as well as build new relationships in the SME sector, to inform our regional intelligence to Government capacity.

"This year, the GEDC also **sponsored an award category** with the award being presented to the **team at Kai Rho Contracting.** Through their nomination, Kai Rho demonstrated a consistently **high level of delivery in the mining services sector**. Their passion for people has translated into growing a **skilled, regionally based indigenous workforce**."

The GEDC CEO, Board and staff also attended the Business Awards event to present the award and to network with small business and industry.



01

On Tjiwarl Country – Immersion Experience with Traditional Owners

The GEDC CEO, along with other public sector leaders, was privileged to spend two days on Tjiwarl Country, in the Northern Goldfields, in the northern part of our region, at the start of 2022.

This was an invaluable opportunity to meet with Traditional Owners and directors from Tjiwarl Aboriginal Corporation to listen, learn and experience their culture and aspirations.

The visit included deep discussions about culture and tours on country. The Tjiwarl representatives shared the impact of recent history on their people and challenged the Government to work with them on creating long term, sustainable economic change for their people into the future.

The GEDC strengthened existing and built a range of new relationships with Tjiwarl people and Government leaders during the immersion experience and recommends all those that have an opportunity to do this or something similar, to make it a priority for the year ahead.



02



03

01. GEDC Board Member Shaneane with Kai Rho Contracting
02. GABC Trade Show
03. REDS Grant supported Tjaltjraak Rangers



Strategic Priority 5
Workforce Development

Our goal is to:

Understand workforce issues and be responsive to changing needs.
Maximise workforce outcomes within the region and optimise the economic benefits of investment.

Our strategies to achieve this include:

- Supporting initiatives that increase population retention and workforce migration into the region.
- Advocating for an increased residential workforce, a decrease in FIFO practices and incentives for regional living.
- Encouraging government and industry investment to upskill local workforce.
- Assisting regional TAFEs and Curtin WA School of Mines in the development of foundation skills and courses that cater for emerging industries such as the social services sector and future batteries industries.
- Fostering local talent development pathways and opportunities.
- Actively promoting, connecting, and engaging with industry and community on training and workforce initiatives, to facilitate jobs and skills diversification
- Facilitating projects that monitor workforce trends and seek to identify gaps in the region, to inform policy and evidence-based decision making.
- Supporting the social services sector to overcome workforce attraction and retention barriers
- Encouraging prioritisation of Aboriginal employment and business outcomes across government, industry, and community sectors.
- Leading economic development initiatives related to major projects that create jobs, upskilling opportunities, and pathways to employment

To deliver the following outcomes:

- People living regionally and staying to work for longer
- Region's workforce adaptive to changing workforce needs
- Barriers identified and collaborative cross agency efforts established
- Participation of Aboriginal people in the workforce
- Improved jobs and local content outcomes

Agency Performance
2.2 Key Achievements

Strategic Priority 5

Secondary Migration Initiatives in the Region

With accommodation difficult to access in the region, many efforts to improve the size of the regional workforce are targeted at those who already live in the region. However secondary migration from Perth and elsewhere, also presents an attractive solution to the enduring workforce deficits.

The Goldfields Migration Employment Project (GMEP) originally funded through a GEDC Regional Economic Development (RED) grant, continues to be a flagship secondary migration program, supported by the GEDC, in response to the region's increasing demand for labour.

The GEDC continued to work closely with the GMEP, providing funding and supporting the GMEP to plan for financial sustainability of the program, post its current GEDC funding source.

Much of the GMEP's success involves a participant-by-participant approach and strong engagement with employers and community partners to smoothly transition participants into work in the Goldfields.

As part of the attraction strategy the GMEP holds employee forums with humanitarian services providers in Perth to showcase the region and provide job matching services. In the last quarter of the financial year, 15 people were relocated and employed in the region, bringing total placements through the GMEP to 116. Limited accommodation options in the region are an ongoing relocation barrier, particularly for families and new accommodation options will need to be secured to guarantee the continued success of the program.

Success of the GMEP has attracted significant interest from other regional locations experiencing similar labour shortages and wishing to develop a similar strategy to attract and settle a new regional workforce. The GEDC has collaborated with the Mid West and Great Southern Development Commissions during the year to assist them with information, linkages and strategy formation.

GMEP Program Officer Blessings Masuku presented at a number of forums in the Goldfields and in Perth to showcase the GMEP approach and its success, including at SEGRA Conference 2021.

The Goldfields Community Legal Centre, program administrators of the GMEP, joined with Goldfields Australia and the Rotary Club of Kalgoorlie, in hosting Philip Lako - a migrant, public speaker, advocate and author of 'The Ten Year Old Man' – to present during Harmony Week in Kalgoorlie-Boulder. This was inspirational and unifying for all in attendance.

Throughout the year, the GEDC has assisted a number of requests for assistance with migrant recruitment issues for both employers and employees, including in childcare, hospitality, mining services and mining. The GEDC has pursued workforce outcomes through the Department of Home Affairs (Home Affairs), the City of Kalgoorlie-Boulders Designated Area Migration Agreement, Department of Training and Workforce Development (DTWD) and other agencies including the DPIRD managed access to the Pacific Islander Labour Scheme and the Seasonal Worker Program.

Refugee resettlement has featured in 2021-2022 with the GEDC engaging with the Regional Australia Institute early in the year, in its exploration of possible locations for Afghan nationals entering the country under the humanitarian visa program. The GEDC also participated at the online national Regional Refugee Settlement forum in October 2021 and in discussions with the Department of Home Affairs in Kalgoorlie-Boulder in February 2022.

Employment and Migration Forum

In partnership with the City of Kalgoorlie-Boulder, and Regional Development Australia Goldfields-Esperance (RDAGE), the GEDC facilitated a Migration Employment and Visa Information and Networking session on 10 February 2022. Held at the Goldfields Art Centre the event attracted almost 80 job seekers, plus employees, employers and service providers, from the Goldfields and Esperance.

Presenting partners included the City of Kalgoorlie-Boulder on the Designated Area Migration Agreement (DAMA), Home Affairs, the GMEP, RDAGE, Central Regional TAFE and the Jobs and Skills Centre (JSC).

A mix of businesses, not for profit and government organisations exhibited and many important connections were made through this forum. Understanding about visas options, learning about the opportunity to secure workforce through the GMEP or DAMA, and direct access to employers, were noted as key attractions of the event, by those attending.

Regional Skills Summit

Western Australia has been experiencing continued tight labour conditions across all sectors through early 2021 to the present. In 2021-2022, the State Government arranged a series of Skills Summits seeking to elevate government and industry collaborations to understand and manage evident workforce challenges. From the initial Skills Summit which gathered 130 attendees, a series of regional Skills Summits were arranged.

The GEDC participated in the Goldfields-Esperance Regional Skills Summit hosted by the Minister for Education and Training, the Hon Sue Ellery MLC, in Kalgoorlie-Boulder in late October 2021.

Around 40 regional business, industry leaders and community representatives attended the event which provided an opportunity to discuss innovative solutions to support the growth of a local skilled workforce. Sectors represented included healthcare and social assistance, education and training, accommodation and food services, public administration and safety, construction and retail.

Insights from the Skills Summits formed the basis of State and Regional Skills Action Plans which are being implemented by the Department of Training and Workforce Development. Monitoring of the Action Plans is being undertaken by a Regional Coordinating Committee.

Goldfields-Esperance Regional Coordinating Committee (RCC) - Regional Skills Action Plan

Following the State-wide Regional Skills Summits and the Goldfields-Esperance summit session in October 2021, a Regional Skills Action Plan was released and Regional Coordinating Committees (RCC) formed for each region. The Goldfields-Esperance RCC is chaired by the GEDC CEO. Membership includes DTWD CRTAFE, Kalgoorlie-Boulder Chamber of Commerce and Industry, Esperance Chamber of Commerce and Industry and CME.

The RCC meets regularly to progress the delivery of the Goldfields-Esperance Skills Summit Action Plan. There are five priority actions allocated across lead agencies, although collaboration is required for implementation across the RCC membership and other stakeholders.

The GEDC has a strong profile in working directly with stakeholders to address workforce gaps across a range of platforms. GEDC has engaged in long term activity in promoting the region and attracting skilled migrants through programs such as the Goldfields Migrant Employment Project. The GEDC has also lead State-wide collaboration across RDCs and DTWD during 2022, to develop a whole-of- regions migration employment program for Western Australia.

GEDC has commenced an 'Incentivising the Early Childhood Education and Care Industry in the Goldfields-Esperance Region' study. The Study will identify potential actions and initiatives to address workforce challenges in the Early Childhood Education and Care Industry in the Goldfields-Esperance region to be implemented the next financial year.



Curtin University Students visit the regions

Tertiary Education in the Region

Opened in July 2021, the Rural Health Campus (RHC) at Curtin University's Kalgoorlie Campus, is part of the Curtin Medical School. Funded through the Commonwealth Department of Health (CDoH) Rural Health Multidisciplinary Training program (RHMT) program the RHC includes a simulated hospital ward and clinical training rooms. Under the funding model the RHC is primarily a 'Regional Training Hub' that provides facilities for training professional staff. It enables medical students the opportunity to gain valuable, hands-on rural and remote medical experience.

"**In late 2021, GEDC,** through engagement with the RHC, and in collaboration with other regional stakeholders, **supported Curtin University's application to CDoH for $9 million funding over three years** to establish a University Department of Rural Health (UDRH)."

Whilst the consortium submission with the WA Country Health Service and the Royal Flying Doctor Service, was unsuccessful, following further approaches to access the UDRH funding, Curtin University along with Edith Cowan University shared in an announcement of $36 million over four years from the Federal Government.

This funding will allow Curtin University to establish a UDRH for allied health training where students can gain valuable regional professional and lifestyle experiences. Funding details had not yet been revealed but it is expected that allied health students and staff will commence in 2023.

With health and allied health continuing as growth areas for both research and employment in metropolitan and regional centres, the RHC and UDRH will contribute to the development of a strong skilled and committed rural health workforce.

University level nursing education is available in the Goldfields region for Enrolled Nurses wanting to upskill to a Registered Nurse over a two-and-a-half-year period, open from July 2022. Central Regional TAFE offers a Diploma of Nursing which allows students a regional pathway learning experience.

"During a year where the **impacts of a very strong economy, COVID-19, and 'at capacity' labour force** is particularly challenging to regional areas, the GEDC has been delighted to **participate in programs that have helped to alleviate these pressures**."

The following programs have helped to alleviate these econimic pressures and look towards our future regional workforce:

- The Curtin University 'Go local' university program which brings students of all disciplines to the region to undertake workplace projects and experience life in the regions. The GEDC supported the whole of program development including concept development and workshopping, supporting stakeholder engagement for the program, through to launch in 2022.
- Engagement and planning with the School of Business and Law to bring 20 students to the Esperance region in late 2021; and
- Scene setting, introductions, on site activities, and post assessment discussion for the School Design and Built Environment three-day regional Urban Regeneration Goldfields student experience for over 60 students in April 2022.

These activities encourage students to experience, learn and potentially relocate to the region for employment post-graduation. Some were offered work during their visit!

Ongoing involvement with the Western Australian School of Mines (WASM) continued our participation in activities such as the Focus on Mining Camp Industry Networking, the well-attended Curtin Career Open Day in August, International Women's Day presentations, the Curtin Council's Kalgoorlie Stakeholder Strategy Session and various business networking opportunities including with visiting engineering students or the local WASM cohort.

An awareness of post-secondary education in the region enabled the GEDC to comment through a joint submission with DPIRD to the (then) Regional Education Commissioner, Fiona Nash, regarding regional definitions and requirements in the current Commonwealth Grant Scheme. The complex regional loading model challenges the ability to provide regional study options in Western Australia. Enrolments are required to meet a nationally established threshold to access funding. This is difficult in a lower populated State or region and we were able to advocate that it is a disincentive to delivering non-metropolitan study options.

Local Employment / Training Initiatives

Job seekers registered for Job Active, Transition to Work, and other supported work readiness programs managed under the Department of Education and Employment (DESE) are a valuable future workforce asset.

The GEDC has engaged with DESE to understand the Goldfields-Esperance work readiness environment and has assisted through the development of the Kalgoorlie and Esperance Local Jobs Plans and establishment of Local Jobs Taskforces. The GEDC has been an active participant of the Local Jobs Taskforce (LJT) in the region. Expanding access to driver training and licence attainment are among initiatives being pursued by the LJT.

GEDC engaged with DTWD's regional efforts to pilot the Job Ready program for aged care and disability support, and with the Jobs and skills Centre and Transition to Work's successful Certificate III in Civil Construction program, that lead to graduates from three cohorts transition into employment.

The GEDC assisted Federal Government stakeholder engagement during the year, for the introduction of the Department of Social Services program to support transitioning away from the cashless debit card; currently activated though the successful Kalgoorlie Job Support Hub.

Business development support was provided to Target Mining Resources, to support its program to provide Australian mining experience to migrants who may or may not have Australian mining experience but who are struggling to gain a role.

The GEDC also assisted Australian Potash with its Laverton Training Centre (LTC) project which ultimately was successful in gaining a Regional Economic Development (RED) grant in 2021-22, to establish vocational training programs for local Aboriginal people in the Northern Goldfields.

Regional University Centres

In early 2022, Regional Development Australia Goldfields-Esperance (RDAGE) prepared a submission to the Federal government for the competitive Federal Government Regional University Centre funding. Curtin University offered substantial in-kind support for this bid, which was also supported by the City of Kalgoorlie-Boulder and others.

The ambition of providing a Regional University Centre (RUC) in the Goldfields-Esperance region was first initiated by the GEDC in 2015 with a demand study and delivery model assessment, followed up with a review in 2016. A RUC would allow students from a variety of courses and institutions to enjoy a supported learning and sharing space, in a university styled environment.

The GEDC was instrumental in providing information, including previous study findings, and facilitation of partner stakeholder engagement for the RDAGE submission which, while rated highly, was unsuccessful for this application. The 2022 application will form the basis of pursuing similar funding in the future.



REDs Grant funding announcement for Laverton Training Centre

Workforce Development Surveys, data sharing and collaboration

Workforce pressures have been felt across the Goldfields-Esperance region during 2021-2022. Strategies to mitigate employment gaps include generously priced training, flexible and fast-tracked qualifications, workplace readiness, mentoring programs, migration, and employment matching.

To inform decisions to understand or improve workplace participation, the GEDC participated, informed and promoted an array of survey, consultation, and collaboration activities during the year.

Leading the promotion of the Regional Skills Summit and work of the Coordinating Committee (RCC) and promoting the Department of Training and workforce Development (DTWD)'s Western Australian Jobs, Education and Training (WAJET) Survey with regional stakeholders during 2022, are examples of this.

The WAJET particularly examines industry trends and developments, education and training needs, and training and workforce stages. This important survey informs the State Priority Occupation List, WA Skilled Migration List/ Graduate Occupation List, Priority Industry Qualifications List and other training priorities for the State.

GEDC participated and promoted the Price Waterhouse Coopers region-wide surveys to understand employment and training needs with a focus on supporting a range of university places under the Future of Work short course program, and developing Advanced Apprenticeship co-design.

To improve economic participation of youth in the Goldfields-Esperance region the GEDC commissioned a two-month study in May 2022 to better understand and estimate a dollar-value to youth disengagement. This will be used to inform programs and initiatives to better enable youth engagement in the economy and society for their own wellbeing.

Access to childcare and childcare workers has been a serious impediment to obtaining full regional workforce participation. The GEDC engaged a consultant to help quantify the childcare gaps and provide innovative solutions based on models of success, in similar regional environments.

The GEDC participates on several local stakeholder groups that share information and activities to improve education, training and employment outcomes. These include the KBCCI education subcommittee, collaboration with the DTWD - Skilled Migration Job Connect Program, collaborations with the Jobs and skills Centre, and Boosting the Local Care Workforce Kalgoorlie and Esperance Regional Workforce Advisory Group.

GEDC also contributed to the Goldfields Aboriginal Industry Network (GAIN), and the Future Battery Industries Cooperative Research Centre - Vocational skills gap assessment and workforce development plan.

During 2021-22, the GEDC assisted the Esperance Chamber of Commerce and Industry in conducting an Esperance Workforce Needs Survey. The survey was designed to provide a high-level insight into the workforce needs of businesses and organisations operating within the Shire of Esperance. The survey asked Esperance employers about their current workforce needs and whether they were experiencing labour and skills gaps. Survey findings have assisted in building an evidence base being used to develop, local targeted workforce responses and support workforce conversations with Government.



Training and Job Networking at the Kurrawang Community



Strategic Priority 6

New Industries and Economic Diversification

Our goal is to:

Identify and support new and emerging industries to diversify the economy and assist businesses to maximise their current and future potential.

Our strategies to achieve this include:

- Diversifying the GEDC's knowledge and exposure to new and alternative industries, including emerging and potential opportunities.
- Encouraging local business seeking to enter new and emerging markets by providing advice and referral connections.
- Fostering regional influencers, local 'champions' and connector organisations seeking to collaborate and activate SME innovation and create new jobs.
- Helping businesses seeking to establish themselves within the region to navigate local processes and connect with influencers
- Encouraging local content outcomes to assist businesses that are seeking to diversify their product and service provisions.
- Promoting programs that actively support and encourage entrepreneurship.
- Supporting programs that actively promote and encourage best practice business operations.
- Actively promoting regional development grants and other funding opportunities to the private sector.

To deliver the following outcomes:

- Private sector values the GEDC as a strategic resource
- Strong private sector participation in promoted programs, events, and funding opportunities.

Agency Performance
2.2 Key Achievements

Strategic Priority 6

Future Battery Industry CRC

Rich in key battery minerals as well as rare earths, the Goldfields-Esperance region is expected to benefit from increasing global demand for energy storage systems. Capturing a greater local share of the battery and technology minerals value chain is a priority for both the region and the State. A number of mineral processing projects have been announced in the region during the year, including the Federal Government announcement of funding support for Pure Battery Technologies (PBT) and the Ardea Resources' Kalgoorlie Nickel Project.

The GEDC has a five-year commitment as a member of the Future Battery Industries Cooperative Research Centre (FBICRC) as it brings industry, researchers, government and community together to grow the relevance of battery storage by creating tools, technologies and skills. This included membership and participation during last year.

COVID has impacted the FBICRC in terms of access to staff, expertise, funds and commencement of some research. However, the CRC's resources remain high and interest and participation has increased. The CRC has a strong portfolio of projects defined, approved, and moving into the research activities phase that add to the CRC's depth of exposure across the battery value chain. With new partners attracted in 2021-2022 the FBICRC has a current cohort of 72.

GEDC benefited from participating in the FBICRC this year, receiving regular updates on industry developments, networking and enhancing contacts. GEDC acts as a regional conduit for the FBICRC to use for local contact and engagement.



01

01. Lynas Rare Earths
New equipment arriving for installation at Lynas Rare Earths processing plant site, in West Kalgoorlie.
Image credit: Lynas Rare Earths



02

02. Lynas Sod Turn
CEO Amanda Lacaze at the official sod turn for the new Kalgoorlie plant.

Department of Jobs, Tourism, Science and Innovation

In early October, the GEDC hosted representatives from the Department of Jobs, Tourism, Science and Innovation, including the Director General, who is also the CEO of Tourism WA, Ms Rebecca Brown.

Several stakeholder forums were held in Kalgoorlie-Boulder including a tourism session and an innovation and start-ups forum, in addition to meetings with a variety of businesses and industry representatives.

There were many great outcomes from the visit, highlighting local initiatives to increase visitation and tourism products, sharing concepts to foster regional innovation hubs, and exploring partnership opportunities in emerging sectors like automation technologies.

Investment Attraction Fund

The Department of Jobs. Tourism, Science and Innovation opened their Investment Attraction Fund to Expressions of Interest (EOI) earlier in 2022. EOI submissions were sought from a range of industries that aligned with WA's priority sectors, including: energy, mining and mining equipment technology services (METS), space industries, defence industries, health and medical life sciences, primary industries, international education, and tourism, events and the arts.

The GEDC promoted the fund through its regional networks and met with several industry companies that were keen to progress an EOI through the fund for projects in the Goldfields-Esperance region. In addition, the GEDC liaised with the Department about these regional projects to ensure a high-level of agency awareness of the projects and impacts in the region, and to support quality and timely submission of EOIs from local companies.



GEDC's Chelsie Grace and Kris Starcevich with representatives from the Department of Jobs, Tourism, Science and Innovation

CRC TiME

Optimising the value of mining through well thought out development of post-mine economies and mine site redevelopment is the key objective of the Cooperative Research Centre for Transformations in Mining Economies (CRC TiME). CRCTiME was initiated in 2020 in response to a 2018 Senate inquiry into Mining Rehabilitation. Through sustained industry, research and community collaboration the CRC facilitates innovative research that seeks to optimise mine closure and site departure.

The GEDC through a Memorandum of Understanding with the eight other Regional Development Commissions, jointly participate with CRCTiME by contributing FTE during the year. The current arrangement is for three years including 2021-22, with a review in 2023 for continuing the term into the remaining seven years of the CRCTiME.

In the past year, the GEDC has provided considerable information and key stakeholder linkages and introductions, as well as review to assist the completion of a case study of Hannan's North mine in Kalgoorlie-Boulder, as an example of post mining futures. This is viewable with other case studies in the publication's section of the CRCTime website. Engagement with regional stakeholders who have identified potential issues or projects has also been linked to CRCTiME.

CRCTiME has a membership of over 70 leading mining and mining service companies, regional development organisations, State and Commonwealth governments and research partners and provide the GEDC with insight into industry and networking and relationship benefits, to inform our work with Government policy makers.

Mining Equipment Technology and Services (METS)

The Goldfields METS sector, built on a long term, robust and enduring resources sector is innovative and significantly evolved. There is a plethora of diverse and substantial globally sought expertise and products in the region.

The GEDC has promoted the programs and expertise of AusIndustry, Austrade, Curtin University Centre for entrepreneurs, Growth Owners Program, Curtin Ignition, METs Ignited, WA Data Science Innovation Hub, Innovation Central Perth and others to inform local organisations develop their capability, grow their research or business and engage with others and also to ensure we are across the work of these agencies and industry, to promote and advocate for the region.

In 2021-2022 the GEDC co-facilitated several engagement opportunities for METS entrepreneurs and other innovation businesses to share their expertise, experiences and requirements.

A significant increase in industry forums during the year co-ordinated through the GEDC Local Content Advisor, with presentations or welcomes from the GEDC CEO and promoted through the GE Business Register, a locally run initiative supported by the GEDC, saw the regional METS sector consistently showcased to buyers, enabling a growth in local business-to-business activity and improvements in efficiencies, innovative solutions and engagement.

Austmine WA METS Digital Mining Export Hub Lead has been a regular visitor to the region including co-hosting or exhibiting at industry events and meeting with the GEDC staff during the year.

The premier asset in the region supporting the METS sector as well as mining is Curtin University's WASM. With the region uniquely positioned to develop a future economic model around the critical minerals supply chain, access to high-quality education and close linkages to the resources sector provides an opportune environment for the METS development. Connections with the FBICRC, CRCTiME and the Kal Hub also supported the regions METS activity through the year.

GEDC support for this engagement brings together parties for industry development, supports new industry attraction, supports industry ESG responsibilities that have flow on benefits for other industry, business and the community and supports take up of land at strategic sites for new downstream processing/manufacturing facilities in the future.



Digital Transformation in Mining Forum

University research, innovation, and commercialisation

Building local knowledge and capability whilst undertaking the science to support innovation and industry diversification is key to long term economic growth.

Additional to the activities of the CRC's, WASM has partnered with Innovation Central Perth (ICP) a Curtin University collaboration with Cisco, and METS Ignited to inform the role of digital technology to solve challenges for industries, particular where manual processes can be automated or optimised. The GEDC promoted, and participated in a very successful ICP event in Kalgoorlie-Boulder in May 2022. A number of local organisations raised problems that the ICP could assist with.

ICP offer a 12-week internship program that enables students access to engaging regional projects, supervised by expert from a variety of disciplines to produce an innovative solution to a business challenge. The GEDC advocated for Goldfields-Esperance involvement in this opportunity.

Curtin University's Kalgoorlie campus and WASM also have played a role in the Federal government's four-year $242.7 million Trailblazer Universities program. In partnership with the University of Queensland and James Cook University, $50 million in funding for the trio was announced in April 2022. This funding will help support a research commercialisation hub for resources technology and critical minerals that will turn research outputs in services, products and businesses. An additional $8 million in specialist support was attained from the CSIRO. Three other Australian universities will share the remaining funds.

An example of applied research at Curtin's WASM Kalgoorlie campus with potential commercial applications is the Goldfields Fit-for-purpose Industrial Water Supply Research (the Water Project).

Ground water is available in the Kalgoorlie-Boulder area but is typically hyper-saline and unsuitable for mineral processing making potable water a scarce and expensive resource. The Water Project was initiated to support industrial growth and diversification in the Goldfields region of Western Australia, including the new Lynas cracking and leaching plant in Kalgoorlie-Boulder, as a key client.

This research project was funded through a GEDC Regional Economic Development Grant (RED) and led by an expert researcher hosted by Curtin University WA School of Mines.

This project in stage one supported a series of trials as well as technology setup for the trial testing and the provision of training workshops during the year, which GEDC staff attended. Benefits of the project include attracting expertise to the region, capability building and generating industry diversification strategies as well as enabling access to fit for purpose water.

The success of the project has led to a Stage 2 that is about to commence with an Eco Technol and METS Ignited partnership. This project has potential for producing nationally significant levels of magnesium (currently imported) from ion separation.

Contemporary pyrometallurgy capacity and development of Australia's most advanced metals research facility are goals for Curtin WASM. With a strong interest in green metals, this facility will provide research and education to assist the resources giants such as the iron ore sector and others with carbon-neutral metal production.

Regular liaison with the regional university, innovation and research sector helps GEDC to be informed of industry trends and infrastructure requirements, arising issues and opportunities for referrals and connections with others, to be able to promote the region's industries to metropolitan, national and international audiences.



Curtin WASM - Goldfields Water Project

Tourism Industry Development

GEDC is involved in a range of targeted initiatives that develop and assist the tourism sector across the region.

A dedicated Tourism Manager commenced working for Australia's Golden Outback (AGO) and based in the Shire of Esperance in late 2021. The role is focussed on the implementation of initiatives in the Esperance Tourism Strategy, developed with support from key stakeholders and the GEDC, in 2020-21.

GEDC joined as a member of the Esperance Tourism Strategy implementation group in 2021-22, supporting the work of the Tourism Manager, Shire and local tourism stakeholders on this important growth sector for the southern part of the region.

In March to May 2022, GEDC supported regional engagement on a Tourism Destination Management Plan for Australia's Golden Outback region (funded by Tourism WA). This included promoting and attending community workshops and a GEDC visioning workshop facilitated by consultants engaged to develop the Plan. The 10 year plan will help guide, marketing direction, infrastructure development, event priorities and tourism industry capacity building

As part of the process, a Regional Tourism Development Strategy for the GEDC region was also being developed. This comprised a sub-regional analysis of Kalgoorlie & Goldfields (one region) and Esperance & South Coast (separate region), which the GEDC fed into and will continue developing with TWA into next year.

GEDC has also continued engagement and discussions on preparing for socio-economic impacts and opportunities associated with the sealing of the Outback Highway from Winton Queensland to Laverton WA – a major nation building civil construction project dubbed 'Australia's longest shortcut'.

The road will have significant flow on impacts for the region and GEDC has been engaging with stakeholders on how best to prepare for the increased traffic across the region, impacts for remote communities and how to maximise the opportunities and minimise the impacts.

GEDC also partnered during the year with the Shire of Esperance to undertake an Esperance Accommodation Study to understand low-cost, accommodation supply in Esperance including short-term key worker accommodation and short-stay tourism, the shortage of which, is severely impacting the tourism, agricultural and hospitality sectors (see Strategic Priority 2 – Enabling Infrastructure, Housing and Land).



Image by Outback Way

"Destination Esperance" Visitor Guide

In November 2021, the GEDC attended Kalgoorlie and Esperance workshops as part of industry engagement for the State Government's 'Shaping our Future Together' – future of the tourism industry consultation.

As part of the Esperance workshop, local tourism operators raised that there were no Esperance Tourism Visitor Guides being produced to provide to visiting tourists. The Tourism Visitor Guide had previously been produced until 2019-20 to help promote the sector and increase visitation and length of stays in the region.

The GEDC picked up this issue, talking with local operators, tourism and Esperance CCI reps, to ascertain who might be the best placed agency to produce the guide and how. It was determined that AGO was the best placed organisation to manage the production of the new Esperance Visitor Guide, using the new Tourism Manager role to lead production. GEDC supported the development of the guide using locally based graphic design team, with $10,000 in funding.

Meeting regularly with stakeholders and activating, locally led solutions to problems, where we can, is a key role the GEDC plays in the community, often making connections and developing pathways to solutions, that may not otherwise occur, because of our unique community relationships and connections into all levels of Government, community, business and industry.

"After talking with **local operators**, **tourism representatives** and Esperance Chamber of Commerce and Industry staff, the GEDC ascertained the **best placed agencies** to produce and champion the new Esperance Visitor Guide project and production. Our **unique community relationships** enables the GEDC to make such connections within all levels of local business, industry and government."



01



02

01. State Government's 'Shaping Our Future Together' Tourism Workshop
GEDC staff Rose Riley and Shane Liddelow along with tourism stakeholders, Renae Poot from Esperance Farm Experience and Lauren Douglas attended November's tourism workshop.

02. Kangaroos a hit with visitors
Lucky Bay in the Cape Le Grand National Park plays host to the world famous, "Kangaroos on the Beach".

Film Industry Development

During the year, the GEDC has worked closely with Screenwest on the delivery of film and screen production projects which profile the region and stimulate economic activity. Highlights were the production of the third series of Mystery Road: Origin and the feature film Kid Snow with both productions engaging significant local creatives and content in their projects.

"The GEDC and the Goldfields-Esperance region is designated by Screenwest as **'Film Friendly'** - welcoming to screen productions."

A number of productions were attracted to the region and were very positively received by local communities. Over the last twelve months, the region has also hosted the production of Our Law, Aussie Gold Hunters Series 7, Outback Car Hunters and more.

The feature film Kid Snow commenced filming in May 2022 in Kalgoorlie-Boulder - the first feature film to start production in WA since the border reopened to other States.

The GEDC provided on-ground film liaison officer resourcing during the year to support the attraction and securing of productions, through activities such as scouting, business and community referrals and hosting local introductory tours, and supporting funded productions to film in a variety of locations.

In partnership with Screenwest, the GEDC liaises with the production crew to leverage outcomes for the region including job opportunities, skills and training development, in order to maximise the economic boost from hosting a production and supporting local content. The GEDC also played a key role ensuring production crew were satisfied with their regional welcome, playing a facilitating role between the community and production staff, suggesting ideas and solutions to issues arising during production and troubleshooting.

The GEDC organised a pre-screening of the ABC's Mystery Road: Origin production for the Goldfields community, at the Goldfields Arts Centre, prior to its debut on TV. The GEDC's web page was updated through the year www.gedc.wa.gov.au/film-friendly to provide a resource to showcase the many film friendly locations available in the region.

Our GEMS

Locations, venues and events from around the region continue to be showcased on the State, national and international stage with the Our Goldfields-Esperance Must See (Our Gems) website gaining momentum as a central place to source guidance on what to do, visit and see in the region – for locals and visitors alike.

The Our Gems website provides a repository of information about the region's attractions, artists, experiences, and local groups, providing a valuable tool underpinning support to tourism operators, local creatives, promoting new projects to the region and magnifying exposure of regional events and activities.

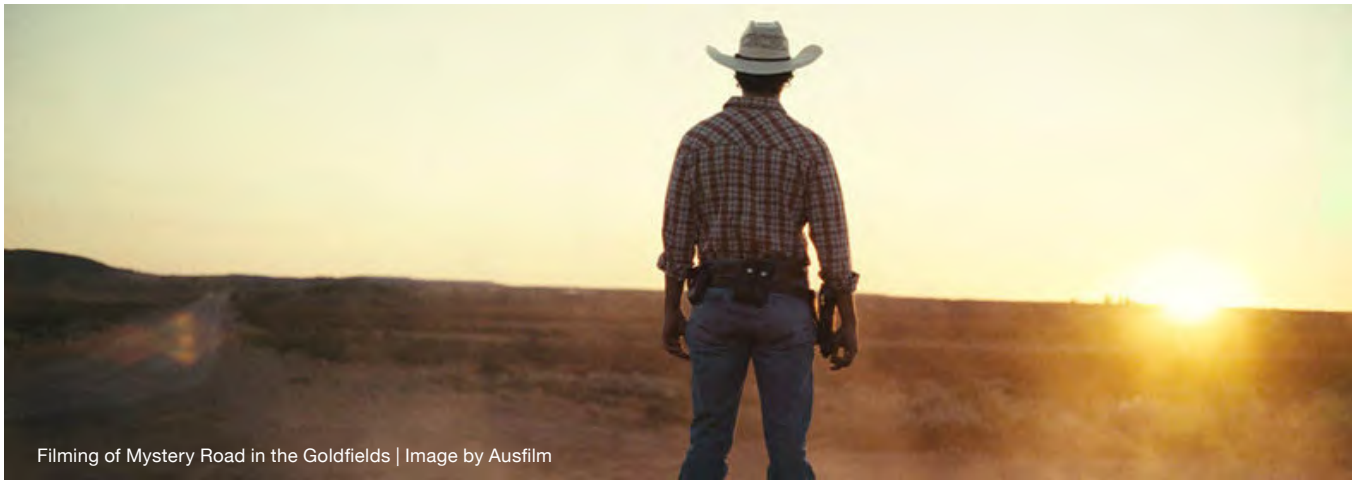
The GEDC has supported the Our Gems website to be a focal point for promotion of the region through various publications, events and stakeholder engagement.

The ArtGold team, managers of the Our Gems website and content, commenced its final reporting and acquittal of the State Government funding provided for the project at the end of the year, and following endorsement from the GEDC Board, began a transition of the platform to the GEDC, as an ongoing regional resource.

Aquaculture

GEDC is supporting proponents looking to establish large-scale land-based abalone farms near Esperance. If successful, these projects may create a new industry for Esperance and have the potential to host other aquaculture industries in close proximity.

The GEDC has assisted with the proponent with site selection and helped facilitate meetings with key stakeholders to assist the proponents establish relationships with local government, business, industry and the community.



Filming of Mystery Road in the Goldfields | Image by Ausfilm



Strategic Priority 7
Organisational Excellence

Our goal is to:

Demonstrate strong leadership and foster transformational partnerships and maintain strong organisational governance.

Our strategies to achieve this include:

- State Government Ministers, Departments, Local Government, and other organisations actively seeking advice and support from the GEDC
- All levels of Government have clear understanding of the region's economic recovery needs
- Barriers identified and cross agency collaborative efforts established

To deliver the following outcomes:

- Demonstrate strong leadership within the region and the State.
- Work across agencies to break down government barriers, perceived or real, to deliver positive initiatives and opportunities.
- Foster an environment of collaboration across the region, for the benefit of the region.
- Collate and communicate information and data to ensure that the GEDC and its stakeholders, have access to resources to make evidence-based decisions.
- Develop and implement a Communication Strategy to assist in affirming the role and successes of the GEDC and the State.
- Support the State Government's ongoing response to the COVID19 pandemic and, in collaboration with State and local government agencies, work to facilitate the region's economic recovery and influence the economic reform agenda
- Ensure the GEDC meets governance requirements outlined in the Regional Development Commissions Act 1993 financial management and other applicable legislation.
- Support the Chair and the Board, ensuring that they are well equipped, informed and have the resources to fulfill their function effectively and efficiently.
- Manage Government business and programs with integrity and in a timely and effective manner.
- Ensure all staff have appropriate training and resources to effectively perform their roles and apply good governance practices at all times.

Agency Performance
2.2 Key Achievements

Strategic Priority 7

Regional Briefings to Government

In early 2022, with COVID-19 continuing to impact the State, the Regional Development Commissions engaged in a range of processes to gather local intelligence to inform Government decision making at a whole-of-State and local level. This was similar to the whole of region to Western Australia intelligence gathering, initiated by the GEDC in 2020, when the Novel CoronaVirus pandemic started.

Reporting in 2021-2022 was via the DPIRD COVID Management Team. Weekly reporting on various emerging issues and impacts from ongoing COVID-19, for the community, industry, government and other organisations. This provided an important representation of regional impacts.

Many issues were similar across the regions such as labour force challenges particularly with the border closure, vaccination requirements and other mandates. Encouraging vaccination take-up or managing resistance was a key subject with the Maxi Vaxi Bus approach proving most effective in the Goldfields-Esperance and other regions. Offering easy to access and well publicised clinics, as well as providing clear information about the value of the vaccination was useful.

Business and community impacts reported from the introduction of mandates included increased staff shortages, slow business and business loss impacting business viability and decline in services-based clients.

Event cancellations caused further related business frustrations, while nationwide supply chain difficulties impacted most sectors from retail to construction. Morale and health pressures were also reported. Costs associated with mandates such as the extra expenditure on Rapid Antigen Tests, cleaning, and masks were also noted. Businesses expressed a need for clear and consistent messages about COVID-19 related requirements.

As the restrictions lifted, significant challenges with isolation due to exposures or illness with COVID-19 led workforce to tighten even further and workloads to increase.

Information reported through these briefings and meetings, directly informed the State's management of COVID-19 through the various stages of mandates and the Western Australia border opening, supporting the advisory capacity to Government of the Minister for Regional Development, Agriculture and Food and the Minister for Small Business; Fisheries. This enabled a good, broad understanding of regional issues with a view to identifying solutions that could be applied elsewhere.

GEDC engaged with stakeholder committees within the region for local perspectives, accessing surveys and other tangible information, and through direct contact with key representatives and organisations to actively contribute to the intelligence reports.

GEDC also participated in the COVID Management Team Stakeholder leads Group that pursued wider reaching concerns such as national supply chains, impacts on travel and tourism, agriculture and food, food service and hospitality, significant events, and public health and social measures. Under the COVID Management Team Group, a Supply Chain Project was commissioned and conducted by PWC and Gattorna Alignment. This included a survey of more than 50 organisations across a range of industries.

Regional Innovation Industry Advisory Group (RIIA)

The GEDC CEO was one of two RDC representatives to this State Government Advisory group, as nominated by WARDA, to represent Regional Development Commissions and the regions, on regional innovation and industry development matters.

The RIIA consists of up to six representatives from across industry, and representatives from JTSI, DPIRD and the RDCs.

The first meeting of the Advisory Group was attended by the Hon. Stephen Dawson; Minister for Emergency Services; Innovation and ICT; Medical Research; Volunteering, who set out his expectations from the Group and opportunities to engage with Government.

The RIIA will be heavily involved in the development and consultation of State Government policy and funding programs that impact and support the regional innovators and industry innovation.

Hosting regional visits

The GEDC plans, co-ordinates and hosts an abundance of key events and Ministerial visits throughout the year, to foster communication and connection throughout the region. Below are some highlights from 2021 - 2022.

MINISTER MacTIERNAN
27 July 2021

Meet the Minister Event
Kalgoorlie-Boulder

MINISTER PAPALIA
10 September 2021

State Budget Breakfast
Kalgoorlie-Boulder



MINISTERS
SANDERSON AND PUNCH
10 November 2021

Proposed South Coast Marine Park Community Consultation Launch
Esperance



MINISTER BUTI
13 May 2022

State Budget Breakfast
Kalgoorlie-Boulder



HON. MARK McGOWAN
29 July 2021

Opening of MRI facility in Kalgoorlie-Boulder
Kalgoorlie-Boulder

MINISTER WHITBY
14 September 2021

State Budget Breakfast
Esperance



MINISTER MacTIERNAN
15 November 2021

SEGRA Conference
Kalgoorlie-Boulder

MINISTER BUTI
16 May 2022

State Budget Breakfast
Esperance



MINISTER MacTIERNAN
27 August 2021

Sod turn & REDs Announcements
Kal City Centre



MINISTER COOK
6 October 2021

JTSI & Local Stakeholders Meeting, Regional Communications Forum
Kalgoorlie Boulder

HON. MARK McGOWAN
31 March 2022

Announcement of Regional Airfare Zone cap
Kalgoorlie Boulder

HON. MARK McGOWAN
& HON. BILL JOHNSTON
26 & 27 May 2022

Esperance Power Project Opening
Esperance



MINISTER MacTIERNAN
10 June 2022

Hydrogen Forum
Esperance

With several major renewable energy and hydrogen proposals being planned or proposed by private proponents for the Esperance and South East region, including town, Cascades, Condingup and Eucla locations, the GEDC facilitated a Hydrogen Forum in Esperance in early June 2022, to facilitate a community discussion on emerging issues and projects.

The Forum was hosted by the Minister for Regional Development, Agriculture and Food; and Hydrogen Industry, as the key-note speaker with a presentation from the Hydrogen Unit at Department of Jobs, Science, Tourism and Innovation.

The forum provided a great opportunity for the community to hear about the State's position in relation to the emerging renewable hydrogen industry and State-wide projects and to discuss the impacts and the opportunities that could be created from this new sector.

GEDC was delighted to work with six local leaders who participated in a panel discussion with the Minister during the Forum, to discuss the potential community benefits and impacts, and ways in which farmers, traditional owners and the wider community could work together to ensure the benefits of the emerging sector are realised and how the town could grow and develop in a sustainable way.

"The Forum attracted **over 80 participants** from the farming sector and the community, and has led to **further discussions and community engagement** on local proposals and planning for the future, which will continue into next year."



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03



04

01. Panel discussion with the Minister
02. Hon Min MacTiernan speaking at the Hydrogen Forum
03. Darren West MLC speaking at the Hydrogen Forum
04. Guest panellists at the Hydrogen Forum in 2022

Regional Development Council Portfolio

The Regional Development Portfolio comprises several entities that have a primary focus on the regions and regional development including the Western Australian Regional Development Trust; the Regional Development Council, the Department of Primary Industries and Regional Development; the State's nine Regional Development Commissions including the GEDC; and the Western Australian Regional Development Alliance (WARDA).

By fostering strong and effective relationships across government, industry and community, the Portfolio strives to deliver positive regional development outcomes. The Portfolio plays a central role in driving the strategic direction of regional development in Western Australia as the champion for the regional economy and communities, and the voice for regions across and beyond government.

During 2021-22, the GEDC collaborated with Portfolio partners to develop and deliver the Regional Development Portfolio Plan (Plan). The Plan has been established to address the challenges and leverage the opportunities that exist in regional Western Australia.

The Portfolio has identified a range of strategic initiatives that sit across five Regional Development Strategic Themes in the Plan. There are also identified actions, that the Portfolio has agreed it will collaborate on to deliver and promote economic growth and diversification in regional Western Australia.

The Plan's priority initiatives have been informed by Government priorities as well as region-specific needs and opportunities and include:

- Building labour market resilience - a key enabler of regional diversification is improving regional workforce stability and resilience.
- Supporting the transition to a low-carbon economy - significant diversification opportunities exist that will help to grow jobs in the regions.
- A focus on universal enterprise grade digital connectivity - this will support diversification, improved access to workforce training, and improvements in service delivery to the regions.
- Supporting Aboriginal economic development - regional economic development must have a focus on Aboriginal economic development and be built on trusted and collaborative partnerships between the Portfolio and Aboriginal people, communities and organisations.

The GEDC CEO participated actively in the development of the Portfolio Plan during the year including input, review and promotion of the Portfolio position and initiatives in the Plan, across other agencies.

Regional Development Council

The Regional Development Council (Council) is established under the Regional Development Commissions Act 1993 and provides advice and recommendations to the Minister on regional development issues. The Council consists of the Chairs of each Regional Development Commission and the Director General of DPIRD and provides leadership and strategic direction to the Portfolio and is the custodian of the Regional Development Portfolio Plan. The Council is responsible for ensuring coordination and collaboration exists across the Regional Development Commissions and DPIRD in order to implement the Plan.

GEDC Chair, Sabina Shugg, regularly participated in Council meetings and events including an annual luncheon with the Honourable Kim Beazley AC, the Governor of Western Australia and received briefings from government and industry leaders on matters impacting regional development. In May 2022, the GEDC CEO Kris Starcevich, in his capacity as WARDA Chair, co-Chaired another joint meeting of the Portfolio with His Excellency the Governor of Western Australia.

During November 2021, the GEDC had the pleasure of hosting a joint regional meeting of the Council and WARDA in Kalgoorlie-Boulder in conjunction with the SEGRA 2021 Conference.



SEGRA 2021 Conference

Western Australian Regional Development Alliance (WARDA)

The Western Australian Regional Development (WARDA) consists of the CEOs from the nine Regional Development Commissions, the Director General and Deputy Director General of the Department of Primary Industries and Regional Development (DPIRD).

WARDA is focused on implementing the State Government's Regional Development agenda. Guided by the Regional Development Council and the Minister for Regional Development, WARDA is responsible for the implementation of the Regional Development Portfolio Plan endorsed in November 2021.

In January 2022, GEDC CEO, Kris Starcevich accepted the role of WARDA Chair for a twelve-month term. As WARDA Chair, Mr Starcevich is focused on the effective implementation and evaluation of priorities strategies outline in the Regional Development Plan. WARDA is also charged with enhancing the Regional Development Portfolio's influence and effectiveness across State Government.

The CEO, worked with other members to set WARDA priorities for 2022 and manage WARDA resources, including the appointment of a Principal Policy Officer, to prepare joint submissions, represent WARDA at State Government Taskforce and committees and to coordinate liaison and engagement across WARDA and the Portfolio.

Regional inter-agency vaccination co-ordination group

The GEDC supported the work of key State agencies and not-for-profit organisations in the region to prepare and organise mass vaccination clinics and events in regional centres across the region.

This included attendance and input into weekly meetings, referrals to agencies and organisations that could support this critical health initiative and to promote the clinics, buses and vaccination take up in the region.

District Leadership Group

The GEDC CEO, continues to be an active member of the Goldfields District Leadership Group (DLG). The DLG consists of leaders from across all levels of government and community representation. During 2021-22, the DLG and relevant agencies, assisted WA Police and the State Government in coordinating their targeted COVID-19 vaccination program across WA, focused on increasing vaccination rates of Aboriginal people across the region. Other key focus areas of DLG over the past 12 months include the continued coordination and oversight of the Goldfields Summer Response Strategy, a collaborative effort across agencies to provide support services and transport solutions to people travelling through the Goldfields from the more remote Aboriginal Communities in the north during the summer months.

The DLG has met with leaders across government to high light the specific needs and challenges of the Goldfields. These meetings have included briefings with several Directors General from State Government Departments and the Commissioner of Victims of Crime.

In early 2022, following an expression of interest, the DLG was pleased to appoint Terrence Winner as the groups Independent Chair. Mr Winner, a Kalgoorlie-Boulder local, has extensive experience in the youth services and the disability sector and along with his role as Deputy Chair of the GEDC, he also has a number of other key community positions. The GEDC would like to acknowledge the outgoing independent Chair, Lyndon Brownley who steered the DLG through the challenging times of 2020 and the COVID-19 pandemic.

Goldfields Voluntary Regional Organisation of Councils (GVROC)

The GEDC continued participation at the GVROC bi-monthly member meetings during 2021-22, attending meetings both in person and online. GEDC provided regular updates to GVROC members and out of session advisory, data and information on other issues – this year, with a focus on housing and land matters and supporting the work of the GVROC Climate Alliance.

GEDC provided review and feedback on the GVROCs housing and land position paper and final strategy, which identified a range of issues in each local Government area and potential solutions to be actioned. The GEDC agreed to support further study into social and GROH housing and land matters working with GVROC and the Department of Communities and provided funding towards a collaborative audit and action plan. This work will continue into next financial year with GEDC continuing to participate in the working group for this study.

The GEDC also co-funded two studies as part of the GVROC Climate Change Alliance, a pilot initiative of the GVROC grouping of Councils funded by the State Government, and has participated in Alliance meetings, development of scopes and procurement processes for these studies.

The two studies are; a regional baseline climate emissions study and a regional renewable energy audit. Both studies are of key importance to the region, local and State Government and will be useful documents for the GEDC and regional stakeholders. Work on these studies will continue into next financial year and GEDC will continue to participate on the working groups for these pieces of work.

KBCCI City and Regional Meetings

Held monthly the KBCCI City and Regional Meeting is a unique gathering of stakeholders across all industry sectors and organisations, hosted by the Chamber. Key issues in 2021-2022 have undoubtedly been the impacts of COVID19, labour force issues and access to accommodation. The GEDC has a standing reporting item and is an important contributor to solution focused working groups of this meeting/group.

Dundas Economic Development Group

GEDC continued to work closely with the Shire of Dundas and key stakeholders to initiate projects for development in the region.

The GEDC established and chairs the Dundas Economic Group to support the Shire of Dundas to develop and diversify its economy and generate broader benefits for the regional community. The group which includes Federal, State and Local government plus business and industry met on a quarterly basis and was guided by an action plan which includes a number of initiatives which the Shire has sought to advance.

A highlight of the year was the advancement of the Dundas-Ngadju Timber Diversification project with the Shire developing a contract with the Forest Products Commission and Ngadju people, to harvest cleared mining areas and utilise the timber for sale that would otherwise be waste. The project is being developed with the Ngadju Aboriginal Corporation as an economic development opportunity and will continue into next year.

Northern Goldfields Economic Coordination Group

Welcoming the Shire of Wiluna to the Goldfields-Esperance region in mid 2021 stimulated interest in establishing a Northern Goldfields Economic Coordination Group (the Coordination Group). Led by the GEDC the Coordination Group comprises the Shires of Laverton, Leonora, Menzies, Ngaanyatjarraku and Wiluna, and the Regional Development Australia Goldfields-Esperance (RDAGE).

The Group aims to develop and diversify the sub region's economy and generate broader benefits for its communities are addressed through four priority areas: Enabling infrastructure, Economic development and diversification, Workforce development and Building business capability; and Decarbonisation and building a climate resilient economy. The Group has met twice during the year with GEDC chairing and supporting the development of key initiatives for the group.

Fitzgerald Business Network

The Fitzgerald Business Network (FBN) is an initiative of the Community Resource Centres (CRCs) in Ravensthorpe and Hopetoun. The FBN provides support through training, networking, advocacy and promotions alongside FBN led-initiatives that benefit local businesses and community stakeholders in the Ravensthorpe region.

The GEDC aided the CRC's in the initial stages of setting up the FBN initiative and helped facilitate gaining sponsorship from the mining companies for a part time resource.

The GEDC continued to work closely with FBN in advancing initiatives and resolving issues discussed through the Regional Coordination Group and through the wider community during the year.

The GEDC also provided funding support to the FBN during 2021-22 towards developing a promotional video for the Fitzgerald region to promote and attract people to the region.

Ravensthorpe Coordination Group

The Ravensthorpe Coordination Group was established by the GEDC to understand the economic and social impacts of new and expanding mining operations in the Ravensthorpe area and to work collaboratively to leverage any opportunities or mitigate any risks for Ravensthorpe and the surrounding communities.

The Group, chaired by GEDC, met tri monthly throughout this year. Members include local and State government agency representatives, resource companies and the Fitzgerald Business Network (FBN).

An economic and social impact assessment report and action plan was undertaken the year prior and helped guide the Group's focus with the FBN playing an active role in implementing some of the initiatives this year, revolving around training and pathways into the employment, business engagement, enabling infrastructure, caring for country initiatives and community harmony.

"A **key highlight** for the year was the **mining business forum** that GEDC and FBN co-hosted, attracting over 80 delegates from across the Ravensthorpe region. The forum was **a great opportunity to hear from the local resource companies about their future plans**, plus potential opportunities for local businesses"

The announcement of funding from the Federal Government and support from NBN for an upgrade from NBN Satellite to fibre to the premise in Ravensthorpe was also a key initiative advocated for by the Group and which will now see a significant improvement in telecommunications for the Shire and its residents.

Regional Board Meetings

The GEDC Board hosted its Board meetings in regional centres across the Goldfields-Esperance region during 2021-2022, providing an opportunity to meet with local stakeholders on-the-ground and tour local projects and activities.

Regional board meetings are always a highlight of the year and enable all board members and staff to connect across the region.

The Executive Assistant and Executive Officer continue to provide an exceptional level of internal and external customer service to our Chair, CEO, Board and Committee members and to external stakeholders, in arranging matters and meetings for the Board and CEO.

This includes the preparation of Board events, meetings and tours, and extensive Board agenda papers and briefings for the meetings. This also includes financial briefings and RMAC briefing papers and management of Board travel and timesheets.

SHIRE OF DUNDAS

12 August 2021

SHIRE OF LAVERTON

14 October 2021

CITY OF KALGOORLIE-BOULDER

1 December 2021

SHIRE OF ESPERANCE

Combined meeting with Regional Development Australia Goldfields-Esperance

3 February 2022

TEAMS VIDEO MEETING

7 April 2022

SHIRE OF COOLGARDIE

2 June 2022



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01. Shire of Dundas Board Meeting
02. Board members travelled to the Shire of Laverton for the October 2021 meeting
03. Board members in the Shire of Coolgardie in June 2022

GOLDFIELDS BUSINESS AWARDS

11 September 2021

The Goldfields Business Awards is a premier regional event run by the Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI) that acknowledges and recognises excellence in businesses, organisations and employees.

GEDC staff participated as a category judge and sponsored the Aboriginal Business award for this year's event. The CEO presented the award to the winner on behalf of the GEDC.



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01. Aboriginal Business of the Year
Goldfields-Esperance Development Commission sponsored - Aboriginal Business of the Year Award, recipients Kai Rho Contracting accepting their award for 2021.

02. 2021 Theme: Masquerade!
GEDC's Senior Regional Development Officer, Regan Brewer, at the Goldfields Business Awards.

03. Kai Rho Contracting
Aboriginal Business of the Year, Kai Rho Contracting, who's owners are traditional owners across the Goldfields and Murchison regions.

04. 2021 Goldfields Business Awards
GEDC staff - Regan Brewer, Peter Rampellini and Sarah Fletcher

ESPERANCE BUSINESS AWARDS

30 October 2021

GEDC participated in the Esperance Chamber of Commerce and Industry (ECCI) Annual Business Awards event in early November 2021.

The event, recognises the business community and celebrates its achievements over the past 12 months. GEDC CEO Kris Starcevich presented the Rising Star Award as sponsor, to Shannon Blampied as the winner for 2021.



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01. Customer Excellence Award 2021
GEDC CEO presenting the 2021 Esperance Chamber of Commerce and Industry "Customer Excellence Award" to Shannon Blampied from Helloworld Esperance.

02. Keynote Speaker
MC and guest speaker for the awards, Mick Colliss.

03. ECCI Committee
GEDC CEO with the ECCI Chair and ECCI Committee Members.

04.Customer Excellence Award
Sponsored by Goldfields-Esperance Development Commission in 2021.

05. Celebrating Success
All ECCI Award Winners celebrating at the 2021 Awards Ceremony.

SEGRA CONFERENCE KALGOORLIE-BOULDER
16-18 November 2021

Despite the challenges with interstate and intrastate travel during a global pandemic, the GEDC as a key sponsor and member of the working committee, supported the successful delivery of the Sustainable Economic Growth for Regional Australia (SEGRA) Conference in Kalgoorlie-Boulder from 16-18 November 2021.

The City welcomed over 200 delegates including local, State and national regional development representatives throughout the program of Conference events. The Conference commenced with a welcome function on the evening of the 15 November 2021. The first two days of the conference (16-17) included full days of speakers, concurrent sessions, a super pit-ch breakfast event and a formal dinner.

On the 18 November, GEDC hosted one of two half-day industry tours, guiding delegates through a number of must-see locations in the City including Karlkurla Park, a Dreaming tour with the local urban landcare group, complete with bush food tastings, tour of the Kalgoorlie Golf Course, the historic Boulder Town Hall, Superpit lookout and the Museum of the Goldfields.

In partnership with the City of Kalgoorlie-Boulder, the GEDC developed and implemented a First Nations engagement plan to ensure the authentic participation of First Nations people across the forum.

A number of speakers were facilitated by the GEDC including the Minister for Regional Development, who attended and opened the Conference on behalf of the WA State Government, Philip Helberg, CEO, Infrastructure WA, Stephanie Unwin, CEO Horizon Power and Aboriginal business speakers from the Goldfields and from across Australia.

SEGRA provided an opportunity to highlight priority projects from across the region including the new Lynas Rare Earths processing plant in Kalgoorlie-Boulder and the GEDC funded, Goldfields Migrant Employment Project. The format also covered a range of regional development topics with speakers from across the nation, as diverse as futurist thinking, tourism enterprise, innovation and environment and sustainability.



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01. SEGRA Kalgoorlie 2021
Goldfields Migrant Employment Program (GMEP) Manager, Blessings Masuku presenting at the SEGRA Conference.

02. SEGRA Kalgoorlie 2021
CEO of IWA, Philip Helburg presenting at SEGRA Conference 2021.

03. GEDC at SEGRA 2021
GEDC staff take part in the two day industry conference.

NAIDOC WEEK 2021

4-11 July 2021

The GEDC welcomed NAIDOC Week celebrations held from 4 to 11 July, with the 2021 theme 'Heal Country'.

NAIDOC Week, celebrated by all Australians, is a great opportunity to learn more about Aboriginal and Torres Islander communities and culture.

Events were held across the region, recognising the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. In Kalgoorlie-Boulder, GEDC staff attended the NAIDOC parade along Hannan Street, the Aboriginal Film Festival and attended the cultural day where staff participated in basket and bead making workshops with local Elders.



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01. NAIDOC Opening Ceremony, Kalgoorlie-Boulder
GEDC Staff attended the NAIDOC opening and parade in the City of Kalgoorlie-Boulder.

02. NAIDOC Opening
Getting set up for the NAIDOC opening ceremony.

03. NAIDOC Parade
NAIDOC celebrations in the heart of Kalgoorlie-Boulder.
Image: Melissa Drummond

04. NAIDOC Parade
NAIDOC celebrations and parade takes place on Hannan Street every year in Kalgoorlie-Boulder.
Image: Melissa Drummond

05. Heal Country
Proudly celebrating NAIDOC 2021 "Heal Country"

RECONCILIATION WEEK 2021

27 May - 3 June 2021

The GEDC marked National Reconciliation Week (NRW) 2022 held from 27 May to 3 June, with the theme 'Be Brave. Make Change'. NRW is held on the same dates each year to commemorate two significant milestones in the reconciliation journey, the 1967 referendum and the High Court Mabo decision.

To open the week, staff attended a National Reconciliation Virtual Breakfast event featuring Elder, Aubrey Lynch, from Kalgoorlie-Boulder, who provided a Welcome to Country alongside other Elders from different WA regions.

Other events staff attended include Reconciliation Breakfast event at Forest Products Commission, Karlkurla Experience Luncheon and Social Media Launch and the Goldfields Aboriginal Language Centre (GALC) Language Awards.

The GEDC promoted NRW in our email signatures and shared publications and events in our E-News and LinkedIn profile during the week.



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01. Karlkurla Industry Luncheon
GEDC Director Chelsie Grace with Sue Hanson from the Goldfields Aboriginal Language Centre.

02. Reconciliation Week Breakfast
The Forest Products Commission hosted a Reconciliation Week Breakfast to celebrate #NRW21

03. The Karlkurla Experience
GEDC Staff participated in the Karlkurla Industry Luncheon.

04. NRW Virtual Breakfast
Staff participate in the National Reconciliation Week Virtual Breakfast, organised by Reconciliation WA.

Regional Data Group

The Regional Data Group is a voluntary partnership involving each of the State's Regional Development Commissions. The purpose of the Regional Data Group is to provide a consistent, RDC wide approach to data collection, preparation, and presentation which can be used to monitor, inform and promote economic development in the regions.

During 2021-22, the Regional Data Group developed shared datasets relating to regional property, labour market and resource sector activity. This data has been used for reporting purposes and to provide supporting evidence for policy responses though the year. The Group met regularly online with GEDC staff participating.

Economic modelling and provision of statistical information

The GEDC continues to support regional stakeholders, and clients beyond the region, including in liaison with other Regional Development Commissions, with economic modelling and a variety of statistical information from a multitude of sources. Support has been provided to government agencies, business projects, non-profit and community organisations for planning, submissions, business cases, grants or promotional purposes throughout the year.

Monitoring the continuing impact of COVID-19 through data has also been important as has monitoring and understanding project development and the indicative impacts of development on the regional economy.

The August 2021 Census was held in a significant period of low contact due to COVID-19 and labour shortages. The results of the Census will be important to view the changes in the economy and community since 2016 but we are not fully convinced that the Census will have full reporting accuracy for the region given the high level of non-completions and difficulties sourcing staff to support Census roll-out and collection across the region. The GEDC was very involved in promoting participation in the Census and assisting the Australian Bureau of Statistics.

GEDC's Senior Regional Development Officer participated on the selection of a State-wide economic modelling provider, REMPLAN for five years services, with the project procurement team at DPIRD. This was a substantial and thorough process that resulted in a high quality, comprehensive and accessible technology product for the regional portfolio to utilise in support of its research, projects and initiatives.

Submissions

The GEDC works individually and with other State agencies, to make submissions and representations on behalf of the region and for the interests of the region. We averaged around two formal written submissions each month on a variety of matters from workforce and migration matters to climate change and regulatory changes. We regularly provided information on the region in written and verbal formats, on current status for particular issues, to other agencies to enable them to make quality, evidenced based submissions on behalf of the State and region, and to help develop policy approaches. This included matters such as industry science clusters and childcare during this year.

In September 2021, GEDC contributed to the Committee inquiry into challenges and opportunities for the WA economy - Terms of Reference: *The committee will inquire into and report on identified intergenerational challenges and opportunities for the Western Australian economy, out to 2041.*

In April 2022, the GEDC contributed to the Office of Multicultural Interests paper to the Home Affairs *'Establishing New Regional Humanitarian Settlement Locations'* working paper.

GEDC also participates in consultation sessions on State Government and Federal Government matters and staff provide verbal representation and information at these meetings, in person and online. This year, consultation participation has included topics as diverse as the proposed divesting of Aboriginal Lands Trust land and Hydrogen Supply Chain Mapping.

It should be noted that requests for regional engagement and input from central agencies to the GEDC and via WARDA, has substantially increased over the last two years, which is a fantastic result for the regions, (increased voice and representation).

Industry and Stakeholder Liaison

The GEDC CEO and staff at all levels continued to meet and engage regularly with industry and business organisations, representatives and companies about major projects, grants, industry initiatives and new developments across the region.

Being available to meet with those looking to invest in the region, expand businesses and seeking to navigate their way through Government processes, is a key role of the GEDC team and all staff expended time each week during the year to this activity.

This included one-on-one meetings and briefings, attendance at representative organisation meetings such as CME and the local CCIs, and attendance at local business briefings and events such as Business After Hours across the region.

The GEDC also brings and facilitates central agency visits to business and industry in the region and makes referrals through its meetings to relevant local stakeholders, other agencies and other businesses that can support industry and business needs.

Our industry liaison is critical to support local content outcomes in the region and to support the success of industry focussed, government programs in the region, including business advisory, funding and innovation initiatives.

It also supports GEDC and Government to build whole of region/sectors demand analysis and referrals for industrial land take up and infrastructure requirements in the region.

There are fewer Government agencies with offices and staff on the ground in the Goldfields-Esperance region, comparative to other regions, and the metropolitan areas. This means the GEDC plays a critical role in filling the gaps that may traditionally be serviced by other Government agencies in the metropolitan or other regions. This role is particularly prevalent this year with the quantum of major projects planned, proposed and underway in the region and the subsequent pressures created on services and communities.

Risk Management and Audit Committee

At the February 2022 Board meeting, the Board recommended the appointment of Terrence Winner as the RMAC Chair for the Risk Management and Audit Committee (RMAC) and appointed new members - Tracey Rathbone and Timothy Carmody.

The Committee met three times during the year and progressed a number of initiatives on behalf of the Board and to maintain a high standard of integrity and performance, within the agency.

During this financial year, the RMAC oversaw the implementation of internal audit arrangements to examine the effectiveness of the following core business risk management areas:

- Grants Management
- Board Governance and Delegations
- Asset Management
- Purchasing and Credit Cards
- Policies and Procedures

Internal Audit

The GEDC achieved an overall rating of A- for its internal audit undertaken during 2021-2022. This is an excellent result for a small agency with limited resources to manage corporate governance matters.

The report recommended only minor opportunities for improvement in business processes, and these did not detract from the high level of management controls and involvement on the operations of the Commission.

The GEDC's Executive Officer is commended for her continued good management of corporate governance, risk and internal audit matters, under direction of the Board and CEO.

"The GEDC achieved an **overall rating of A- for its internal audit** undertaken during 2021-2022 - this is an **excellent result** for a small agency."

Policies and Procedures Review

The GEDC RMAC procured an external consultant to undertake a GEDC policy and procedure review in line with the introduction of new policy, modifications to various Acts, circulars and Treasurers Instructions.

Updates to these policies and procedures have been applied within the context of the agency's risk, internal audit review, control and corporate governance framework. Final review and implementation of the new policy and procedure suite will continue in the first quarter of 2022-23.

This process included a substantial effort by the Executive Officer to coordinate and monitor the review and to review and edit content produced by the consultant, over several months. This also included mapping of the process to introduce new policies and procedures to the wider team to ensure they are accessible and available.

ICT and Cyber security

The RMAC monitored and implemented new and changing requirements to improve the GEDC's cyber security controls throughout the year, providing regular reporting to the Department of Premier and Cabinet (DPC) Security and Emergency Committee of Cabinet (SECC), and quarterly reports to the Australian Cyber Security Centre (ACSC) Cyber Hygiene Improvement Program (CHIPS), in order to identify and assist in raising the agency's level of protection against cyber threats.

Digital business systems review

GEDC participated in two workshop sessions, one with other RDCs and one with GEDC only staff, to map and understand our business systems and processes, and to discuss their relationship with current ICT systems and potential improvements that could be made to streamline and improve digital business systems.

"**GEDC rated highly** in a number of areas including the **use of remote working technologies** and electronic signature and document management software."

Areas for future improvement included investigating an intranet for the GEDC, better integration of financial and HR systems, digital business planning systems and improved digital record keeping systems.

GEDC will look to source external support for business and digital systems improvements during the next financial year in an effort to reduce and streamline the heavy administrative burden on Members of the team and to enable staff to focus more time on regional development, rather than administration, within the agency.



"GEDC continues to support regional stakeholders, and clients beyond the region, including liaison with other Regional Development Commissions, government agencies, and community non-profit organisations."

Agency Performance

2.3 Regional Investment Management

Round 4 - Regional Economic Development (RED) Grants Program

The Regional Economic Development (RED) Grants program provides regional investment into local projects that generate jobs and stimulate economic growth outcomes. Managed by the GEDC for the Goldfields-Esperance region, the RED grants support a range of projects that promote local sustainable jobs, partnerships, productivity, skills and capability as well as stimulate new investment and industry diversification.

In 2021-22, the GEDC delivered Round 4 of the State Government's Goldfields-Esperance RED Grants program. A total of $785,000 was allocated to five projects, bringing the program's total to 21 projects over four rounds in the Goldfields-Esperance, receiving over $3 million, across diverse industries including education and training, tourism, technical innovation, manufacturing and agri-food.

The GEDC staff undertook extensive engagement and promotion of the REDs grants program on the lead up to the opening of the round and then completed due diligence, assessment panels and briefings to the Board and Minister for Regional Development, to make recommendations on final project funding and successful applicants.

Below is a summary of Round 4 REDs projects that were assessed, approved and implementation commenced to deliver regional development outcomes in the Goldfields-Esperance during the year.

Australian Potash Limited - $250,000

The GEDC provided funding towards the establishment of Laverton Training Centre that will provide vocational training programs for local Aboriginal people in the Northern Goldfields, who are unable to access formal training programs.

The project involved refurbishment of an existing building in Laverton into a custom-built training facility with lecture rooms, offices, and amenities, accommodation for visiting lecturers. The RED funding supported the purchase and installation of an ablution block and a 4WD vehicle to assist participants to access the centre from remote communities.

Esperance Diving and Fishing - $200,000

This project renovated Esperance Diving and Fishing accommodation into two accessible holiday apartments and refurbished office, providing additional services and increased accessibility for visitors.

The apartments will have full disability access to enable Esperance to target the growing accessible tourism market. Esperance Diving and Fishing will package the accommodation with existing accessible vehicle hire, tours (land and sea) and local carer services ensuring the complete accessible holiday experience in Esperance.

Goldfields Machining Pty Ltd - $75,000

Goldfields Machining is a Kalgoorlie-Boulder based machining business, servicing the mining industry. The GEDC funded a project to support the purchase of a Hydraulic Cylinder Repair Bench to enable on-site pressure testing, digital reporting and laser stroke measurement. The bench will increase service provision to the mining sector, providing diagnostic and repair services on cylinders currently requiring transport to Perth for analysis and repair.

Yirri Grove - $60,000

Yirri Grove produces extra virgin olive oil and provides a tourism, paddock-to-plate experience through their farm shop and restaurant. The GEDC provided funding to expand the business operations through an extension of the existing restaurant and production area which will increase the dining capacity and olive oil production. The project also includes the planting of additional olive trees to cater for future olive oil demand.

Shire of Dundas - $200,000

Through a contract with the Forest Products Commission (FPC), the Shire will work with Ngadju Traditional Owners and FPC to mill waste timber from mine sites clearing to develop a saleable timber product. Mill timber will support the WA timber industry as well as ensure supply for local Ngadju and Men's Shed industry development initiatives. The funding supported the establishment of the timber milling facility through the planned purchase of essential equipment and facility infrastructure.

Rounds 1 - 3 Regional Economic Development (RED) Grants Program

GEDC staff also continued to manage and acquit funded projects from the previous three rounds of REDs grants during 2021-22, as shown in the tables to follow.

RED GRANT ROUND 1 2018-19 PROGRAM	PROJECTS	FUNDED AMOUNT	TOTAL PROJECT COST	PROJECT STATUS
Goldfields Migrant Employment Project	Goldfields Community Legal Centre (GCLC)	**$249,960**	$249,960	Acquitted
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 PROGRAM	PROJECTS	FUNDED AMOUNT	TOTAL PROJECT COST	PROJECT STATUS
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	Acquitted

RED GRANT ROUND 3 2020-21 PROGRAM	PROJECTS	FUNDED AMOUNT	TOTAL PROJECT COST	PROJECT STATUS
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	In Progress
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	In Progress
Still Upgrade Project	Esperance Distillery	**$10,200**	$14,600	Acquitted

Royalties for Regions Funded Projects

Economic Transformation of the Kalgoorlie City Centre Project

(known as Kal City Centre project)

The Kal City Centre project (as it is now known) administered by the City of Kalgoorlie-Boulder, received $8 million Royalties for Regions funding several years ago, however the project was severely delayed.

The total $16 million project has been replanned following extensive community engagement and involves the refurbishment of St Barbara Square and Laneway behind the City Markets Arcade, creating a series of new vibrant, community spaces. The project includes new alfresco dining, entertainment areas and landscaping, as well as a waterplay feature and bespoke children's playground. The reinvigorated city centre will support improved retail trade and provide an enhanced visitor experience for Kalgoorlie.

Civil construction specialists, Ertech were awarded the construction contract, during the year, having expansive experience in a range of urban redevelopment projects such as the Rockingham Beach Foreshore Revitalisation and the South Hedland Town Centre Redevelopment.

On-site demolition works commenced in April 2022 with the project due for completion in early 2023.

The GEDC engaged extensively with the proponent, the City of Kalgoorlie-Boulder, on this project, during the year. A key area of focus for the GEDC was supporting Aboriginal Economic Development outcomes through the implementation of the project. This was achieved this year, in part by securing two Aboriginal traineeships based at the City that will be engaged in working on the project during its lifetime.

GEDC will continue to support the Kal City Centre project into next year with a focus on Aboriginal art installations, employment and local content.

Laverton Great Beyond Visitor Centre

The Shire of Laverton received $1.3million in 2018 to refurbish the existing visitor centre infrastructure and for the construction of a new extension to enable the expansion and tailoring of services to meet visitor and community needs as well as increase the centre's overall capacity and functionality. Upgrades to the centre included a new retail space, a café, outdoor garden and interactive displays.

The construction tender was awarded to Kalgoorlie-Boulder based building, Acorp Construction, to undertake the $2.6 million upgrade to transform the centre into a unique tourism and cultural asset for Laverton and the Northern Goldfields.

The GEDC has worked closely during the year with the Shire of Laverton to progress the project to completion with the official opening planned for early in the new financial year. Final reporting and project acquittal for the funding was completed during 2021-22.

Leonora Ageing in Place Independent Living Village

Through the Regional Aged Accommodation Program, the Shire of Leonora was awarded $3.5 million in 2017-18, to construct eight independent living units. The modern facility also features a community hall, communal gardens and barbecues, enabling residents to live independently while accessing local and visiting support services, through the integration of best practice 'ageing-in-place' principles.

The project has progressed with the construction tender being awarded.

The GEDC has worked through 2021-22, with the Shire to progress the project through funding milestones and leverage local content and economic development outcomes, with completion expected in early 2023.



Minister MacTiernan at the Kal City Centre sod turn

Goldfields-Esperance Small Grants 2021

The State Government committed to funding a range of small grants throughout Western Australia following the 2021 State Election. The Small Grants Program 2021 provided funding to support local community driven projects under the Minister for Regional Development's portfolio. In partnership with DPIRD, the GEDC coordinated and managed the contract administration and funding agreements for the small grants to deliver these projects across the Goldfields-Esperance region.

Fifty-four (54) local community organisations were allocated small grant funding ranging from $1,500 to $120,000, with Goldfields-Esperance projects receiving a total funding of over $1.3 million from the program. To deliver these priority community projects for the region, GEDC staff worked with recipients to deliver project funding agreements, to ensure that project milestones were met and final acquittal reports were provided, as stipulated in their funding agreements. Each month during 2021-22, the GEDC provided reporting and status updates for each project to the Office of the Minister for Regional Development.

At June 2022, thirty-three (33) of fifty-four (54) funded projects were completed, one project withdrew prior to funding and the remaining projects are in progress.

PROGRAM	LOCATION	FUNDED AMOUNT	TOTAL PROJECT COST	PROJECT STATUS
Gold Rush Cheer - equipment	Kalgoorlie-Boulder	**$5,000**	$12,000	Acquitted
Eastern Goldfields Little Athletics Assoc - new canteen	Kalgoorlie-Boulder	**$19,000**	$19,000	In Progress
Laverton Men's Shed - equipment	Laverton	**$7,000**	$9,839	In Progress
Kalgoorlie-Boulder Community Garden - chicken coop	Kalgoorlie-Boulder	**$3,500**	$3,500	In Progress
Coolgardie Junior Fire Brigade - uniforms	Coolgardie	**$3,000**	$17,402	Acquitted
CAPS Kurrawang Primary School - cultural garden	Coolgardie	**$5,000**	$5,000	Complete
Kambalda Art Centre - air conditioning	Kambalda	**$5,280**	$7,150	Acquitted
Goldfields Tee Ball Association - equipment	Kalgoorlie-Boulder	**$2,000**	$2,000	Complete
Boulder City Football Club - Commercial Oven	Kalgoorlie-Boulder	**$4,500**	$5,001	Acquitted
Salvation Army Youth Shed – artificial turf and basketball court concrete	Kalgoorlie-Boulder	**$4,600**	$4,600	Acquitted
The Eastern Goldfields Squash Racquet Association - equipment	Kalgoorlie-Boulder	**$1,500**	$1,500	Complete
Norseman Swimming Club - training equipment	Norseman	**$1,500**	$1,500	Acquitted
North Kalgoorlie Junior Fire Brigade - equipment and shirts	Kalgoorlie-Boulder	**$4,500**	$4,500	In Progress
Nullarbor Links - upgrades	Kalgoorlie-Boulder	**$20,000**	$20,000	Acquitted
Eastern Goldfields Rugby Union Association - equipment	Kalgoorlie-Boulder	**$1,600**	$1,600	Complete

Goldfields-Esperance Small Grants 2021

PROGRAM	LOCATION	FUNDED AMOUNT	TOTAL PROJECT COST	PROJECT STATUS
Kambalda United Junior Soccer Club - equipment	Kambalda	**$2,600**	$2,600	Acquitted
Leonora Bowls Club - shed	Leonora	**$5,000**	$5,000	Acquitted
Leonora Youth Centre - furniture	Leonora	**$4,800**	$4,800	Acquitted
Laverton School - library shelving	Laverton	**$5,000**	$5,000	In Progress
Hannan's Primary School – iPads and cases	Kalgoorlie-Boulder	**$5,000**	$6,000	Acquitted
Kambalda Volunteer Fire and Rescue Service - Juniors - uniforms and equipment	Kambalda	**$6,500**	$6,500	Acquitted
Boulder Bowling Club - security screens	Kalgoorlie-Boulder	**$20,000**	$20,000	In Progress
O'Connor Primary School - nature playground	Kalgoorlie-Boulder	**$5,000**	$95,000	Acquitted
Indian Association of the Goldfields - event equipment	Kalgoorlie-Boulder	**$7,000**	$7,000	In Progress
Golden Mile Art Exhibition Group - wet area	Kalgoorlie-Boulder	**$15,000**	$15,000	In Progress
Inland Art Prize - equipment	Leonora	**$5,000**	$33,000	Complete
Pink Lake Golf Club - solar panels	Esperance	**$12,000**	$18,290	Acquitted
Esperance Community Train - refurbishment	Esperance	**$10,000**	$10,000	Acquitted
Hope Community Service - furniture and IT equipment	Esperance	**$13,500**	$13,500	Acquitted
Esperance Bowling Club - beach volleyball lighting	Esperance	**$12,500**	$12,500	Acquitted
Esperance Mountain Bike Association - directional signage	Esperance	**$3,500**	$3,500	In Progress
Esperance Table Tennis - competition tables	Esperance	**$2,500**	N/A	Withdrawn
Esperance Agricultural Society - forklift replacement	Esperance	**$20,000**	$22,500	Acquitted
Ravensthorpe - visitor information bay	Ravensthorpe	**$20,000**	$20,000	In Progress
Hope FM Community Radio - broadcasting equipment	Esperance	**$5,500**	$5,500	Acquitted

Goldfields-Esperance Small Grants 2021

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

Goldfields-Esperance Large Grants 2021

Following the 2021 State Election, the GEDC was allocated administrative responsibility for funding agreements for four, large State Government funded projects, under the Minister for Regional Development portfolio.

The GEDC, with support from DPIRD, manages the large grant agreements in liaison with the recipient to ensure the projects are delivered for the region. The four projects located in Kalgoorlie-Boulder, received funding totalling over $5.9 million.

During 2021-22, GEDC staff met regularly with the recipients and interested stakeholders and supported the recipients with the progression of their projects and funding agreements.

Full Circle Therapy Centre - $2.76 million

Full Circle Therapies was funded to construct a purpose-built therapy centre in Kalgoorlie-Boulder to enable children with special needs to access specialised allied health services. The centre currently provides individualised programs for children and their families to assist with physical, social, emotional, and cognitive development. The project will double the capacity of the centre and employ additional specialist staff enabling increased local service provision.

Kalgoorlie-Boulder Youth Precinct - $2.1 million

This project complements the City of Kalgoorlie-Boulder's 'Kal City Centre project' by unifying the Kingsbury Park and Lord Forrest precincts into a central, youth-focused precinct. The project will expand on the skate park and existing amenities to include a multi-purpose court, study areas, hangout spaces, stage upgrades, toilet facilities and CCTV and lighting upgrades. These improvements will offer a safe space for young people to meet, participate in activities and connect with support programs.

Karlkurla Bushland and Nature Playground - $600,000

The Kalgoorlie-Boulder Urban Landcare Group, with the support of the City of Kalgoorlie-Boulder, is building a new nature playground on the site of the Karlkurla Bushland Park. The project will enhance recreational areas and activities for the local community with additional nature play elements such as water channels, pump tracks, spinners, trampolines, flying fox and sensory, and musical play.

Boulder Camp Upgrades - $510,000

Funding will be used towards upgrades at Boulder Camp facility in Kalgoorlie-Boulder. The site is used as a camping area by people traveling from remote communities such as Tjuntjuntjara, Yalata and the Anangu Lands, into Kalgoorlie-Boulder. The upgrades will focus on sewage and ablutions, as well as structures and security to ensure health and safety measures at the camp.

PROGRAM	RECIPIENT	FUNDED AMOUNT	TOTAL PROJECT COST	PROJECT STATUS
Full Circle Therapy Centre (Paediatric Allied Health Services)	Full Circle Therapies Inc	**$2,767,000**	TBC	In Progress
Kalgoorlie Boulder Youth Precinct	City of Kalgoorlie-Boulder	**$2,100,000**	$3,600,000	In Progress
Karlkurla Bushland Nature Playground	Kalgoorlie-Boulder Urban Landcare Group (KBULG)	**$600,000**	$1,000,000	In Progress
Boulder Camp Upgrade	City of Kalgoorlie-Boulder	**$510,000**	$510,000	In Progress

State Government Funded Programs (Rounds)

The GEDC has four legacy grant programs, shown below, with the program acquittal process underway during 2021-22 with DPIRD. All funded projects are complete and have been acquitted.

PROGRAM	PROJECTS	FUNDED AMOUNT	TOTAL PROJECT COST	PROJECT STATUS
Community Chest Fund (CCF) Round 3	23 projects	**$531,717**	$1,887,727	Program acquittal in progress
Community Chest Fund (CCF) Round 4	16 projects	**$492,518**	$1,229,237	
Regional Grants Scheme (RGS) Round 5	10 projects	**$1,628,496**	$4,377,852	
Regional Grants Scheme (RGS) Round 6	6 projects	**$1,020,858**	$2,268,077	
Local Projects Local Jobs (LPLJ) Initiative	14 projects	**$728,000**	$1,103,500	



01



02



03

01. Laverton Great Beyond Centre
Grant supported work at the "Great Beyond" Visitor Centre included a refurbishment of the existing infrastructure and construction of an extension.

02. Goldfields Women's Refuge
A new playground and new furniture for the Goldfields Women's Refuge were partially funded by the Small Grants Program in 2021.

03. Esperance Bay Yacht Club
New junior sailing boats at the Esperance Bay Yacht Club were part of the State Government's commitment to supporting local and community projects.

Other GEDC Led Projects and Funding

PROGRAM	RECIPIENT	FUNDED AMOUNT	TOTAL PROJECT COST	PROJECT STATUS
Goldfields Migrant Employment Project (S40)	Goldfields Community Legal Centre Inc	**$300,000**	$375,000	In Progress
Film Friendly Foundations Project (S40)	Screenwest	**$6,652**	$18,652	Acquitted
WAM Demos from the Goldfields-Esperance region (S40)	West Australian Music (WAM)	**$6,000**	$6,000	In Progress
Esperance Workers Accommodation (S40)	Shire of Esperance	**$40,000**	$46,000	Acquitted
Self-Mustering Trap Yard Pilot (DPIRD)	Goldfields Nullarbor Rangelands Biosecurity Association (GNRBA)	**$100,000**	$100,000	In Progress
Esperance Region 2022-23 Visitor Planner Guide (S40)	Gold Region Tourism Organisation Inc t/a Australia's Golden Outback	**$10,000**	$30,000	In Progress
Esperance Workforce Retention and Attraction Project (S40)	Esperance Chamber of Commerce and Industry Inc (ECCI)	**$10,000**	$15,000	In Progress
Carbon Emissions Baseline Study for the GVROC Regional Climate Alliance (S40)	Goldfields Voluntary Regional Organisation of Councils (GVROC)	**$10,000**	$89,000	In Progress
Regional Renewable Energy Audit for the GVROC Regional Climate Alliance (S40)	Goldfields Voluntary Regional Organisation of Councils (GVROC)	**$10,000**	$37,000	In Progress
GVROC Housing and Land Audit and Action Plan (S40)	Goldfields Voluntary Regional Organisation of Councils (GVROC)	**$45,000**	$55,000	In Progress
Business Case Development for James Street Precinct (S40)	Shire of Esperance	**$40,000**	$80,000	In Progress
Esperance Housing, Land and Accommodation Project (S40)	Shire of Esperance	**$40,000**	$50,000	In Progress



James Street Precinct Masterplan Scenarios



"Throughout the year, GEDC staff undertake extensive engagement and promotion of grants programs and opportunities, followed by an exceptional level of due diligence, prior to making recommendations on final project funding outcomes."

Agency Performance
2.4 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 Financial Statements found in section 4.2.

Table 1: Target versus actual financial performance 2021-22

FINANCIAL PERFORMANCE	2021-22 TARGET $000	2021-22 ACTUAL $000	VARIATION INCREASE / (DECREASE) $000
Total Cost of Services (sourced from Statement of Comprehensive Income)	3,116	**2,735**	(381)
Net Cost of Services (sourced from Statement of Comprehensive Income)	3,116	**2,735**	(381)
Total Equity (sourced from Statement of Financial Position)	369	**397**	28
Net increase / (decrease) in Cash Held (sourced from Statement of Cash Flows)	(272)	**(218)**	54
Approved Salary Expense Level	212	**214**	2

Explanatory notes to variations

a) Total cost of services is lower than the budget estimates by $380k predominantly due to the continuing impact of COVID-19 and associated travel restrictions which caused interruptions to planned project delivery and expenditures, as well as board and staff vacancies during the financial year.

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

Table 2: Agreed working cash limits and targets 2021-22

CASH LIMITS	2021-22 AGREED LIMIT $000	2021-22 TARGET / ACTUAL $000	VARIATION INCREASE / (DECREASE) $000
Agreed Working Cash Limit (at Budget)	35	**35**	n/a
Agreed Working Cash Limit (at Actuals)	30	**143**	112

Refer to Notes to the Financial Statements under Section 4.2 of this report for additional information.

Agency Performance

2.5 Agency Effectiveness and Efficiency

Full details of achievements against our effectiveness and efficiency indicators, and reasons for variances, are found in Section 4.3 Key Performance Indicators with a summary provided below.

Effectiveness Performance

Table 3: Achievements against key effectiveness indicator 2021-22

EFFECTIVENESS INDICATOR	TARGET 2022	ACTUAL 2022
Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region	78%	**89.2%**

Efficiency Performance

Table 4: Achievements against key efficiency indicators 2021-22

Service 1 - Facilitation of the Provision of Appropriate Infrastructure and Industry Services

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	2022 TARGET	2022 ACTUAL
Average cost per hour	$130	**$118**

Service 2 - Promotion of Region and Its Investment Opportunities

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	2022 TARGET	2022 ACTUAL
Average cost per hour	$130	**$118**

3. Significant Issues Affecting the Agency

The Goldfields-Esperance region is large, around 955,276 square kilometres, with a population of around 60,000 dispersed in communities across ten local government areas.

Servicing an area this large with such diverse industries and populations – a third of the land mass of the State of Western Australia – remains one of the agency's biggest challenges but part of the region's formative and unique characteristics. Our remoteness and distance from others certainly has been valued as much more of a positive since the COVID-19 pandemic!

Staff regularly travel for two to four hours between regional centres and by flights to Perth to do day-to-day business – long distance travel is a necessary part of our working week.

This places unique challenges on our resourcing – simply for us to attend meetings and events with our stakeholders across the region takes a lot more planning, effort and time than most of our metropolitan based counterparts, to ensure we keep connected with our stakeholders and each other.

In a dynamic year of continued economic growth, supply chain constraints and a range of natural and global challenges, the Goldfields-Esperance region has closed out the financial year with a great deal of optimism. There is a noticeable focus in the region on enabling prosperity and diversification, with a significant investment of time and resources at a local, regional, State and Commonwealth level, to identify and activate solutions to some of our 'wicked' problems and optimise opportunities.

Once again, the COVID-19 management response, dominated two thirds of 2021-2022 with a sustained and proactive State Government effort to achieve high vaccination targets across Western Australia (WA), to protect vulnerable communities and critical parts of the labour force, whilst the State's border remained closed. GEDC diverted resources to support the State Government response, supporting engagement and preparation for mass vaccination clinics across the region.

Vaccination mandates, testing and isolation practices implemented during a tight labour force environment, has exacerbated labour shortages and pressures for businesses and community services, and on workers.

The Goldfields-Esperance region felt these pressures with business closures, impacts on hospitality and tourism activities, cancellation of community events, longer working hours and changes to shift structures, increases in personal care leave for parents of school aged children, and considerable impacts on individual wellbeing.

GEDC utilised its regional resources to provide regular updates and regional intelligence to the Government during this time. GEDC was also impacted by these pandemic, workforce and supply chain issues with increased periods of personal leave taken during this time and also staff starting to take long overdue annual leave, to visit family and take a break.

The GEDC's operational workload was impacted by a heightened focus from government and stakeholders on workforce, and housing and land matters. The agency has not been immune from these impacts on resourcing, resulting in re prioritisation of some focus areas and resources and, in some instances timeframes have been extended on key pieces on work.

Being a small regionally based agency means that difficulties recruiting has a significant impact on the ability of the agency to fulfil its business plan commitments, respond to urgent or critical matters and meet expectations of the Minister, the Board and stakeholders. The tight labour market locally and housing and accommodation constraints has impacted recruitment to some roles and reflects the experiences of our regional businesses and not-for-profit organisations in the region who may be able to recruit but cannot source any accommodation for new staff. Many organisations including essential services such as seniors and ageing care, are flying staff into the region and have resorted to purchasing or renting private properties to house them.

Resources investment led the solid regional indicators[1] achieved in the Goldfields-Esperance region over the last year with regional output at $28.856 billion ($25.4 billion in 2020), nominal Gross Regional Product (GRP) $10.684 billion, and business counts by staff up by 114 businesses to 4,162 business. Wiluna, newly part of the Goldfields-Esperance region in the 2021-2022 financial year, contributed $1.72 billion of output and $482.645 million GRP, to overall output and GRP growth.

In 2021, the Western Australia's resources exploration sector recorded[2] a 34% increase on 2020 expenditure, with gold exploration exceeding $1 billion, nickel and cobalt at $216 million the highest spend in almost a decade, and investment across green and brownfields exploration. COVID-19 has not halted the upward trend of regional mining investment in new developments, project expansions and ancillary infrastructure, particularly around minerals processing and energy, although workforce and supply chain disruptions are causing delays to project timeframes.

Lynas Rare Earths has significantly progressed their $500 million Kalgoorlie rare earth processing facility also indicating further planned expansions for the Mt Weld rare earth mining operation including a solar and wind farm project. In 2022, Gold Fields completed a 12 megawatt (MW) solar plant in the northeastern Goldfields and announced a $111 million solar and wind farm for their Kambalda site. BHP Nickel West plan to build two solar farms and a battery storage system near the Mt Keith and Leinster operations.

With nickel a key component in lithium-ion batteries, BHP Nickel West is also planning processing upgrades to increase capacity that could lead to a 3-to-4-year construction workforce of up to 1,500. Ardea Resources' Kalgoorlie Nickel Project has a similar construction labour force prediction. The region has several operating high-grade lithium ventures with a number of promising new deposits announced in the past year.

Norton Goldfields are expected to commence almost $1 billion in projects related to their gold mining operations, including plans for a solar and wind farm. Other significant mining developments include the First Quantum nickel cobalt expansions to 2050, the Northern Star Super Pit life of mine extension to 2034, the proposed $1.165 billion Oz minerals West Musgrave Project and the recent Independence Group (IGO) $1.26 billion purchase of Western Areas nickel operation.

The State has a Climate Change Policy (2020) to position WA for a low-carbon future with key themes across clean manufacturing and future industries, transforming energy generation, storing carbon, lower carbon transport, resilient regions and cities and leadership. This Policy framework is helping local government and industry to plan for net zero by 2050 and a climate resilient WA.

Our region has been significantly impacted by this policy focus and change has been dynamic, with a range of new future industries focusing on the Goldfields-Esperance region bringing a wealth of opportunity.

1: REMPLAN Economic profile
2: Department of Mines Industry Regulation and Safety (link)

Decarbonisation of industries and carbon neutrality are global aspirations strongly linked to activities in WA and the Goldfields-Esperance region. As noted by the significant number of solar and wind projects supporting regional mining operations, renewable energy is firmly a part of the Goldfields-Esperance industry approach to sustainability and production efficiencies - this includes an increasing electrification of machinery and vehicles in mining.

The global appetite and strategic investment in the region's array of critical battery minerals, while connected to growth in battery storage for home and commercial purposes, is driven by the global demand for electric vehicles, expected to increase by around 25% annually to 2030.

The Pure Battery Technologies (PBT) partnership with Poseidon Nickel Western Australian pCAM (precursor Cathode Active Material) Hub, was awarded a Modern Manufacturing Initiative (MMI) grant of $119.6 million from the Federal Government in March 2022. PBT plans to build a $460m refinery in the Goldfields and has engaged with State agencies, including GEDC, on strategic industrial land for their proposed facility.

As part of the renewables mix, renewable or 'green' hydrogen continues to be part of the national plan to reduce carbon emissions by 85% to zero emissions by 2050[3].

The WA Renewable Hydrogen Strategy has firmly positioned WA to optimise its competitive advantage with world-class renewable energy resources and proximity to markets, to both produce energy and export energy to international markets. With energy consumption accounting for around 75% of global emissions today, hydrogen presents a valuable domestic and export opportunity.

In the Goldfields-Esperance region, two significant renewable hydrogen production and export concepts have emerged and progressed through their early phases of planning and engagement. This includes the Western Green Energy Hub (WGEH) project, led by CWP Renewables and Hong Kong-based, Intercontinental Energy, working with the Traditional Owners, Mirning, that could produce up to 3.5 million tonnes of 'green' hydrogen or 20 million tonnes of green ammonia annually. Also, the Fortescue Future Industries Esperance and south eastern renewables hub, seeking to export 15 million tonnes of hydrogen around the world by 2030.

This emerging industry, in our region, has meant GEDC has had to mobilise resources into increased engagement with industry and stakeholders on new industry sectors. GEDC was asked to host the regions first hydrogen focussed forum towards the end of the year, bringing together Traditional Owners, the agriculture sector, farmers, local government and community, to discuss early concepts and the implications and opportunities for the region.

The flow on impact of the increased operations of resource and mining assets has contributed to a powerful and export orientated Mining Equipment and Technical Services (METS) sector in the region.

To support local content outcomes and capture METS sector growth, in 2021-2022 the GEDC through the Local Content Advisor role, facilitated a variety of industry sharing and networking forums throughout the region. Though COVID-19 mandates applied to events at the time, these events each attracted up to 150 participants and delivered many business-to-business and local content procurement outcomes.

Industry partnerships in mining and METS in the region have been enabled through various Cooperative Resource Centre's and the Curtin University Western Australian School of Mines (WASM) located in Kalgoorlie-Boulder. WASM has taken a leading role in attracting industry experts such as Professor of Practice for Pyrometallurgy and for Mining Automation and Data Analysis, to develop students with current and future technologies capability. Research connections with industry and proximity to industry operators attracts researchers and students from around the world.

The GEDC actively supports Aboriginal engagement, businesses and procurement. The WA State Aboriginal Procurement Policy was updated in July 2021 to increase targets to grow Government contracts awarded to Aboriginal businesses to 4% by 2023-2024. The GEDC has supported the early development of the Goldfields Aboriginal Business Chamber (GABC), that was formally launched during the financial year. The GABC has scheduled an inaugural Goldfields Aboriginal Business Forum and Trade Show for early July 2022 and is demonstrating strong leadership and strategies to further profile Aboriginal business and increase procurement outcomes in the region.

In addition to the momentum of resources and energy diversification that propels the Goldfields-Esperance region economy, agriculture has been a major contributor to the local economy in the southern part of the region and the output of the State. Production efficiencies, favorable WA weather and competitive farm operations in the Esperance subregion and Port Zone has added growth of 23.1% for Agriculture, Forestry and Fishing of the WA real Gross State Product. This has provided a twofold benefit to WA food supply, with national food supply issues associated first with COVID-19, then eastern state climate factors, and the military assault on the Ukraine.

In recent times along with the increased consumer price index (5.5% in annual average terms[5]) there is, and will be an ongoing burden on many businesses, particularly with

3: Australia's Long term emissions Reduction Plan (link)

logistics costs and supply chain disruptions, and especially for those in retail trade, accommodation and food services, and construction. Doing business and living in the regions is already expensive and many times more expensive than metropolitan areas, which has only been exasperated this year.

Regional business confidence however, in general, is high, and robust industry activity, positive for the long-term future of the region, has presented a number of immediate challenges.

As indicated, the resources sector has a large and growing appetite for labour. Mining remained the largest employer[5] at 34.4%, Healthcare and Social Assistance 7.0%, and with Retail Trade, Education and Training, and Construction at over 6% respectively. Unemployment for the region is on average around 2.3%, varying from 1.3% at Ravensthorpe, to 1.8% for Esperance and Kalgoorlie-Boulder; and the Northern Goldfields Shires and Wiluna averaging 6.5% to 7.5% respectively.

Workforce shortages have been a serious issue for the region since 2017, and many initiatives such as the lower TAFE fees introduced by the State in 2020-2021, Federal government programs for job seekers, migration pathway improvements or incentives, and sector specific programs such as for health and age care, childcare, hospitality, construction, agriculture, and others, continue to be applied with varying levels of success.

Without additional housing and accommodation in the region, no further residential workforce can be accommodated and this **will have continued negative impacts on business, industry and the community** going forward.

Compounding the tight labour market, there is an accommodation crisis that is inhibiting the attraction of new people to the region. Around 24% of the estimated 32,605-person Goldfields-Esperance workforce are not residents of the region. The majority are employed in the region's largest employing sector, mining at 51.6%, but every sector from heath to the arts, also demonstrate that they cannot meet their workforce demands from within the region. Accommodation of the non-resident workforce places pressure on local rental and hotel availability, with many indicating an interest in relocation should attractive affordable dwellings be available.

With rental availability at less than 1%, in many centres at 0%, and sales price rises increasing up to 25%[6] in some locations the GEDC is working closely with local government, the Chambers of Commerce and Industry and Regional Development Australia Goldfields-Esperance to identify the current accommodation status and future needs of the region.

The GEDC is also participating with State government agencies and GTEs in activities to support access to land for industrial and domestic purposes.

Curtin University opened the Curtin Medical School Rural Health Campus in Kalgoorlie in 2021. In March 2022 they were successful in a bid to the Federal Government for a University Department of Rural Health in the Goldfields. This is a major achievement to provide for high quality healthcare practice and education in a regional setting. With CRTAFE now delivering a nursing diploma, a complete nursing education can now be accessed in the region through the two institutions.

Tourism and film production are emerging sectors for the region. In 2021-2022 two high profile productions 'Mystery Road: Origin' series and international film 'Kid Snow' added to a growing list of quality film or television products that has chosen Goldfields-Esperance locations, talent and supported local businesses. This meant a high volume of engagement with the film industry sector by the GEDC to facilitate local content and regional capability outcomes. It has been a positive reward for the team to see the region highlighted on screen and in film, and the warm thanks and acknowledgment of those visiting the region to do this.

Federal and State funding of $500 million was recently announced to seal the final 872 kilometres (km) of the 2,700km Outback Way, a highway traversing three states, that could lead to development of a globally significant Aboriginal Arts and Culture tourism experience. Along with employment related to the highway development, community services provision is expected to be elevated, and diverse training, employment and business opportunities created.

In collaboration with others the GEDC will continue to seek solutions to accommodation shortages, attract and grow the regional workforce, build on strong economic growth, understand infrastructure needs and support business diversity and community. The GEDC is committed to promoting the Goldfields-Esperance region as a place of choice to live, work, play and invest.

4: March 2022 (Perth)
5: REMPLAN Economic profile
6: www.realestate.com.au (link)

4. Disclosures and Legal Compliance

The following pages contain the Commission's financial statements including:

- Audit Exemption
- Certification of Financial Statements
- Certification of Key Performance Indicators and detailed notes on Performance Indicators

Disclosures and Legal Compliance

4.1 Audit Exemption

Auditor General Report

Under Section 14 of the Auditor General Act 2006, the Auditor General has decided to dispense with the audit of Goldfields-Esperance Development Commission for the year ended 30 June 2022. As required by the Auditor General Act 2006, the Auditor General consulted with the Treasurer prior to making this decision.

Disclosures and Legal Compliance

4.2 Financial Statements

Disclosures and Legal Compliance

Certification of Financial Statements

For the reporting period ended 30 June 2022

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 2022 and the financial position as at 30 June 2022.

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.

Divya Mathias
Chief Finance Officer
9 September 2022

Kris Starcevich
Chief Executive Officer
9 September 2022

Sabina Shugg
Chair
9 September 2022

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Statement of Comprehensive Income
For the year ended 30 June 2022

	Notes	Actual 2022 $'000	Actual 2021 $'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	**270**	258
Supplies and services	2.3	**2,220**	1,996
Depreciation and amortisation expense	4.1	**29**	29
Finance costs	6.2	**1**	-
Grants and subsidies	2.2	**165**	148
Other expenses	2.3	**50**	14
Total cost of services		**2,735**	2,445
Income			
Other income	3.2	**-**	34
Total income		**-**	34
NET COST OF SERVICES		**2,735**	2,411
Income from State Government			
Income from other public sector entities	3.1	**552**	602
Resources received	3.1	**1,939**	1,788
Total income from State Government		**2,491**	2,390
SURPLUS/(DEFICIT) FOR THE PERIOD		**(244)**	(21)
OTHER COMPREHENSIVE INCOME/(LOSS)			
Items not reclassified subsequently to profit or loss			
Total other comprehensive income/(loss)		**-**	-
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		**(244)**	(21)

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

Statement of Financial Position
As at 30 June 2022

	Notes	2022 $'000	2021 $'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	**143**	352
Restricted cash and cash equivalents	6.3	**158**	167
Receivables	5.1	**6**	5
Total Current Assets		**307**	524
Non-Current Assets			
Restricted cash and cash equivalents	6.3	**6**	6
Amounts receivable for services	5.2	**195**	195
Right-of-use assets	4.1	**111**	24
Total Non-Current Assets		**312**	225
TOTAL ASSETS		**619**	749
LIABILITIES			
Current Liabilities			
Payables	5.3	**31**	11
Lease liabilities	6.1	**85**	22
Employee related provisions	2.1(b)	**75**	73
Total Current Liabilities		**191**	106
Non-Current Liabilities			
Lease liabilities	6.1	**27**	2
Employee related provisions	2.1(b)	**4**	-
Total Non-Current Liabilities		**31**	2
TOTAL LIABILITIES		**222**	108
NET ASSETS		**397**	641
EQUITY			
Contributed equity	8.9	**54**	54
Accumulated surplus/(deficit)		**343**	587
TOTAL EQUITY		**397**	641

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

Statement of Changes in Equity
For the year ended 30 June 2022

	Notes	Contributed equity $'000	Accumulated surplus $'000	Total equity $'000
Balance at 1 July 2020	**8.9**	54	608	662
Surplus/(deficit)	**8.9**		(21)	(21)
Total comprehensive income for the period		-	(21)	(21)
Balance at 30 June 2021		54	587	641
Balance at 1 July 2021	8.9	**54**	**587**	**641**
Surplus/(deficit)		-	**(244)**	**(244)**
Total comprehensive income for the period		-	**(244)**	**(244)**
Balance at 30 June 2022	**8.9**	**54**	**343**	**397**

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

Statement of Cash Flows
For the year ended 30 June 2022

	Notes	2022 $'000	2021 $'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		552	602
Net cash provided by State Government		552	602
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(258)	(244)
Supplies and services		(277)	(254)
Finance costs		(1)	
Grants and subsidies		(165)	(148)
GST payments on purchases		(42)	(31)
Other payments		(40)	(14)
Receipts			
GST receipts on sales		-	5
GST receipts from taxation authority		41	28
Other receipts		-	54
Net cash used in operating activities		(742)	(604)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(28)	(28)
Net cash used in financing activities		(28)	(28)
Net decrease in cash and cash equivalents		(218)	(30)
Cash and cash equivalents at the beginning of the period		525	555
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	307	525

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

Notes to the financial statements

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 X September 2022.

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) – Simplified Disclosures

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).

Accounting of Goods and Services Tax (GST)

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

(a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and

(b) receivables and payables are stated with the amount of GST included.

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

Contributed Equity

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

Notes to the financial statements

Comparative information

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

- Right-of-Use Asset reconciliations.

Judgements and estimates

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

Notes to the financial statements

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2022 $'000	2021 $'000
Employee benefits	241	231
Superannuation - defined contribution plans	29	27
Total employee benefits expenses	270	258
Add: AASB 16 Non-monetary benefits	30	29
Net employee benefits	300	287

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

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

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

	June 2022 $'000	2021 $'000
Current		
Employee benefits provisions		
Annual leave	19	19
Long service leave	55	53
	74	72
Other provisions		
Employment on-costs	1	1
Total current employee related provisions	75	73
Non-Current		
Employee benefits provisions		
Long service leave	4	-
Other provisions		
Total non-current employee related provisions	4	-
Total employee related provisions	79	73

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.

Notes to the financial statements

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'.

	2022 $'000	2021 $'000
Employment on cost provision		
Carrying amount at start of period	1	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.

Notes to the financial statements

2.2. Grants and Subsidies

	2022 $'000	2021 $'000
Non Public organisations	165	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

	2022 $'000	2021 $'000
Supplies and services		
Board fees	71	77
Communications	-	1
Consultants and contractors	172	70
Consumables	19	21
Travel	14	35
Other	5	4
Resources provided free of charge by DPIRD [(a)]	1,939	1,788
Total supplies and services expense	2,220	1,996
Other expenses		
Building and infrastructure maintenance	1	-
Donations and sponsorships	33	10
Refund of revenue from prior years	9	-
Other expenses	7	4
Total other expenses	50	14
Total other expenditure	2,270	2,010

(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.

Notes to the financial statements

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

	2022 $'000	2021 $'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	552	602
Total grants and subsidies	**552**	602
Resources received from other public sector entities during the period:		
- Services received free of charge [(a)]	**1,939**	1,788
Total resources received	**1,939**	1,788
Total income from State Government	**2,491**	2,390

(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

	2022 $'000	2021 $'000
Other sundry income	-	2
Return of unspent grant monies	-	32
Total other income	-	34

Notes to the financial statements

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
Right-of-use assets	4.1
Total key assets	

4.1. Right-of-use assets

	2022 $'000	2021 $'000
Residential accommodation	109	14
Vehicles	2	10
Net carrying amount	111	24

Additions to right-of-use assets during 2022 financial year were $91,971 (2021: $nil)

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:

	2022 $'000	2021 $'000
Residential accommodation	21	21
Vehicles	8	8
Total right-of-use asset depreciation	29	29
Lease interest expense (included in Finance Cost)	1	-

The total cash outflow for leases in 2022 was $30,000 (2021: $29,000).

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

Notes to the financial statements

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

	2022 $'000	2021 $'000
GST receivable	6	5
Total current receivables	6	5

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)

	2022 $'000	2021 $'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

	2022 $'000	2021 $'000
Trade payables	10	2
Other payables	10	6
Accrued expenses	11	-
Total current payables	31	11

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.

Notes to the financial statements

6. Financing

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

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

6.1. Lease Liabilities

	2022 $'000	2021 $'000
Current	85	22
Non-current	27	2
	112	24

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

	2022 $'000	2021 $'000
Lease interest expense	1	-
Finance costs expensed	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.

Notes to the financial statements

6.3. Cash and Cash Equivalents

	2022 $'000	2021 $'000
Non- restricted cash and cash equivalents	143	352
Balance at end of period	143	352
Non-Royalties for Regions fund restricted cash		
Other	24	24
	24	24
Royalties for Regions Fund Projects Restricted cash	-	
Regional Grant Scheme	36	36
Community Chest Grants Scheme	98	98
Local Projects Local Jobs	-	9
	134	143
Total restricted cash and cash equivalents	158	167
Non-current cash and cash equivalents		
Accrued salaries suspense account [(a)]	6	6
	6	6
Total cash and cash equivalents	307	525

(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.

Notes to the financial statements

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and contingent liabilities	7.2

7.1. Financial Instruments

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

	2022 $'000	2021 $'000
Financial assets		
Cash and cash equivalents	**307**	525
Financial assets at amortised cost [a]	**195**	195
Total financial assets	**502**	720
Financial liabilities		
Financial liabilities at amortised cost [b]	**143**	35
Total financial liabilities	**143**	35

(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 2022 (2021: None).

Notes to the financial statements

8. Other Disclosures

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

	Note
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
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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. Initial application of Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2022:

- *AASB 1060 – General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*
- *AASB 2020-5 Amendments to Australian Accounting Standards – Insurance Contracts*
- *AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures*
- *AASB 2021-1 – Amendments to Australian Accounting Standards – Transition to Tier 2: Simplified Disclosures for Not-for-Profit Entities*
- *AASB 2021-3 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions beyond 30 June 2021*

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

Notes to the financial statements

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 ($)	2022	2021
Compensation of members of the accountable authority		
50,001 - 60,000	**1**	-
40,001 - 50,000	**-**	1
10,001 - 20,000	**1**	1
0 - 10,000	**7**	5
Compensation of senior officers ($)		
250,001 - 260,000	**1**	1
170,001 - 180,000	**2**	-
150,001 - 160,000	**-**	1

	2022 $'000	2021 $'000
Short-term employee benefits	**570**	411
Post-employment benefits	**56**	40
Other long-term benefits	**56**	39
Total compensation for members of the accountable authority and senior officers	682	490

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.

Notes to the financial statements

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.

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:

	2022 $'000	2021 $'000
Auditing the accounts, financial statements, controls, and key performance indicators	-	26

The Auditor General has dispensed with the audit for the year ending 30 June 2022 under section 14 of the Auditor General Act 2006.

8.9. Equity

Contributed equity	2022 $'000	2021 $'000
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.

Disclosures and Legal Compliance

4.3 Key Performance Indicators

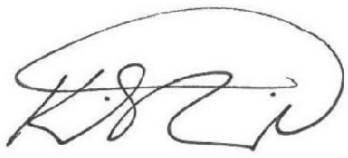
GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2022

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 2022.



Sabina Shugg
Chair
18 October 2022



Kris Starcevich
Chief Executive Officer
18 October 2022

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2022

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 it's 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. 178 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 110 completed surveys were obtained from this client contract list (a response rate of 61.8%) 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 +/- 5.8% 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. A comparison with previous years is summarised in the following table.

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2022

Effectiveness Indicator	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Target 2022	Actual 2022
Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region	83.5%	86.2%	n/a*	85.8%	78%	89.2%

*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

During the 2021-22 financial year, GEDC reviewed two services provided by the Commission, and a resolution by the Board that they provide a single service of *Regional Development - To promote economic development and sustainable regional communities*. This does not change what the Commission delivers, but provides a more meaningful description and consistency across the Development Commissions. The changes to the KPIs will be finalised and implemented for the 2022-23 reporting period.

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	2018	2019	2020	2021	2022 Target	2022 Actual
Average cost per hour	$134	$132	$116	$108	**$130**	**$118**

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2022

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	2018	2019	2020	2021	2022 Target	2022 Actual
Average cost per hour	$130	$128	$114	$108	**$130**	**$118**

Comments

The 2022 actual average cost per hour is below target, mainly due to the Commission's net cost of services less grants and subsidies being 5% below budget as a result of COVID-19 travel restrictions which caused interruptions to planned project delivery and expenditure during the reporting period. Board member vacancies also attributed to the decrease in 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.

Disclosures and Legal Compliance

4.4 Ministerial Directives

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

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

4.5 Other Financial Disclosures

Capital Works

The Commission did not complete or commence any capital works projects during 2021-22.

Employment and Industrial Relations

The CEO is the only employee of the Commission. Resourcing, including staff is provided by DPIRD to enable the Commission to meet its legislative objectives.

EMPLOYEES AT THE GEDC	AS AT JUNE 2021	AS AT JUNE 2022
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

At 30 June 2022, DPIRD provided a compliment of ten (10) employees, an allocation of 10 full time equivalent (FTE's) assigned to the GEDC. Of these employees, 70 per cent are female and 30 per cent male.

	JUNE 2020-21		JUNE 2020-21	
	Male	Female	Male	Female
Level 6 and above	1	4	1	4
Level 6 and above %	20%	80%	20%	80%
Total agency staff	2	9	3	7
Total agency %	18%	82%	30%	70%

Staff Development

The Commission is committed to professional development opportunities for its Board and Staff. Development needs are identified by our performance management process, with the aim of a highly skilled and professional team with the ability to adapt to changing economic and social environments.

New staff and Board Members undertake an induction process and complete online training modules provided by DPIRD and the PSC. In 2021-22, staff and Board members participated in various online, external and in-house training.

This included the Australian Institute of Company Directors (AICD) Company Director Course and Harvard Kennedy School – policy design and implementation and leading economic growth modules for the Board Chair and CEO.

Quarterly staff meetings were used for various presentations, staff development workshops and strategic planning sessions to identify priorities and form tangible strategies for the GEDC's new Strategic Plan 2022-24. The GEDC Board members and Staff have also presented and attended various regional, state and national conferences related to economic and social development during the year.

4.6 Governance Disclosures

Shares in Another Body

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

Insurance Premiums Paid to Indemnify members of the Board

In March 2022, $5,983.78 (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 and Committee Renumeration Entitlements

POSITION	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 sitting fee

During the reporting period, the Commission's Board met on seven occasions, one of these meetings being an Out of Session meeting for a Strategic Planning session held in early May.

In addition to Board meetings, the Risk Management and Audit Committee met on three (3) occasions during the reporting period.

Remuneration of the Board of Goldfields-Esperance Development Commission in 2021-22 was as follows:

POSITION	NAME	TYPE OF REMUNERATION	PERIOD OF MEMBERSHIP	TERM OF APPOINTMENT / TENURE	ACTUAL REMUNERATION
Chair	Sabina Shugg	Annual	1 July 2021 – 30 June 2022	Full time	**$47,099.00**
Deputy Chair	Terrence Winner	Annual plus Sitting Fees	1 July 2021 – 30 June 2022	Full time	***$11,691.08**
Board Member	Rowena Leslie	Sitting Fees	12 July 2021 - 30 June 2022	Full time	**$3,294.00**
Board Member	Jaimen Hudson	Sitting Fees	1 January 2022 - 30 June 2022	Full time	**$1,647.00**
Board Member	Tim Carmody	Sitting Fees	1 January 2022 - 30 June 2022	Full time	**$1,866.00**
Board Member	Tracey Rathbone	Sitting Fees	1 January 2022 - 30 June 2022	Full time	***$2,672.00**
Chief Executive Officer	Kris Starcevich	N/A	N/A	N/A	**N/A**

***Note:** renumeration inclusive of Risk Management and Audit Committee sitting fees

Outgoing Board Member Renumeration Entitlements

POSITION	NAME	TYPE OF REMUNERATION	PERIOD OF MEMBERSHIP	TERM OF APPOINTMENT / TENURE	ACTUAL REMUNERATION
Deputy Chair	Kate Mills	Annual plus sitting fees	1 July 2021 – 8 July 2021	Full Time	**$191.69**
Board Member	Ross Wood	Sitting Fees	1 July 2021 – 31 December 2021	Full time	**$2,167.00**
Board Member	Shaneane Weldon	Sitting Fees	31 December 2021	Full time	***$806.00**

* **Note:** renumeration inclusive of Risk Management and Audit Committee sitting fees

Annual Estimates for 2022-23

Treasurer's Instruction 953 – Annual Estimates requires the publication of the approved annual estimates for the next financial year to be published as soon as practicable. As the approved annual estimates were not available at the time of publication, these estimates will be published on the GEDC website when they become available. These estimates do not form part of the 2021-22 financial statements and are not subject to audit.

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 $5005.00 for 2021-22. Expenditure was incurred in the following areas.

EXPENDITURE	DETAIL	AMOUNT
(a) Advertising agencies		nil
(b) Market research organisations	Perth Market Research	$5,005.00
(c) Polling organisations		nil
(d) Direct mail organisations		nil
(e) Media advertising organisations		nil

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.

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.

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. In 2016 the GEDC implemented the Disability Access and Inclusion Plan 2016-2020 (GEDC DAIP), and includes all outcomes required under the legislation. In 2018 the Commission supported the development of, and staff were included in, the DPIRD Disability Access and Inclusion Plan (DPIRD DAIP) 2018-2023.

In accordance with the Disability Services Act 1993 and Schedule 3 of the Disability Services Regulations 2004 we continue to implement strategies and initiatives that achieve seven access and inclusion outcomes identified and outlined below:

- People with disability have the same opportunities as other people to access the services of, and any events organised by the GEDC.
- People with disability have the same opportunities as other people to access the offices and other facilities of the GEDC.
- 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.
- People with disability receive the same level and quality of service from the staff of the GEDC as other people receive.
- People with disability have the same opportunities as other people to make complaints to the GEDC.
- People with disability have the same opportunities as other people to participate in public consultation by the GEDC.
- 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.

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.

The GEDC Record Keeping Plan was approved by the State Records Commission on 26 March 2021. In accordance with Section 28 of the State Records Act 2000, the record keeping plan is to be reviewed within five (5) years of its approval date. A report of the review must be submitted to the State Records Office by March 2026.

All staff are aware they have a responsibility to create and maintain public records which complies the agency's recordkeeping plan and related policies and procedures. The Commission provides new staff with clear procedures on records management during induction and complete ongoing training on recordkeeping for all staff as required.

4.8 Government Policy Requirements

Occupational Safety, Health and Injury management

The GEDC acknowledges its responsibilities under the Work Health and Safety Act 2020, and its commitment to support the Australian Work Health and Safety Strategy 2012-2022.

The CEO is the only employee of the GEDC and is trained in OSH and injury management responsibilities. As such, staff provided by DPIRD, in both the Kalgoorlie-Boulder and Esperance Offices have 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 provisional 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 and hazard identification / incident reporting procedures during induction.
- OSH 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 DPIRD and regional Employee Assistance Program (EAP) services.

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

The GEDC continues to work with DPIRDs WHS Reform Project to transition to workplace safety managed under the new Work Health and Safety Act 2020 and the Regulations that came into effect on 31 March 2022.

A local DPIRD OHS committee is operational at both the Kalgoorlie-Boulder and Esperance office. The committee runs independent meetings, identifying any hazards reported, communication of OHS directives and site reviews. The minutes from these meetings are presented at GEDC board meetings, uploaded to DPIRDs record management system and reported into the DPIRD Strategic OHS meeting.

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.

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.

The GEDC strives to ensure that the specific needs of people of different age groups and religious beliefs, ethnic minorities, Aboriginal people, as well as those with impairment, are considered in our work. All staff undertake various forms of Cultural Competency training.

WA Multicultural Policy Framework

The GEDC is included with DPIRD Multicultural Plan 2021-26 and is committed to providing goods, services, facilities and employment opportunities that meet the different needs and aspirations of the Culturally and Linguistically Diverse (CaLD) communities of the region.

The DPIRD Multicultural Plan 2021–26 sets outcomes and strategies in which the GEDC will work to achieve the policy priorities:

- Harmonious and inclusive communities.
- Culturally responsive policies, programs and services.
- Economic, social, cultural, civic and political participation.

The GEDC supported cultural diversity in our workplace by acknowledging and celebrating community multicultural events including International Women's Day, Reconciliation Week, NAIDOC Week, Harmony Day and the Women in Leadership Forum.

In 2021-22 the GEDC through funding, facilitation or in other ways participated in a number of events and programs that promoted cultural awareness, employment, training or business opportunities for the CaLD communities. One event, a Migration Employment and Visa Information and Networking session facilitated by the GEDC in early 2022, attracted almost 80 job seekers, employees, employers and service providers.

To attract and grow our multicultural community, GEDC engaged with the Regional Australia Institute (RAI) early in its exploration of possible Refugee resettlement locations in 2021, and participated at the online national Regional Refugee Settlement forum in October 2021.

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GOVERNMENT OF WESTERN AUSTRALIA

GOLDFIELDS ESPERANCE DEVELOPMENT COMMISSION

Goldfields-Esperance Development Commission

info@gedc.wa.gov.au
gedc.wa.gov.au
LinkedIn: Goldfields Esperance Development Commission
@GoldfieldsEsperanceDevelopmentCommission

Kalgoorlie Office
Viskovich House
377 Hannan Street
Kalgoorlie WA 6430
(08) 9080 5000

Esperance Office
Suite 26c Dutton Arcade
91 Dempster Street
Esperance WA 6450
(08) 9083 2222







