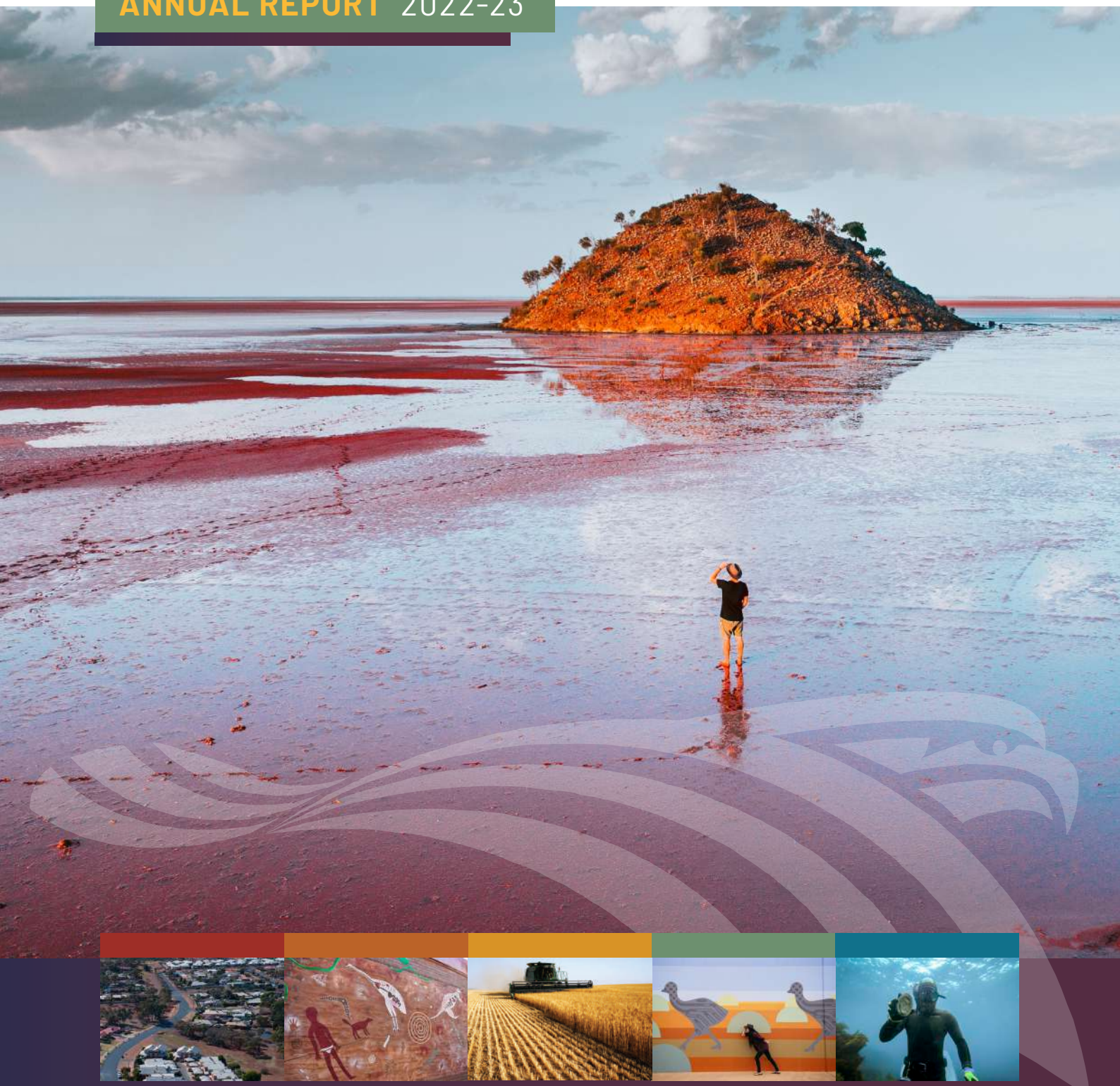
GOVERNMENT OF WESTERN AUSTRALIA

GOLDFIELDS ESPERANCE DEVELOPMENT COMMISSION

www.gedc.wa.gov.au

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION

ANNUAL REPORT 2022-23





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.

Welcome to our Region

Dating back thousands of years, Aboriginal and Torres Strait Islander peoples have welcomed visitors to Country as part of their cultural practices. The Welcome which serves to give permission to the visitors to be on their Country, is delivered through spoken language, song, dance, and at times a smoking ceremony.

Adopting the practice of a Welcome to Country by Traditional Owners or custodians of the land, or an Acknowledgement of Country by non-Aboriginal or non-custodians of the land, demonstrates our recognition of Aboriginal and Torres Strait Islander peoples as the first peoples of this land and our commitment to culturally safe and inclusive ways of working. As a continuation of GEDC's commitment to our reconciliation journey, we have the Acknowledgement to Country currently translated into ten of the 17 Aboriginal languages of our 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-pakamu 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.

NGAANYATJARRA

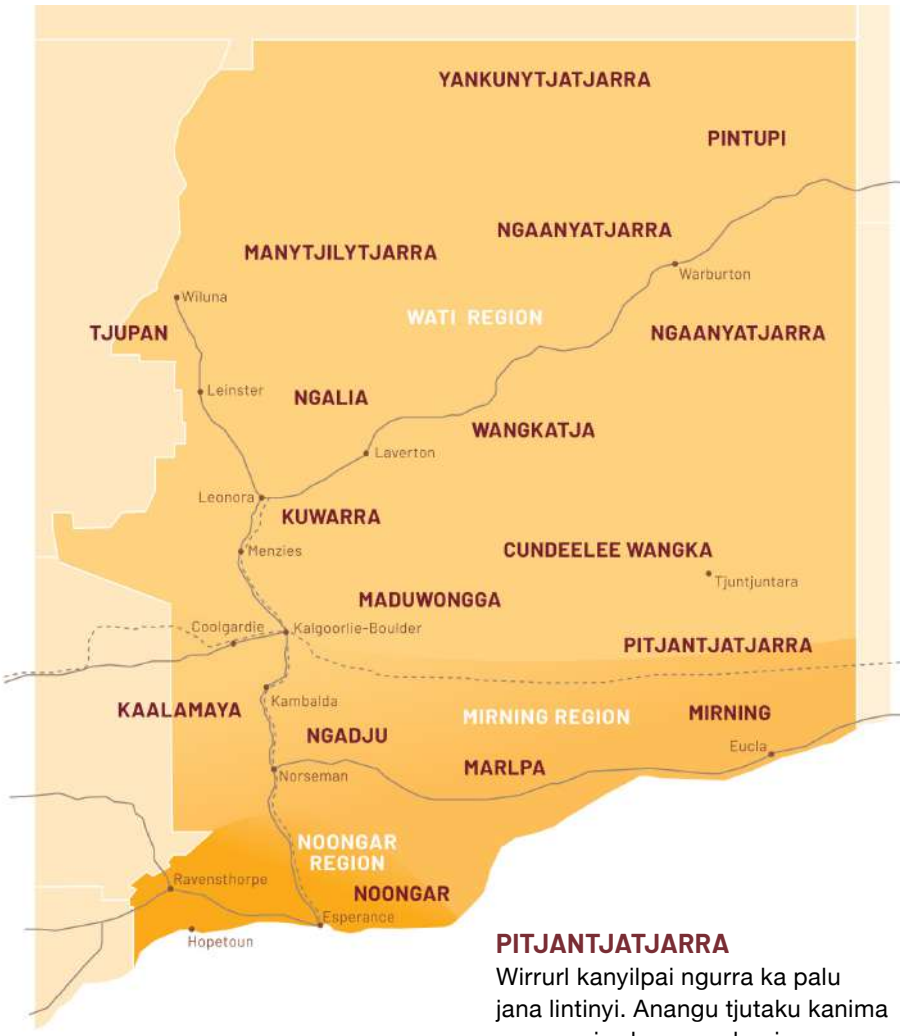
Goldfields-Esperance Development Commission ninti ngurra kanyilpa Kawutjarra-ngurra. GEDC ninti purlkanya manta lipi, kapi puru ngurra. Pirni kurnta yanangu, yanangu pirni-lu ngurra walykumunu kanyinma puru lurrtjurring. Pirn-lu kurtarriwa ngayuku kutjurlping katja puru ngula puru kuwarring katja.

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.



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.

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.

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.

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.

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.

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.

Welcome to the Goldfields-Esperance Development Commission (GEDC) Annual Report 2022-23

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 in 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

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Message to the Minister



Statement of Compliance
For the year ended 30 June 2023.

To the Hon. Don Punch BPsych BSocwk MBA MLA
Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering.

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 for the reporting period ended 30 June 2023.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006* and advice from the Office of the Auditor General (OAG). As per the 2021-22 Annual Report, under Section 14 of the *Auditor General Act 2006*, the Auditor General in consultation with the Treasurer, decided to dispense with the audit of the Goldfields-Esperance Development Commission for the year ended 30 June 2023.

Sabina Shugg | **Chairperson**
August 2023

Kris Starcevich | **Chief Executive Officer**
August 2023

Message from Chair
Sabina Shugg AM



I am delighted to once again present the Annual Report for the 2022-23 financial year as Chair of the Goldfields-Esperance Development Commission (GEDC or Commission). The Goldfields-Esperance region plays an important role in securing a prosperous future for the Western Australian economy. The GEDC Board and staff strive to create an economically and culturally diverse region that supports our many vibrant regional communities.

Throughout 2022-23, the region continued to play a significant role in generating jobs and investment for the State. There has been a substantial increase in committed and commenced mining and construction projects with this year continuing the strong growth trends, the strongest we have witnessed for many years.

The region's annual **economic output was a remarkable $37.46 billion** (REMPLAN) – an increase of approximately $8.5 billion from the previous year.

Whilst the region is underpinned by the mining and agriculture industries, our local industries continue to diversify with support from programs such as our Regional Economic Development (RED) Grants. These grants help many organisations to expand, making the most of the opportunities in our region.

During 2022-23, I had the pleasure of leading the GEDC Board and staff through a review and refresh of our GEDC Strategic Plan 2022-24, which we endorsed in December 2022. Our achievements this year are presented in line with this Strategic Plan, which identified five strategic initiatives that provide the Commission with a clear direction and focus. These are:

1. Resource and Industry Development
2. Industry Diversification
3. Regional Living
4. Aboriginal Economic Development
5. Organisation Excellence

Throughout the year, the GEDC and I were delighted to host the former Minister for Regional Development, the Hon. Alannah MacTiernan MLC, and the current Minister, the Hon. Don Punch MLA, along with numerous other WA Cabinet Ministers at business and industry engagements, tours of local projects and facilities.

The GEDC Board held several meetings regionally at Local Government Authorities including the Shire of Ravensthorpe and City of Kalgoorlie-Boulder. The Board also visited the Shire of Wiluna for the first time since its inclusion in the Goldfields-Esperance region in 2021. It was a privilege to travel to Wiluna and meet with the Shire and various local stakeholders. We hope to continue travelling our expansive and interesting region in the coming year.

I would like to acknowledge current Board Members Terrence Winner (Deputy Chair), Rowena Leslie, Tim Carmody, Tracey Rathbone and Jaimen Hudson, who, along with the passionate CEO Kris Starcevich, have shown ongoing dedication to the advancement of the Goldfields-Esperance region. Each represented the GEDC superbly, and I am excited to see how our shared commitment and passion will continue to create positive outcomes.



Sabina Shugg
Chairperson
August 2023

Message from Chief Executive Officer
Kris Starcevich



The past 12 months have seen the Goldfields-Esperance region experience sustained economic growth and activity which continues to drive job creation and diversification. Investment decisions across the exploration, mining and processing sectors coupled with record crop yields across our agriculture operations have all contributed to the region's outstanding economic performance.

With this growth comes strong demand for labour, housing and accommodation, and the GEDC has been actively working with our stakeholders and government agencies to understand these complex issues and collaborate to address them.

We are often called upon to lead and coordinate effort in relation to these regional or local issues.

We now have a **track record of success** by bringing together the right stakeholders and decision makers to **unpack and analyse the problem or opportunity.**

We use this method to develop and guide strategic and innovative solutions.

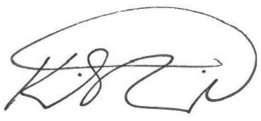
This year has seen the GEDC employ this skill set on several significant issues impacting the region including regional childcare, housing and worker accommodation, industrial and residential land activation and climate resilience. We are now working to implement key strategies from this work.

The GEDC Board and staff work extremely hard to build meaningful relationships with community, local Chambers, industry, local governments, Traditional Owners, State agencies and other key stakeholders. We strive to be responsive to issues and realise opportunities whilst informing and influencing Government policy and initiatives.

During 2022-23, the Regional Development Portfolio farewelled the Hon. Alannah MacTiernan MLC who, as Minister for Regional Development since 2017, led the Regional Development Commissions through a period of significant change. I would personally like to acknowledge the clear direction and support provided to the GEDC and regional WA during her tenure.

In late 2022, we welcomed the Hon. Don Punch MLA as the Minister for Regional Development. Minister Punch has a deep understanding of regional development and recognises the importance of balancing economic prosperity with a positive quality of life in regional communities. I look forward to continuing to work closely with the Minister during 2023-24.

My team is committed to delivering positive outcomes in the Goldfields-Esperance region and I am extremely proud of our experienced, passionate, and skilled regional development practitioners, corporate services staff and executive leadership team, and I am excited by the opportunities the year ahead presents.

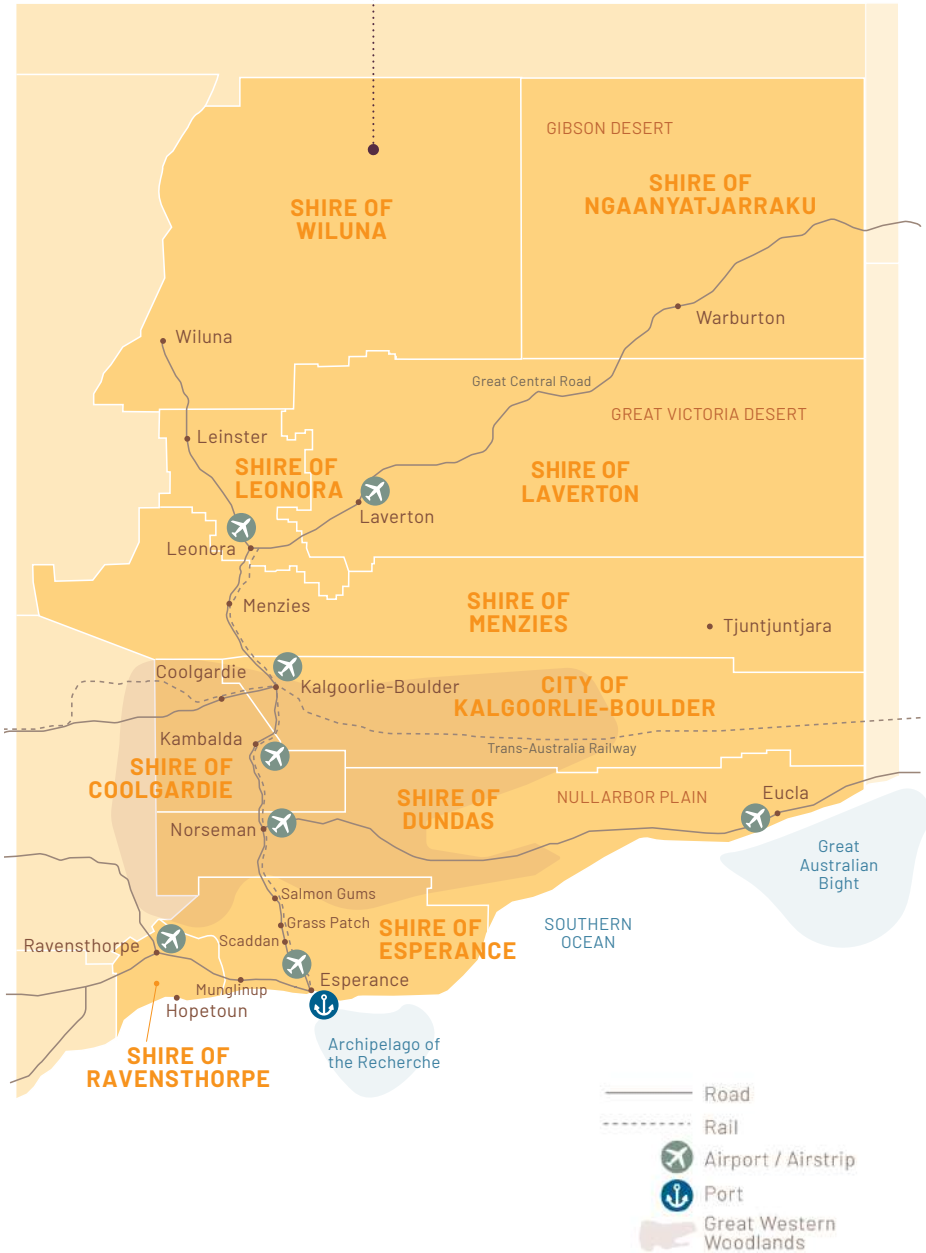


Kris Starcevich
Chief Executive Officer
August 2023

1. GEDC Regional Snapshot

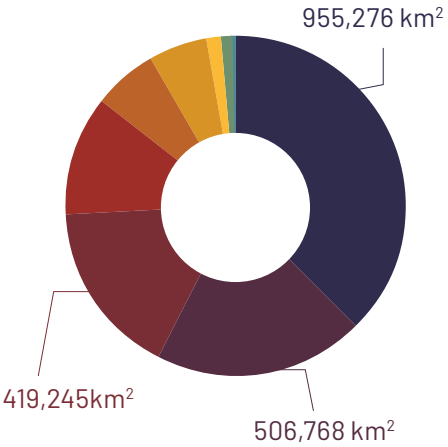


The Goldfields-Esperance region is located in the south-eastern corner of the State, incorporates ten Local Government Areas, and covers a **total land area of 955,276 km².**



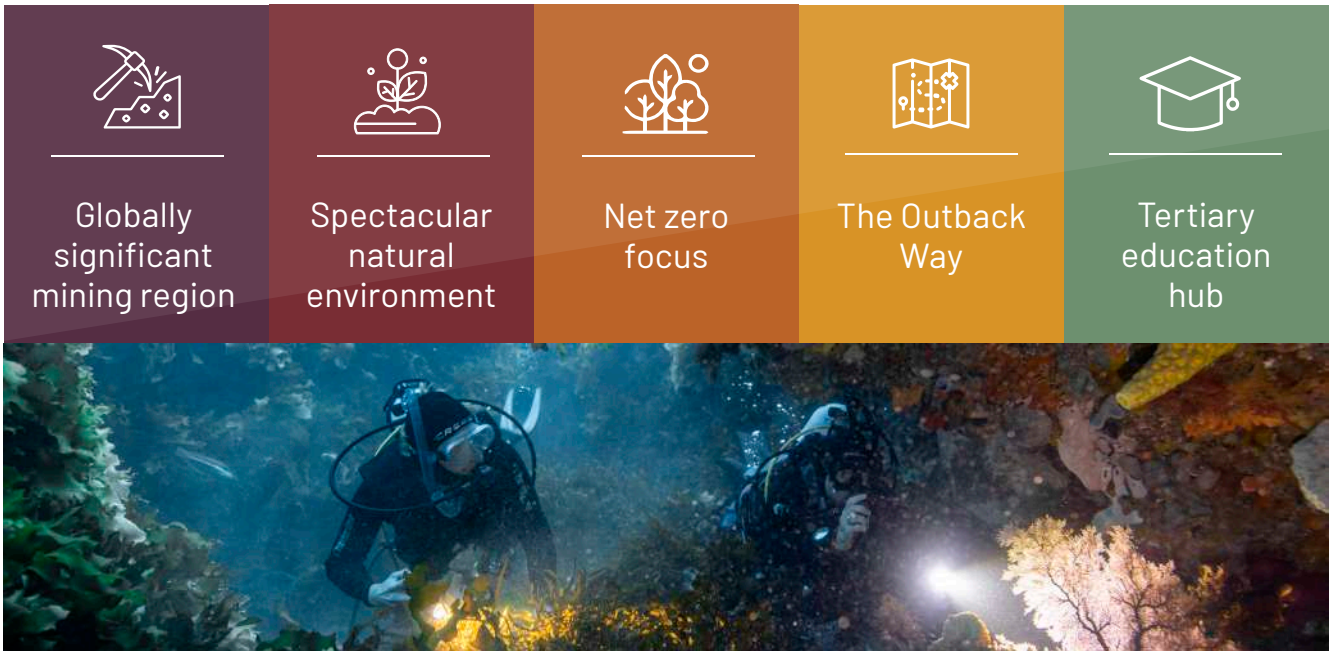
The largest region in Western Australia

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



GEDC Regional Snapshot

1.1 Geographical Diversity



The region features dramatic and **remote northern desert landscapes**, multiple **biodiverse flora and fauna** hotspots and ancient cave systems on the Nullarbor Plain. Boasting **rich agricultural lands** leading to glorious white beaches to the south, with **international class mining resources** and reserves across most LGA's across the region.

Focus on net zero

There is vast potential for investment in bountiful solar, wind, and hydrogen production possibilities under exploration or in development. Interest in a low carbon future is accelerating with local government, industry and stakeholders active in expanding renewables as part the total energy supply, and applying decarbonisation strategies.

Spectacular natural environment

The Great Western Woodlands, an area of Australian and global significance of almost 16 million hectares (three times the size of Tasmania[1]) is home to 3,500 plant species, multiples species of fauna, and is reported to store 950 million tonnes of carbon in vegetation and soil[2].

Esperance plays host to world-renowned Lucky Bay, located in Cape Le Grand National Park. "Pristine snow-white sand, incredible turquoise water, and minimal crowds" saw Lucky Bay voted Number One in the World's 50 Best Beaches in 2023.[3]

The Outback Way

An extraordinary adventure or a super-highway connecting Perth to Cairns, the 2700km Outback Way is now fully funded for sealing of the final 700 kms and set to increase tourism and open industry opportunities to communities through the Northern Goldfields and Ngaanyatjarra Lands.

Tertiary Education and Research

Curtin University's Western Australian School of Mines (WASM), ranked second in the world for mineral and mining engineering, is located in the heart of Kalgoorlie-Boulder.

Federal Trailblazer funding accessed in 2022-23 is supporting exciting pyrometallurgy capability.

Curtin's new Rural Health Campus and University Department of Rural Health provide regional and remote learning, experience and research. Multiple partnerships are building a strong regional medical and health care workforce for the future.

1: https://www.csiro.au/en/news/all/articles/2016/september/great-western-woodland
2: https://www.wilderness.org.au/images/resources/Wilderness-Society-REPORT-Green-Carbon-in-the-Great-Western-Woodlands-A-global-opportunity.pdf
3: https://www.delicious.com.au/travel/travel-news/article/australian-beach-claims-top-spot-50-best-beaches-world/i8dzvsyw

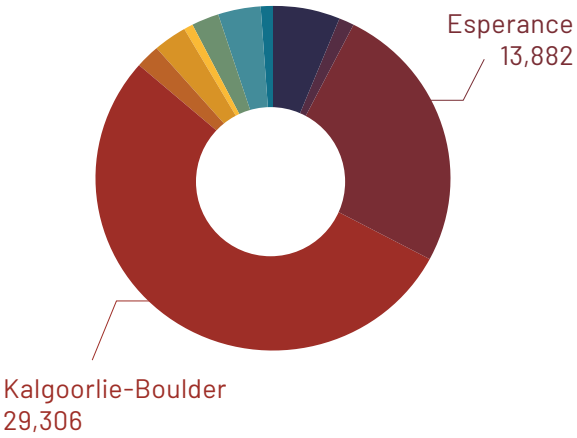
GEDC Regional Snapshot

1.2 Our Community

54,767	36 years	9.5%	17	18.1%
People call our region home	Median age	Aboriginal or Torres Strait Islander	Distinct Indigenous languages	Whole of region community 60 years +

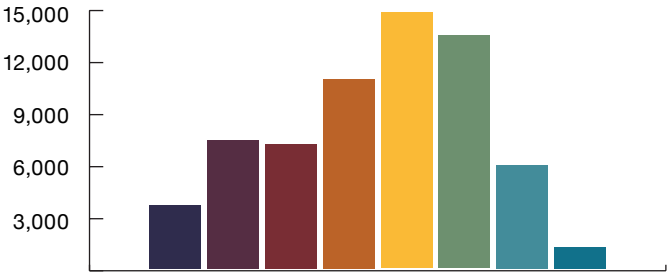


Reference: REMPLAN and ABS 2021 Census Place of Usual Residence Population



Population per Local Government Area

Coolgardie	3,478
Dundas	676
Esperance	13,882
Kalgoorlie-Boulder	29,306
Laverton	1,333
Leonora	1,588
Menzies	524
Ngaanyatjarraku	1,357
Ravensthorpe	2,085
Wiluna	535



Life stage of our regional community

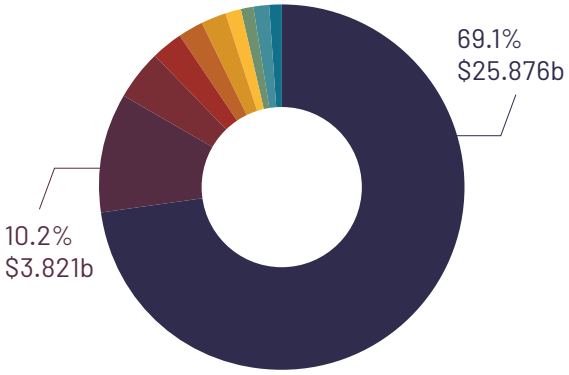
Pre-school (0-4 years)	3,671
School Age (5-14 years)	7,410
Youth (15-24 years)	7,174
Young Workers (25-34 years)	10,902
Workers (35-49 years)	14,724
Older Workers (50-64 years)	13,406
Retirement (65-79 years)	5,947
Elderly (80+ years)	1,259

GEDC Regional Snapshot

1.3 Economic Profile

$37.46 billion	$260,358	$378,264	2.5%	37,696
Economic Output (2021-22FY)	Per Capita Gross Regional Product (ABS 2022)	Per Worker Gross Regional Product (ABS 2022)	Unemployment Rate (March, 2023)	Employment (Census 2021)

Reference: REMPLAN and Statistical Digest

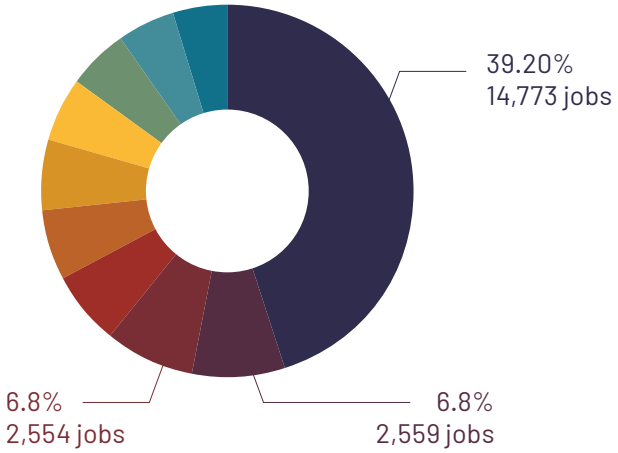


Top 10 Industry Sectors by Economic Output ($M)

Mining	$25,876.51
Manufacturing	$3,821.10
Construction	$1,521.15
Rental, Hiring & Real Estate Services	$1,056.14
Transport, Postal & Warehousing	$784.14
Agriculture, Forestry & Fishing	$709.44
Public Administration & Safety	$473.73
Electricity, Gas, Water & Waste Services	$448.91
Health Care & Social Assistance	$436.22
Education & Training	$364.22

Top 10 Largest Employment Sectors

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



Globally significant mining region

Our mining sector contributes $25.876b (69.1%) of total output, with world quality mineralisation, infrastructure, processing, and services.

The Goldfields-Esperance region is a leading gold, nickel and critical minerals supplier, with 19 sought-after commodities. The region also contributes almost $0.5 billion in royalties.

2. Overview of Agency

The purpose of the Goldfields-Esperance Development Commission is to faciliate economic and social development. The GEDC works with business, industry, the community, and government to achieve this goal.

In striving to create an even greater place to live, work, invest and visit, the Commission's service delivery aligns with a set of strategic priorities that provide clear focus and guidance across key areas. These priorities enable the agency to coordinate and promote activities that influence and effect change for our communities.

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 Agency

2.1 Goldfields-Esperance Development Commission

Enabling Legislation

Goldfields-Esperance Development Commission, established under the *Regional Development Commissions Act 1993* (Act), is listed as a statutory authority 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 Regional Development Commissions, established to fulfill and serve their unique region of Western Australia, and to achieve specific objectives defined in the Act:

- Maximising job creation and improving career opportunities in the region;
- Developing and broadening the economic base of the region;
- Identifying infrastructure services to promote economic and social development within the region;
- Providing information and advice to promote business development within the region;
- Seeking to ensure that the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area; and
- Taking steps to encourage, promote, facilitate and monitor economic development in the region.

For the purpose of achieving the objectives, the GEDC is to do the following:

- Promote the Goldfields-Esperance 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.

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*



Responsible Minister

The Commission is responsible to the Minister for Regional Development, the Hon. Don Punch MLA.

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

2.1 Goldfields-Esperance Development Commission cont.

Our Strategic Priorities

The GEDC Strategic Plan 2022-24 was endorsed by the Board in December 2022, setting out the delivery approach for regional development outcomes as well as key initiatives and strategies that the GEDC will focus on, to drive economic and social development for the region.

The GEDC has identified five priority areas that defines the strategic direction for the GEDC for the period 2022-24, and can be found on page 27.

Reporting on key achievements, governance and financial performance is made against these priority areas, enabling 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. This ensures accountability to the State Government, Minister for Regional Development and local stakeholders within the region.

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 (RDCo);
- 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 an advocate 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.

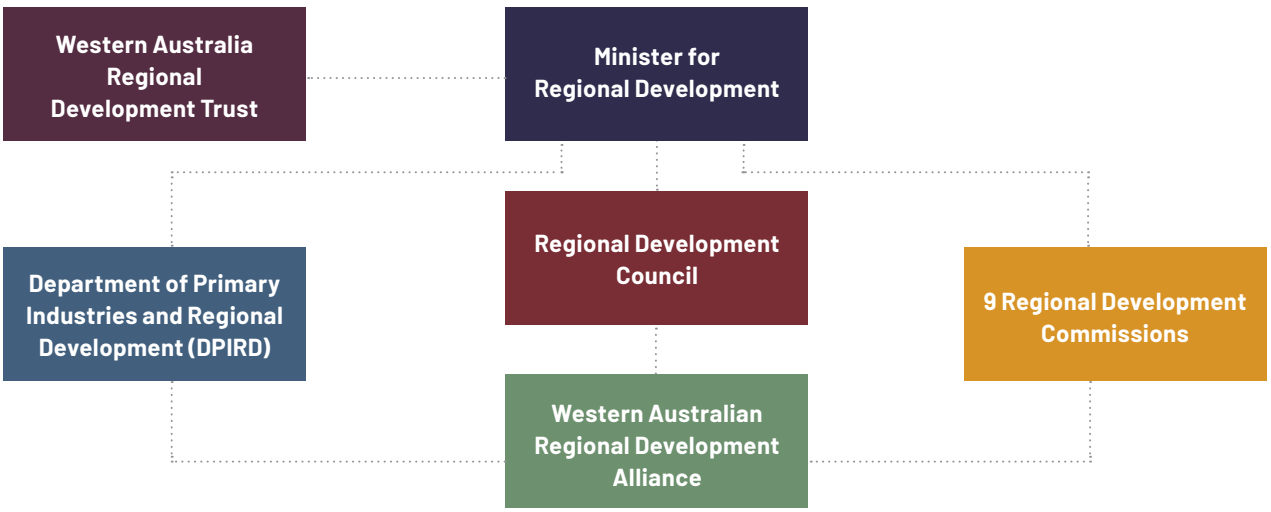
The Portfolio works to develop strong and effective relationships across government, industry and community to achieve positive regional development outcomes.

Western Australian Regional Development Priorities

The Regional Development Portfolio continues to collaborate to progress initiatives that align with the Portfolio priorities. The Regional Development Portfolio Priorities Plan identifies 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 Portfolio 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.

Western Australian Regional Development Portfolio Agencies



Overview of Agency

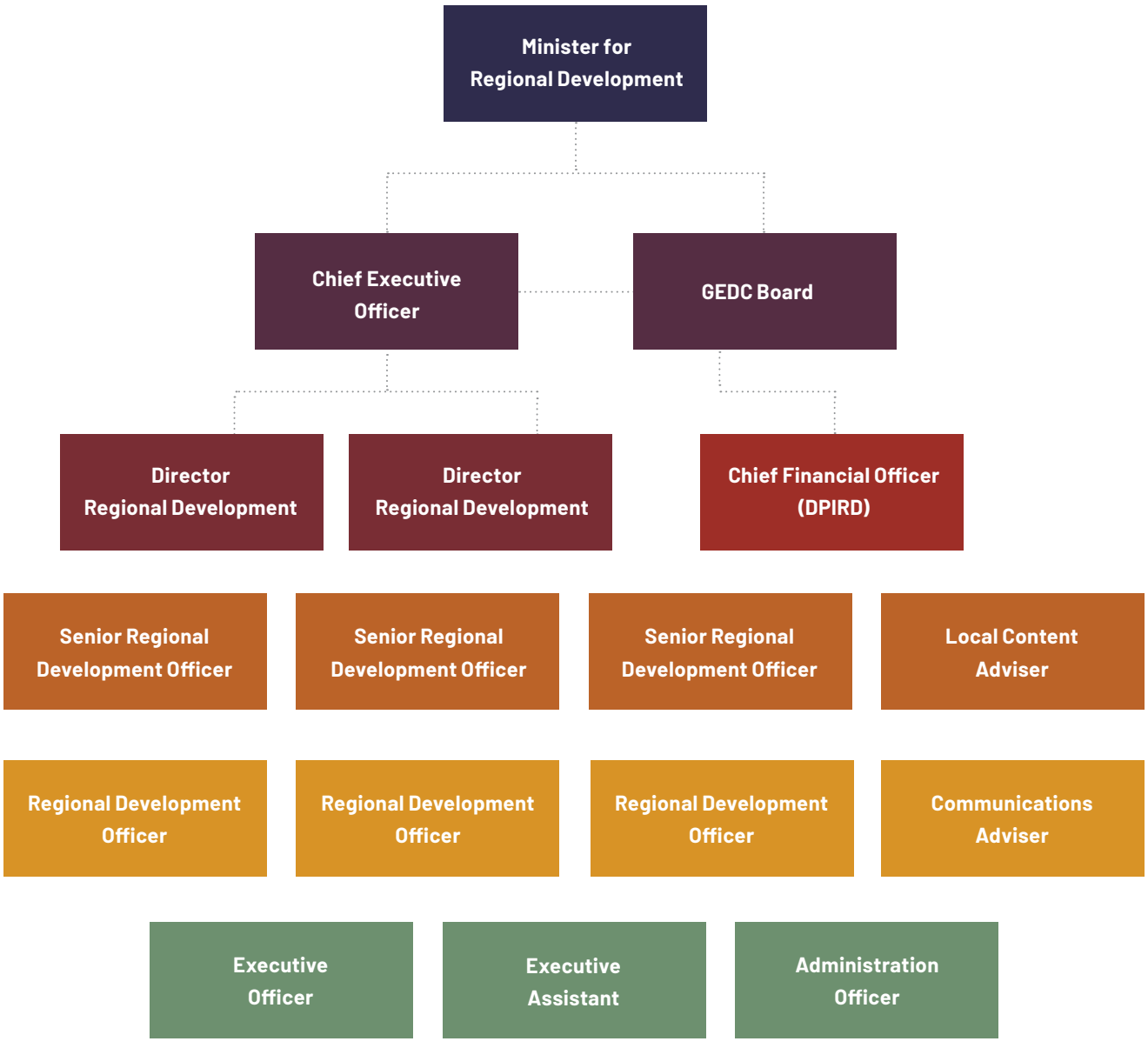
2.2 About GEDC

The GEDC is comprised of a Board of Management and employed staff members. The Commission is governed by the Board, appointed by the Minister under the Act and can include up to six regional representatives from local government, community and Ministerial appointments. The CEO is a member of the Board by virtue of office.

The Department of Primary Industries and Regional Development (DPIRD) supports the GEDC and is the employing agency for the staff working for the GEDC and responsible to the CEO.

All members of the Board and staff contribute specialised skills, experience and local knowledge that benefits the Commission and the region.

2.3 Operational Structure



Overview of Agency

2.4 GEDC Board Members

The GEDC Board of Management meets up to six times annually, with meetings held around the region to enable members to be accessible to local stakeholders. This provides Board Members with valuable insight into the challenges and opportunities facing the region and priorities for regional development.

In 2022-23 the Board undertook a number of Board meetings with Local Government Authorities including the Shire of Ravensthorpe and City of Kalgoorlie-Boulder.

The Board also partnered with the Goldfields District Leadership Group to visit and meet with the Shire of Wiluna.

The Risk Management and Audit Committee (RMAC) is a sub-committee established by the Board and meets three times a year. It is required to manage the risk register and implement actions to identify and mitigate new and changing risks to the agency and Government. The RMCA also oversees an effective internal audit function under Section 53 of the *Financial Management Act 2006*.



GEDC Board Meeting - GEDC Board Members and Shire of Ravensthorpe staff and council, June 2023

2.4 GEDC Board Members cont.



SABINA SHUGG AM

GEDC Chairperson

Appointment
Community Representative

Term
1 Sept 2020 - 30 Jun 2023

Sabina was born in Norseman and lived in Wiluna and Kalgoorlie-Boulder as a child, returning to the Goldfields firstly as a young adult and has now returned for the third time.

Sabina recently completed a four-year term running the Curtin University Kalgoorlie Campus, including the WA School of Mines. Sabina has a long and successful career in mining, with extensive experience in senior roles within some of the largest resource and consulting organisations in Australia.

Her diverse experience includes delivering technical mining projects from conceptual design to project handover, as well as operations management experience at senior site level.

Sabina is a proponent for the mining industry, with an emphasis on advocating for and supporting women in male dominated workplaces, highlighting the benefits of workplace diversity and promoting STEM education.

She is community minded with long involvement in a variety of not-for-profit organisations and a keen participant in a number of state and national industry reference and working groups.

In 2010 Sabina was awarded the inaugural Women in Resources Champion in the CMEWA Women in Resources Awards, for being an outstanding role model to people in the resources industry and the broader community.

Sabina was included in the first 100 women in the **'WA Women's Hall of Fame'** in 2011, and named in the 'AFR Westpac 100 Women of Influence' and the **'100 Global Inspirational Women in Mining'** in 2013.

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

Experience

- Curtin Kalgoorlie Campus, Director (July 2019 to April 2023).
- Founder and Chair of the Women in Mining Resources WA group which has grown to 3000 members since inception in 2003.
- Kalgoorlie-Boulder Mining Innovation Hub - CRC ORE, Director (April 2018 to Jun 2019).
- Resolute Mining Limited, Non-Executive Director (September 2018 – Present).
- Mining Engineering degree from Curtin's WA School of Mines and an MBA from UWA.
- WA First Class Mine Manager's Certificate of Competency.
- Member of the AusIMM.

2.4 GEDC Board Members cont.



TERRENCE WINNER
GEDC Deputy Chair

Appointment
Community Representative

Term
1 Oct 2020 - 30 June 2023

Terrence was born and raised in the Goldfields. He was named WA Young Person of the Year in 2009, is the previous winner of the State Leadership and Innovation Award at the WA Regional Achievement and Community Awards, and the City of Kalgoorlie-Boulder Mayoral Award. Terrence has over 15 years' experience as a not-forprofit sector CEO, currently with the Goldfields Individual & Family Support Association Inc.

Experience
- Councillor at the City of Kalgoorlie-Boulder Council.
- Qualifications in strategic leadership, management, business, community development, marketing, youth, WHS and disability.
- Holds several community Board and Committee positions including Chair of the District Leadership Group (DLG) and Chair of the Kalgoorlie-Boulder Visitors Centre.



ROWENA LESLIE
Board Member

Appointment
Ministerial Representative

Term
12 Jul 2021 - 30 Jun 2023

Rowena is a Wongi from the north-eastern Goldfields, and was born and raised in the region. Rowena 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.

Experience
- Law and Arts graduate from UWA.
- 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.
- Chair of Kurrawang Aboriginal Christian Community Inc. Board.



TIM CARMODY
Board Member

Appointment
Local Gov. Representative

Term
1 Jan 2022 - 31 Dec 2023

Tim was raised in a farming family based in Kulin and has been engaged in the agricultural sector throughout his life, currently managing three grain and livestock operations across the Goldfields-Esperance region. Since 1986 Tim has also worked in the industrial minerals sector, focussing on the development of international markets. Tim is a passionate advocate for the improvement of regional logistics.

Experience
- Councillor at the Shire of Wiluna since 2019.
- Agricultural business owner with operations in Cascade, Esperance and Wiluna.
- Almost 30 years' experience working in the industrial minerals sector, managing mine sites in Australia, Zimbabwe and China.
- Responsible for marketing and sales for an international company that mined vermiculite.

2.4 GEDC Board Members cont.



JAIMEN HUDSON
Board Member

Appointment
Ministerial Representative

Term
1 Jan 2022 - 31 Dec 2023

Becoming quadriplegic following an accident, Jaimen developed an interest in drone photography and videography and currently has his own business as a photographer and videographer, specialising in coastal and marine wildlife. Jaimen's work is internationally renowned, and in 2021 he starred in a documentary called *Jaimen Hudson: From Sky to Sea*, detailing his inspirational journey to ocean dive again.

Experience
- Esperance-based business owner.
- Internationally renowned photographer and videographer.
- Member of the WA Disability Commission Board.
- Western Australia'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.



TRACEY RATHBONE
Board Member

Appointment
Local Gov. Representative

Term
1 Jan 2022 - 31 Dec 2023

Originally from New South Wales, Tracey has resided in the Goldfields-Esperance region for over 40 years. As a practicing Life Skills Coach, Tracey is a passionate advocate for community development, collaboration and connectivity, who holds dedicated positions recognising the worth and wealth volunteer networks offer in serving, enriching and sustaining the tapestry of community.

Experience
- Elected Member at Shire of Coolgardie since 2011.
- Deputy President at Shire of Coolgardie since 2013.
- Member of GVROC.
- WALGA Elected Member Alumni – Completed Diploma of Local Government in 2021.
- Australian Rural Leadership Foundation Alumni – Scholarship – Leading Australian Resilient Communities Leadership Program 2023.



KRIS STARCEVICH
Chief Executive Officer

Born and raised in Esperance, Kris began his career as a secondary school teacher in the Pilbara before moving into community relations within the mining industry, working and living in several regional communities. In 2014 Kris relocated his family back to the Goldfields-Esperance region where he joined the GEDC. Kris remains committed to driving positive social and economic outcomes.

Experience
- GEDC CEO since May 2018.
- Extensive experience working in regional WA in public and private sectors.
- Completed the Australian Institute of Company Directors Course.
- Bachelor of Science, UWA, Graduate Diploma in Education.
- Graduate Certificate in Community Relations, University of Queensland.

Overview of Agency

2.5 GEDC Staff Profile

On 30 June 2023, the GEDC had one direct staff member (the CEO) and a complement of 12.5 FTE staff assigned to the GEDC under a partnering framework with DPIRD. Based across offices in Kalgoorlie-Boulder and Esperance, the GEDC team works across the largest region in Western Australia.

We live in the region and **share a commitment to working collaboratively** to maximise our impact and benefit to our regional communities.

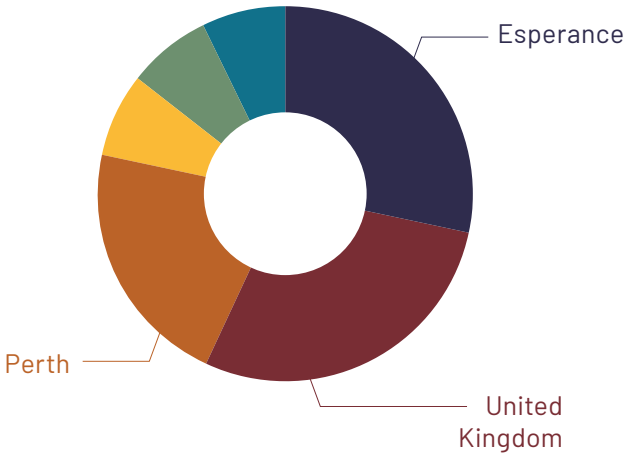


GEDC Staff Members (left to right): Kate Dansey, Regan Brewer, Shantel Van Maanen, Shane Liddelow, Amanda Klemm, CEO Kris Starcevich, Lillian Poh, Sarah Fletcher, Nigel Bird, Karen Theaker

Where are we from?

Our team is as vast and diverse as our region, which is reflected through its mix of skills and experience. Hailing from around the world, the GEDC team comes together as a strong, supportive and unique workplace community, with a wide-ranging scope of knowledge, education, expertise and regional understanding.

Esperance, WA	4
United Kingdom	4
Perth, WA	3
Kalgoorlie-Boulder, WA	1
Wheatbelt, WA	1
Victoria	1



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 in 2011 and has worked across a number of strategic initiatives, regional planning, industrial land and housing, management of grants programs and State funded project.
Rose plays a leadership role supporting the CEO, Board and staff to maintain strong stakeholder relationships and represents the agency, region and State Government.

FOCUS AND ACHIEVEMENTS

Housing and industrial land

Ministerial events and liaison

Cross agency advocacy

Strategic planning and implementation

LOVES THE REGION...

Strong, close and safe communities
Great country lifestyle

Chelsie Grace

Director Regional Development

Chelsie commenced at the GEDC in 2021 and since joining the team has relished the challenge of applying her many 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.

FOCUS AND ACHIEVEMENTS

GEDC corporate governance, business planning and implementation

Progression of State funded projects

Driving local content and AED outcomes

LOVES THE REGION...

Diverse natural landscapes
Welcoming communities



GEDC staff participated in a Cultural Walk with Dabungool Cultural Experiences, in Esperance

Shantel Van Maanen

Director Regional Development Projects

Shantel commenced with the GEDC in March 2023 on a six month secondment from Department of Communities to assist with key stakeholder engagement and industry development projects.

Shantel has a strong background in community and Aboriginal engagement as well as corporate strategic planning. During the secondment, Shantel has focused on progressing an Aboriginal Engagement Strategy for GEDC.

FOCUS AND ACHIEVEMENTS

Kalgoorlie WA State Budget Breakfast
Aboriginal Engagement Strategy
Early Childhood Education and Care Workshops

LOVES THE REGION...

Wonderful and unique region to explore
Safe and supportive place to raise a family

Regan Brewer

Senior Regional Development Officer

Regan commenced at the GEDC in 2018 in a senior project management role and is currently a Senior Regional Development officer overseeing a broad range of State Government funded projects and programs. Prior to this, she worked as a consultant specialising in the development of high quality project, corporate and strategic documentation. Regan works across a number of areas including project management, grant governance, industry development and stakeholder engagement.

FOCUS AND ACHIEVEMENTS

Project development
Business Support
Administering the RED Grants
Managing key regional projects

LOVES THE REGION...

Desert nights around the campfire
Best beaches in the world

Sarah Fletcher

Senior Regional Development Officer

Having commenced at the GEDC in 2005, Sarah appreciates that her enduring role has enabled unique and valuable connections to the region. Currently immersed in delivering infrastructure outcomes, a range of workforce development activities, and contributing to low carbon futures, Sarah is a former owner of multiple small businesses, tertiary educated in marketing and economics, and previously worked in vocational training and in infrastructure development.

FOCUS AND ACHIEVEMENTS

Kalgoorlie Rail Realignment Project
Workforce Development
Low Carbon Futures
Innovation and Technology

LOVES THE REGION...

People find their place here, whatever that is for them

Shane Liddelow

Senior Regional Development Officer

Shane has been with the GEDC for over 14 years and has held management and senior regional development roles during this time. Prior to working at the GEDC, Shane held roles in the sport and recreation industry, focused on talent development and junior participation. Shane currently works across a number of areas including business and industry development, stakeholder engagement, regional planning and project management.

FOCUS AND ACHIEVEMENTS

Ravensthorpe Coordination Group
Eucla Airstrip Project
Regional Telecommunications
Dundas Economic Development Group

LOVES THE REGION...

Great outdoor lifestyle
Interesting and diverse people

Jude Daley

Local Content Adviser

Jude commended with the GEDC in early May 2023 as Local Content Adviser. Jude has extensive experience in State Government procurement having worked as the Procurement and Contracts Officer at the Public Sector Commission and prior to that for the Department Transport as a member of the Westport Taskforce supporting procurement related to this major project. Most recently, Jude was the Client Services Team Leader for Department of Communities (Housing) overseeing Public Housing and GROH Housing Services.

FOCUS AND ACHIEVEMENTS

Extensive procurement experience
Passion for business development
Supported JTSI Business Engagement Forums

LOVES THE REGION...

Welcoming, accepting communities
Opportunities to thrive in business

Kate Dansey

Communications Adviser

Kate has been with the GEDC for just over a year, specialising in the Communications space within the organisation. She has successfully implemented a redesign of GEDC publications and visual assets, developed a new Communications Strategy, and aligned all digital communications and outward facing platforms to ensure they're current and in line with industry standard. Kate owned and managed a Graphic and Digital Design studio in Esperance for over 7 years, prior to joining the GEDC team.

FOCUS AND ACHIEVEMENTS

Communications Strategy
Enhancement of digital profile
Corporate Brand Guide
Redesign of GEDC publications

LOVES THE REGION...

Untouched, natural assets
Safe, family living environment

Nigel Bird

Regional Development Officer

Nigel started with the GEDC in May of 2022 and contributes to the Northern Native Seed Industry Development Initiative, arts and culture, tourism and other special projects. He came to the Commission after two decades of engagement and project management in the contemporary music sector in regional WA, previously coordinated projects across government, corporate and community sectors, the arts and supporting industries.

FOCUS AND ACHIEVEMENTS

Inaugural Arts and Cultural Organisation Gathering event
National Cultural Policy renewal submission

LOVES THE REGION...

For the diversity of our many First Nations peoples and countries

Lillian Poh

Regional Development Officer

Lillian relocated to Kalgoorlie-Boulder from Perth in 2020, to join the GEDC team. In her previous roles, she worked in government administration supporting projects in agrifood, trade and biosecurity. With qualifications in Political Science and Urban and Regional Planning, Lillian is passionate about economic development in the regions. At the GEDC, Lillian works across different areas including supporting the REDs Grants program, various housing and land groups and REMPLAN modeling services.

FOCUS AND ACHIEVEMENTS

Grant administration
Housing and Land Summary
Project management
Government and ministerial briefings

LOVES THE REGION...

Work-life balance, friendly community, outdoor activities

Haidee Vandenberghe

Regional Development Officer

Haidee joined the GEDC in March 2023 after relocating back to her home town of Esperance. She previously spent several years working for the Wheatbelt Development Commission, where she held roles as a Regional Development Officer and in Communications. Haidee has a background in policy development and advice and is looking forward to continuing to apply those skills in the dynamic Goldfields-Esperance region.

FOCUS AND ACHIEVEMENTS

Climate resilience initiatives
Review of Regional Tourism Strategies
Supporting the RED grants
Major Projects Database

LOVES THE REGION...

Unsurpassed lifestyle, rich in history, nature and community

Amanda Klemm

Executive Officer

Amanda has been at the GEDC for six years, in senior administrative roles and is currently the Executive Officer. Amanda manages a number of key corporate governance functions in accordance with all levels of Government compliance requirements. She is responsible for administering and reporting in relation to the Risk Management Committee, internal audit function, cyber and digital security matters, and agency policy review.

FOCUS AND ACHIEVEMENTS

Policy and framework development
Agency compliance
Asset Management
Corporate Governance

LOVES THE REGION...

The lifestyle and opportunities for my family

Karen Theaker

Executive Assistant

Karen has a background in office management and senior project and executive support roles across public and private sectors both overseas and within Australia. Commencing with the GEDC in 2020 as Executive Assistant, Karen predominantly supports the CEO and Board to advocate for regional issues and deliver outcomes across key priority areas.

FOCUS AND ACHIEVEMENTS

High level executive support
Ministerial and government liaison
Organisation of regional Board meetings and events
Stakeholder liaison

LOVES THE REGION...

Nurturing community
Exceptional landscapes

Other contributing staff

GEDC throughout the year

Rex Drabik – Regional Development Officer
Gary Bonney – DPIRD Aboriginal Economic Development Officer
Kadee Dillon – Regional Support Officer
Megan Kelman - Administrator



Overview of Agency
2.6 Performance Management Framework

Relationship to Government Goals

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



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



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

Outcomes Based Management Framework

The GEDC Board endorsed changes to the Outcome Based Management Framework during the reporting period, including the Desired Agency Outcomes, Service Areas and Key Performance Indicators – Key Effectiveness Indicator.

The State Government uses an Outcomes Based Management Framework to measure the effectiveness of the Commission in meeting Government goals and desired outcomes. The Commission's activities and services to promote economic development and sustainable regional communities, contribute to the below GEDC desired outcomes:



THE DESIRED OUTCOME FROM GOVERNMENT FOR THE GEDC IS TO:

Encourage and promote opportunities to increase investment, attract and retain population, and grow the economy **of the Goldfields-Esperance region.**

Performance against the desired outcomes are measured against the following indicators (below):



THE KEY EFFECTIVENESS INDICATOR FOR THE GEDC IS:

Percentage of clients **satisfied with the GEDC** making a **positive contribution** to the economic development of the region.



THE KEY EFFICIENCY INDICATOR FOR THE GEDC IS:

Average cost per hour to promote economic development and sustainable regional communities.

Shared Responsibilities

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 nine Commissions have a Service Level Agreement (SLA) for delivery of services and resources from DPIRD to support the work of the Commissions.

This includes the provision of GEDC staff under Section 29 of the Act, and the 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.

3. Agency Performance

In December 2022 the Board endorsed the GEDC Strategic Plan 2022-24 which provides strategic direction for the agency, setting out the approach to the delivery of regional development outcomes.

The Strategic Plan outlines key initiatives and strategies the GEDC will focus on to drive economic and social development for the Goldfields-Esperance region.

Agency Performance

3.1 Our Strategic Priorities

The GEDC works to facilitate new jobs, skills and workforce development, contributing significantly to the State's regional jobs and industry diversification targets.

In collaborating with government, industry and community, the GEDC supports regional people to live in modern and inclusive cities and communities that offer quality services, career choices, affordable living and strong social connections.

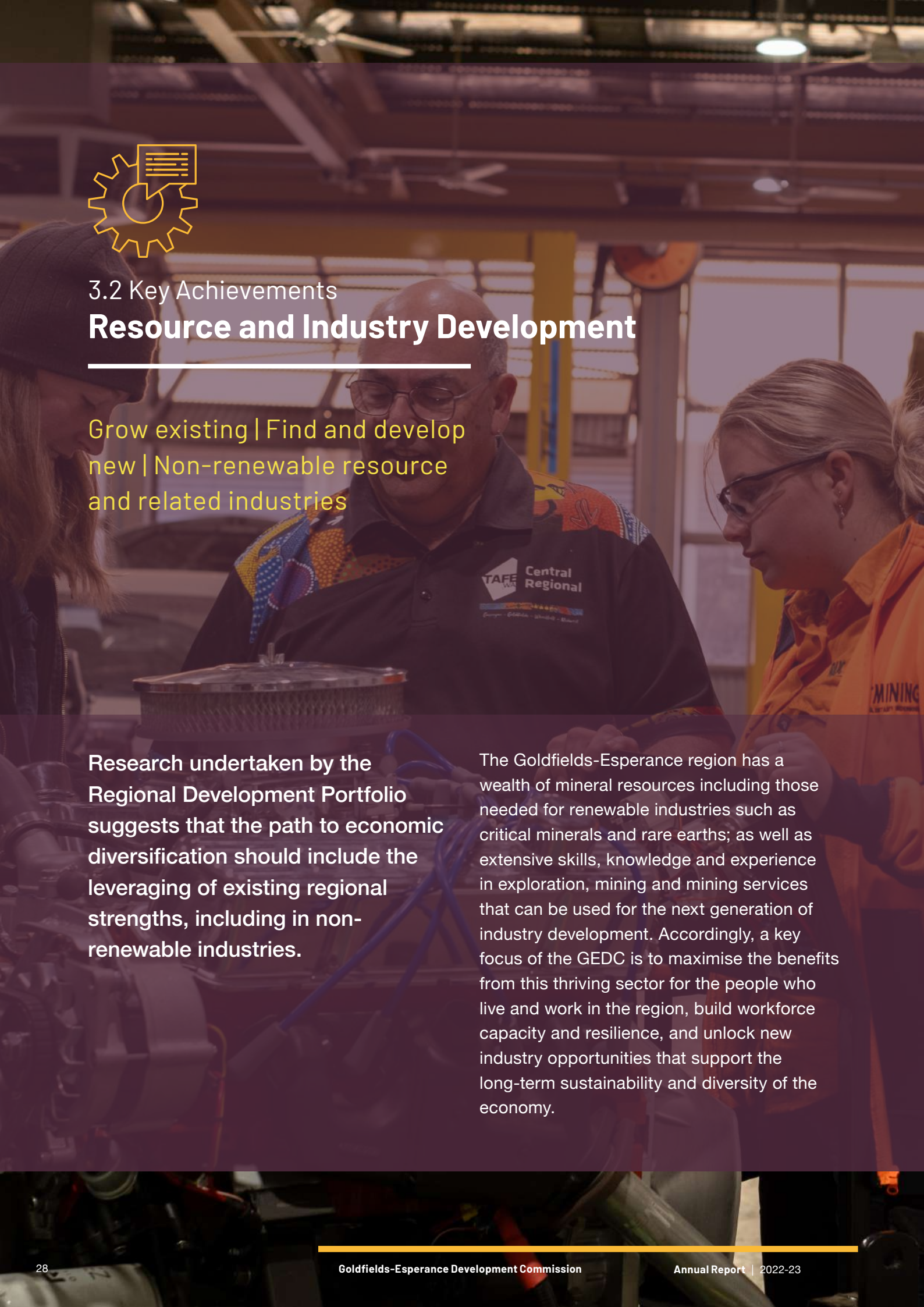
Our Strategic Plan 2022-24 identified five strategic initiatives which are each underpinned by a number of key priorities and strategies to guide the agencies operations and stakeholder interactions.

Our **agency's achievements** this year are **presented in line** with this Strategic Plan.

Resource and Industry Development	Industry Diversification	Regional Living	Aboriginal Economic Development	Organisational Excellence
Grow existing; find and develop new, non-renewable resource and related industries	**Grow existing; find and develop new, alternate industries**	**Enhance regional living standards**	**Enhance the economic participation of Aboriginal people**	**Excellence in all that we do**



Member for Kalgoorlie Ali Kent, Mitch Brennan, CRTAFE A/ Director Goldfields, Minister for Regional Development Hon. Don Punch , CRTAFE Director Organisational Services Tim McLachlan and GEDC CEO Kris Starcevich at the Central Regional TAFE Reconciliation Lunch



3.2 Key Achievements

Resource and Industry Development

Grow existing | Find and develop new | Non-renewable resource and related industries

Research undertaken by the Regional Development Portfolio suggests that the path to economic diversification should include the leveraging of existing regional strengths, including in non-renewable industries.

The Goldfields-Esperance region has a wealth of mineral resources including those needed for renewable industries such as critical minerals and rare earths; as well as extensive skills, knowledge and experience in exploration, mining and mining services that can be used for the next generation of industry development. Accordingly, a key focus of the GEDC is to maximise the benefits from this thriving sector for the people who live and work in the region, build workforce capacity and resilience, and unlock new industry opportunities that support the long-term sustainability and diversity of the economy.

SUPPORT INDUSTRY TO INVEST IN THEIR REGIONAL EMPLOYEES

The promotion of workforce policies and programs that preference regional workforces continue to be a priority for the GEDC. In the 2021 Census, 63.5% of the Goldfields-Esperance workforce was comprised of people who live in the region. A workforce of over 13,000 from outside the region filled roles across all sectors from mining, through to accommodation and food services, health care and social assistance, with these trends continuing in 2022-2023.

Low unemployment was averaged at between 2.0% and 2.5% for the Goldfields-Esperance region. Higher unemployment was experienced in the Northern Goldfields and Ngaanyatjarraku with a range of 6.0% to 10.10%, while Kalgoorlie-Boulder, Esperance and Ravensthorpe saw unemployment as low at 1.10% to 1.50%.

The GEDC has worked with mining and non-mining industry sectors, such as the Minerva Abattoir in Esperance, to **collaborate and plan for future workforce and accommodation needs.**

The GEDC in partnership with the Shire of Esperance developed an **Esperance Workers Accommodation Study** which was completed in June 2022. The Study concluded that a Shire-developed and owned short-term worker accommodation project at Lot 3 Forrest Street was a suitable proposal for consideration. The Shire and GEDC are exploring opportunities for a potential joint venture with private and not-for-profit investors.

Through our work in **housing and land**, the GEDC has partnered or led several initiatives and studies to better understand housing and land issues, opportunities and pathways to solutions across the region. Findings have been shared with other Government agencies and industry to advocate for housing and land investment, critical for access to essential workers and ensuring positive regional living experiences for those relocating to the region. The GEDC continues to update and advise the Minister for Regional Development and Minister for Housing on opportunities relating to housing and land availability across the region.

FACILITATE INVESTMENT TO ATTRACT PEOPLE, JOBS, AND SKILLS

Industry Liaison and being a 'go-to' point of contact for those looking to invest in new operations or expand or diversify existing businesses is a key role of the CEO and staff at all levels. The GEDC team supports industry and business to navigate government processes, as well as make referrals to other relevant stakeholders and agencies, or provide advice on funding and grant opportunities that will support their business endeavours.

The GEDC **regularly promotes investment** opportunities in the region through **participation and presentations** at forums and conferences **across the region and State**.



Goldfields-Esperance Major Projects Conference was held on 21-22 September 2022 in Perth to showcase and discuss major projects, emerging industries, First Nations and local business opportunities, as well as other strategic development issue such as enabling infrastructure, workforce, and housing and land development. GEDC CEO Kris Starcevich presented a keynote address highlighting the importance of the region to the WA and national economy and outlining key opportunities for investment and future economic growth and diversification.

The GEDC also facilitates Ministerial and central agency visits and briefings to **enhance industry and government collaboration** on major projects, and capture diversification and value-add opportunities for the region and State. In May the GEDC facilitated a site tour for the Minister for Regional Development, Hon. Don Punch MLA, to the **Lynas Rare Earth Processing Facility** currently being developed on the outskirts of the City of Kalgoorlie-Boulder. Lynas is the only scale producer of separated Rare Earths outside of China, providing an important alternative for rest of world manufacturers in high technology markets, including green technologies. The project is also of significance to the region, with 128 new local jobs expected to be created from the investment and the company also making significant commitments to local content outcomes.

The GEDC supports several **initiatives that help build local workforce capacity** and resilience and attracts new **workers to the region.**

Funded by the GEDC since 2019, the **Goldfields Migration Employment Project (GMEP)** provides tailored job matching and settlement services to secondary migrants from metropolitan areas, to secure employment and relocation in the Goldfields. In the past year, the program has continued to support clients and employers to promote and grow the regional workforce. GMEP participants continue to invest in the region that they now call home through business development, filling essential jobs and enriching the local community.

Hosted by the KBCCI, the annual **What's Down the Track Forum and Exhibition** took place in Kalgoorlie-Boulder on 17 November 2022. The event saw an attendance of over 240 locals and visitors. GEDC were one of the 21 exhibitors at the event, providing opportunities for delegates to meet GEDC staff, learn more about the region and network with local enterprises and organisations. The GEDC CEO presented at the event providing an overview of the region's economic development opportunities and the Commission's role in supporting key initiatives and projects in the region.

Following the Regional Skills Summits in late 2021, the GEDC has been an active member of the **Goldfields-Esperance Regional Coordinating Committees (RCC)**.

The GEDC has a strong profile in working directly with the RCC and other local stakeholders and groups to address workforce gaps across a range of platforms and in this reporting year included the funding and support of the following:

The Esperance Chamber of Commerce and Industry **Jobs Connect Program**. With an extremely tight labor market, the Jobs Connect Program aims to help businesses link with employment agencies and training providers to fill positions and access training and development opportunities for retention and upskilling their workers.

The **Esperance Ravensthorpe Leadership Initiative** facilitated by Regional Development Australia Goldfields Esperance (RDAGE), fifteen emerging local leaders joined the program which included attending TAFE workshops on a weekly basis to complete their Certificate IV in Leadership and Management.



GEDC staff and Esperance Ravensthorpe Leadership Initiative participants

The program **aims to build leadership within our region** and support our emerging leaders.

INCREASE AND SUPPORT LOCAL AND ABORIGINAL BUSINESS

The GEDC continued its partnership with the Great Southern and South West Development Commissions in offering the **Austrade Tradestart** service and network across the Goldfields-Esperance region. The GEDC assisted local businesses with enquiries about exporting overseas including providing opportunities to be part of State-based trade delegations to promote their products and access potential buyers and markets.

GEDC has been a long-term supporter and sponsor of both the **Kalgoorlie-Boulder and Esperance Chambers of Commerce and Industry Business Awards.** These awards nights recognise and celebrate the quality and diversity of our regional business and not-for profit communities, and is a wonderful way for the GEDC to help acknowledge the contribution of these businesses to the Goldfields-Esperance economy.

To support the prioritisation of Aboriginal employment and business enterprise, the GEDC has also worked closely with the **Goldfields Aboriginal Business Chamber** on a number of initiatives outlined later in this document.



GABC Chairperson Rowena Leslie, Minister for Regional Development Hon. Don Punch MLA and GABC Executive Manager Elaine Jolliffe

MAXIMISE LOCAL CONTENT OUTCOMES

The key objective of the **Local Content Adviser (LCA)** is to support local and Aboriginal businesses to compete for and secure both government and industry contracts in the Goldfields-Esperance region, creating job opportunities and supporting regional economic growth.

Liaising with industry is critical in maximising local content outcomes and **supporting the success of industry focused government programs,** such as business advisory, funding and innovation initiatives.

During the year, some of our strategies to achieve increase local content outcomes, included:

1. Connecting suppliers to business and industry in conjunction with JTSI, the GEDC supported **Regional Business Engagement Forums,** which provided businesses based in the Goldfields-Esperance region with the opportunity to meet State Government agency representatives and hear about current policy and initiatives targeted to support small to medium sized businesses.

GEDC in partnership with the Fitzgerald Business Network facilitated the **Ravensthorpe Mining Business After Hours** event with resource companies First Quantum Minerals, Galaxy Resources, Medallion Metals and Tier 1 contractor MACA Group providing presentations. The event was a fantastic opportunity to hear first-hand about the mining companies' operations and future plans, plus the type of work and procurement opportunities available for local businesses in the region.

2. Promoting funding opportunities such as **Regional Economic Development Grants** and the **Local Capability Fund,** to enable businesses to increase capacity and capability.

SUPPORT DIVERSIFICATION OF NON-RENEWABLE INDUSTRIES

To ensure our regional workforce has skills for future industries, the GEDC supports Curtin University and the WA School of Mines (WASM) in facilitating regionally based higher education, in collaboration with non-renewable and emerging renewable sectors. Meeting regularly throughout the year, the GEDC helps to facilitate conversations and research partnerships between Curtin and industry. Through this collaboration, new knowledge is unlocked and translated into real-world applications and solutions, supporting regional innovation and economic diversification.

The GEDC **plays a critical role in working with all levels of government** to facilitate the provision of infrastructure, land and services to **enable growth and diversification of non-renewable** sectors.

The **Kalgoorlie-Boulder Rail Realignment Project (KRRP)** is a long-standing proposal to realign the national 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 and industry representatives who have highlighted road safety and urban amenity issues with the current situation, along with new development opportunities for increased rail freight that would result from a **rail realignment** and a related **Intermodal Hub** development.

With State and Commonwealth funding now secured for the project, **the GEDC has been appointed the project lead for the Detailed Business Case** with support from DPIRD, Department of Transport and Public Transport Authority, which will be progressed during 2023-24.

A steering committee has been established for the project which includes State Government agencies, Department of Infrastructure Transport, Regional Development, Communications and the Arts (DITRDCA), and the City of Kalgoorlie-Boulder. A senior officers working group and an industry reference group are also set to be established to support project planning, procurement, risk assessment and stakeholder engagement.



The national east-west rail line that currently runs through the centre of Kalgoorlie-Boulder

CASE STUDY | **Goldfields Machining**



Member for Kalgoorlie Ali Kent and Minister for Regional Development Hon. Don Punch at the Goldfields Machining REDs Grant Unveiling

Goldfields Machining was awarded **$75,000 funding through the Regional Economic Development (RED) Grant program** to support the purchase a new large scale, Hydraulic Cylinder Repair Bench.

The Kalgoorlie-Boulder based engineering and fabrication business has been servicing the mining industry in the Goldfields since 2008 and identified the need for the new high-tech repair bench to better support the local mining industry.

The RED Grants provide an important mechanism for the State Government to support community-led projects that drive sustainable jobs, productivity and capacity building. Over the previous five rounds, the REDs Grant program has supported 25 projects across the Goldfields-Esperance region, with over $3.5 million in funding.

The program has delivered on projects that expand, diversify and grow the local economy and support our regional communities. The Goldfields-Esperance region hosts a diverse range of strong industries with development opportunities continuing to emerge across the mining sector.

The mining sector is the powerhouse of the Western Australian economy with the Goldfields contributing significantly across a range of commodities, including gold, nickel, copper, lithium, iron ore, rare earths and critical minerals. The statistics for the industry are impressive, with the sector accounting for 69% of total regional economic output, generating around $25.8 billion a year. In terms of employment, around 14,773 people work within the industry, representing over a third of the total regional workforce.

Mining support businesses, like Goldfields Machining, provide vital services to the mining sector and are critical in keeping the industry operating. This project is a great example of how State Government investment can have significant outcomes for both the business and the wider sector.

The new repair bench has enabled the business to expand their on-site pressure testing, digital reporting and laser stroke measurement on larger cylinders. The arrival of the new equipment has provided the opportunity to employ new staff and upskill with specialised training.

With the new bench now operational, diagnostic and repair services on large cylinders can be undertaken locally, decreasing downtime and increasing productivity in the mining sector. Previously large cylinders would have been transport to Perth for analysis and repair, resulting in long turnaround times.

3.2 Key Achievements

Industry Diversification

Grow existing | Find and Develop New | Alternate Industries

The Goldfields-Esperance region has significant potential in renewable industries and opportunities in emerging non-resource sectors.

Diversification from the current strong resource based industries presents an opportunity to prepare against economic and market shocks commonly associated with 'boom and bust' cycles. A diversified economic profile is linked to attracting and retaining new populations and providing a range of meaningful, well remunerated job opportunities.

Image: Pacific Energy's Shark Lake Renewables Hub, Esperance

ADVOCATE FOR DIGITAL INFRASTRUCTURE

The GEDC continues to be part of the centrally coordinated **State-wide Regional Telecommunications Program** providing local information on telecommunication services and prioritising areas for funding support, to be included as part of the overall State request to access Federal funding programs. A number of black spot sites have been funded through these State funding bids for either micro cells or macro towers which are increasing telecommunications services and improving social and economic outcomes for our communities.

SUPPORT RENEWABLE ENERGY PROJECTS

With a focus on developing hydrogen projects, Minister MacTiernan visited Eucla to meet with Continental Energy to discuss the proposed **Western Green Energy Hub**. The visit allowed the Minister and GEDC CEO to view the proposed area for the large-scale renewable energy hub, including meetings with the Traditional Owners, the Mirning Group to hear their ideas and address any concerns they had with the project. Further work is now being undertaken by JTSI with support from GEDC in developing a public goods study to understand the potential benefits and opportunities of the project.

The GEDC supported local Traditional Owner Groups with funding assistance to attend the **Renewable Hydrogen Forum** for Traditional Owners in Perth during July 2022. The forum enabled attendees to discuss the emerging sector and how the State Government was looking to support the Traditional Owners in working towards maximising the opportunities for their communities from this new and emerging sector.

CAPTURE EMERGING 'LOW CARBON' ECONOMY OPPORTUNITIES

GEDC attended the **Department of Water and Environmental Regulation Climate Resilient WA Forum** to better understand and contribute to positive approaches for developing climate resilience, while sustaining a strong economy in a low-carbon future. The event was valuable in informing the GEDC 's engagement with the climate conversation including with the GVROC Regional Climate Alliance, the RDC/DPIRD Low Carbon Transition Network, and industry interests.

FACILITATE LAND USE PLANNING AND INDUSTRIAL LAND

In 2022-2023 GEDC provided coordination and continued support across Local and State Government interests, Government Trading Enterprises (GTEs) and other organisations, for range of **land use planning and industrial land initiatives** to progress both residential land release and industrial land activation. Initiatives provide clarity and direction which is resulting in increased business cases and funding applications for housing and land investment in the region.

The GEDC has a role as **partner, lead, or contributor in coordinating infrastructure requirements,** in order to capitalise on opportunities and assist in land access.



Pacific Energy's Shark Lake Renewables Hub, Esperance

Key land use initiatives and activities include:

- Provided input into DPLH's Regional Planning Strategy and supported the regional planning workshop held in Kalgoorlie-Boulder in March 2023.
- Contribution to the KBCCI hosted Housing and Land Forum in March 2023, attended by Housing Minister Carey.
- Production of the twice-yearly Goldfields-Esperance Housing and Land Summary providing trackable insights into the housing and land situation across the region.
- Chair of the Kalgoorlie-Boulder Land Group which, together with key stakeholders focused on key initiatives and opportunities associated with local housing and land.
- Financial and in-kind contributor to the KBCCI led Kalgoorlie-Boulder Housing and Land Needs Study and Position Paper released in December 2022.
- Collaborated with the Shire of Esperance on its Housing, Land and Accommodation Study to identify suitable development opportunities.
- Continued participation in the Goldfields Industrial Land Strategic Forum, previously the Kalgoorlie Industrial Land Strategic Forum. This collaboration of local and State Government is led by DevWA, meets bi-monthly, and works to advance investment attraction and industrial areas development and activation, with a focus on Anzac Drive West and Lot 505 in Kalgoorlie-Boulder and the Mungari Strategic Industrial Area (SIA).

CRITICAL SERVICES AND SUPPLY CHAIN INFRASTRUCTURE

The establishment of the **Food Community Project** in the Goldfields, a pilot through ECU to utilise locally led approaches and systems is providing solutions for food security at a community level. The GEDC has supported the program which was launched in November 2022 encouraging participants to network and share their vision for a food secure Goldfields in 2027.

SUPPORT ENERGY AND WATER SOLUTIONS

Funded the WA School of Mines (Curtin University) through $200,000 REDs Grant to undertake the **Goldfields Fit-for-Purpose Industrial Water Supply Research Project**, to investigate and test novel methods of industrial water supply and management to support industrial growth and diversification in the Goldfields.

PROMOTE ENTREPRENEURSHIP AND INNOVATION

Through the REDs Grant program, the GEDC supported the Shire of Coolgardie with $100,000 funding for refurbishment and re-purposing of the historic Coolgardie Post Office building into the **Coolgardie Innovation and Economic Development Centre**, an entrepreneurial hub for emerging businesses, arts and creative projects and visiting services. The building tenancy has a mix of existing and new businesses being supported to start new ventures and think innovatively about the positive impact they can make on the Coolgardie community.

Judumul Aboriginal Corporation were also awarded $113,000 of REDs Grant funding for their **Judumul Cultural Hub** to purchase equipment for local Aboriginal artists to produce wearable arts products inspired from their work. This innovative project will provide entrepreneurial and employment opportunities, as artists produce a range of retail ready products.

Funding of $149,328 was provided to Southern Sardines for their **Innovating Esperance Seafood Project** to support the purchase of specialist machinery to produce (fillet, crumb, batter) and package locally caught fish for human consumption. The processing equipment enables the production of complete, ready to cook frozen products, including Ocean Jacket. The GEDC continues to support the local aquaculture and fisheries industry through local advocacy and supports feasibility work relating to industry expansion activities.

GROW VISITATION AND FOSTER CREATIVE INDUSTRY

The GEDC sponsored the **WA Regional Tourism Conference** held in Kalgoorlie-Boulder in May 2023, attracting almost 250 delegates from around the State, including WA Premier, Roger Cook (then Deputy Premier and Minister for Tourism). GEDC staff hosted a booth at the conference and attended the awards ceremony, speaking with numerous conference delegates and sharing other GEDC opportunities, including the Regional Economic Development (RED) Grants.

Provided funding for the **Goldfields Aboriginal Business Chamber** to support three sponsored tickets for local Aboriginal tourism businesses to attend the WA Regional Tourism Conference in Kalgoorlie-Boulder. The opportunity enabled the sponsored businesses to network with a broad range of industry stakeholders and attend the tourism awards ceremony.

Funding of $6,982 for Australia's Golden Outback (AGO) to produce a new foldout **Goldfields-Esperance Tourism Brochure**. The brochure showcases tourism assets across the region and includes easy QR code access to individual tourism information from each of the nine regional Shires.

The GEDC supported the production of the double album titled **Demos from The Ngaanyatjarra Lands and Esperance** featuring nine local artists from the Goldfields. The album gained national publicity, with Esperance hip hop act Dr Tasty taking out the Grand Prize of WA Song of the Year, for 'Hopscotch' from the album. GEDC staff attended the sold-out album launch in October 2022 in Esperance, helping to celebrate the success of local artists.

Proud organisers of the **Inaugural Goldfields-Esperance Arts and Culture Gathering** in Kalgoorlie-Boulder in June 2023, which attracted attendees from across the region as well as the Australia Council for The Arts, Cultural and the Arts (DLGSC), Regional Arts WA and the Aboriginal Art Centre Hub of WA.



Attendees at the Inaugural Goldfields-Esperance Arts and Culture Gathering in Kalgoorlie-Boulder

The gathering **provided a platform** for the arts and culture sector to share, highlight and **discuss their current work and initiatives, and to find new ways to work** together across WA's biggest region.

GEDC partnered with ArtGold to fund the **Goldfields-Esperance Arts and Culture Gathering Travel Bursaries** for the event in Kalgoorlie-Boulder. The financial support assisted in breaking down barriers to attendance experienced by some remote participants travelling from Warburton, Esperance, Ravensthorpe and Coolgardie.



Kyron Smithson (KYZA Presents) and GEDC's Nigel Bird at Demos from the Ngaanyatjarra Lands and Esperance album launch event

CASE STUDY | GVROC Regional Climate Alliance Initiative



GEDC staff Lillian Poh and Regan Brewer test drive the Horizon Power and Mojo Car Share EV vehicle in Kalgoorlie-Boulder

The Regional Climate Alliance Initiative is a **two-year State Government pilot program** aligned to the Western Australian Climate Policy activity.

The initiative is designed to encourage regional local governments to adopt a collaborative approach to addressing climate change and meet carbon emissions targets. GVROC and one other Local Government Authority consortium are currently in the second year of the pilot.

As part of its ongoing commitment to support renewable energy projects and capture opportunities from the low carbon economy, the GEDC is an active participant in the Regional Climate Alliance Working Group. The group aims to understand, guide and inform actions to mitigate localised climate change impacts and drive opportunities presented by the transition to net zero.

2022-2023 has been a successful year for the GVROC Regional Climate Alliance with the achievement of a number of important studies and activities. In March, the 2022 Regional Renewable Energy Project Audit was released. A collaboration between GVROC, RDAGE and the GEDC, the audit aimed to provide a snapshot of regional renewable energy projects and offer recommendations to drive further investment in the space. The audit concluded that collaboration between government, utilities and communities was essential to capturing the social and economic opportunities presented by a transition to net zero.

The Net Zero Emissions Baseline Study, partnered by the GEDC, was also released in early 2023. Through mapping the region's current carbon emissions and developing monitoring tools and frameworks, this study provided measurable targets to support future emissions reduction projects.

Two Climate Adaptation Workshops were held in Kalgoorlie-Boulder and Esperance in March 2023. Participants identified priority climate change risks, actions currently being undertaken and future actions to address climate change risks. The outcomes of the workshops informed the development of a Climate Risk Assessment and Adaption Plan for the Goldfields-Esperance region, which was finalised in May 2023.

GVROC progressed a number of key actions, such as trialling an electric vehicle (EV) in May/June and motoring it throughout the Goldfields-Esperance region. Part of a three-week Horizon Power and Mojo Car Share roadshow, the GEDC was able to trial the vehicle and gain insights into the technology. The roadshow aimed to increase awareness of EVs, as well as understand the current regional issues for the vehicles, including recharging requirements.

A key to the success of the Regional Climate Alliance Program was securing a full time Regional Climate Alliance Coordinator. This role was part funded by the program with the balance being supported through a GVROC commitment.

CASE STUDY | **Industrial Land**



Greenview Development

> Meeting current and future **demand for industrial land has remained a priority** for the GEDC with continued upward trends in the **regional and State economic growth** (predicted to be 4.25% in 2022-23, the highest in nine years).

The Goldfields-Esperance region has various land access constraints including mineralisation, unresolved Native Title, and proximity to accessible energy, water and other services. The GEDC has long-term involvement in a number of strategic land initiatives that target the exploration and development of industrial land through local and State Government partnerships.

The DevWA led Goldfields Industrial Land Strategic Forum (the Forum), previously the Kalgoorlie Industrial Land Strategic Forum has been active for several years and through this partnership of GEDC, CKB, DJTSI, DPLH, and Shire of Coolgardie, have focused on Anzac Drive West and Lot 505 industrial land sites, and the Mungari SIA. Identifying proponents and their land access requirements, while working on preparation of the sites to secure tenants, including determining access to utilities, are shared responsibilities.

Lot 505 formerly Lot 350 is positioned across from the Lynas Rare Earths processing operation. A State commitment to develop the new general industrial estate followed the Kalgoorlie Industrial Land Study (the Study). Finalised in May 2021, the Study, prepared by DevWA, DPIRD, GEDC and the CKB outlined the capability of land for industrial development, industry demand, and the rationale for government investment to facilitate optimum outcomes from project ready land. It also showed possibilities for common user servicing and infrastructure, and co-location to support larger general industry uses.

The State has committed to significant investment for Stage 1 activation for Lot 505, anticipated to be rebranded as Prospect Industrial Park, for structure planning, subdivision and infrastructure development ($11 million). This was part of a 2021 election commitment for the Goldfields.

The Study provided a model for the development of potential industrial areas including Mungari SIA. The GEDC CEO at the Goldfields Industrial Land Strategic Forum, and in meeting with the then Deputy Premier, Hon. Roger Cook MLA, Member for Kalgoorlie, Ali Kent and Shire of Coolgardie President and CEO, participated in recent discussions for activating the Mungari SIA.

DJTSI as lead for the Mungari site, are commencing a new Goldfields Industrial Areas Group (GIAG) to unlock industrial land potential and accelerate the Mungari SIA preparedness for heavy industry and renewables, applying the learnings of the 2021 study in its planning. The GEDC are a partner on the GIAG and explore appropriate renewable energy options through accessing the Goldfields Major Solar funding. The Pure Battery Technologies (precursor Cathode Active Material) pCAM Project has indicated interest for tenancy at the SIA.



3.2 Key Achievements

Regional Living

Enhance Regional Living Standards

Enhancing liveability and access to quality services is a critical factor in maintaining and growing regional populations and ensuring that regional residents have high levels of wellbeing, and economic development opportunities, particularly in the form of meaningful employment.

The GEDC is uniquely positioned to understand the diverse needs and challenges experienced by communities across the region and advocate for place-based, innovative solutions.
For the Goldfields-Esperance region, the GEDC is focused on enhancing liveability and repositioning the perception of the lifestyle opportunities across the region.

ADVOCATE FOR SERVICE LEVELS IN REGIONS

The GEDC is an active participant in the **Goldfields District Leadership Group** which is responsible for developing and leading on-ground responses to local issues and opportunities. The network of government agencies and local organisations work to identify key initiatives and activities that can be progressed through a collaborative approach. In 2022-23, strong DLG partnerships have supported the Summer Response Strategy and the Family and Domestic Violence Steering Group which has the aim to create an action plan to reduce FDV in Goldfields. The GEDC invited members of the DLG to join them in Wiluna to meet with local stakeholders and the Shire of Wiluna in October 2022.

Funding of $80,000 through a REDs Grant for Esperance Aged Care Facility to deliver their **Esperance Aged Care Workforce Development Project**, which saw the development of an Attraction and Retention Strategy and job engagement activities to retain and recruit workers at the expanding residential care facility. The project addressed ongoing regional workforce gaps and supported the delivery of high quality residential aged care in Esperance.

The GEDC continues to support the Shire of Dundas in progressing the resealing of the strategically significant **Eucla Airstrip**. GEDC has worked with Department of Transport to finalise the options assessment and are currently investigating funding opportunities for the project. The remote airstrip is critical for emergency service access (RFDS and DFES), biosecurity and policing at the Western Australian Boarder town.

IMPROVE LIVEABILITY IN REGIONAL WA

Showcasing the region through sponsorship of an episode of **'Our Town'**, which was broadcast to a national audience during February 2023. Liveability, growth, and economic development played a key role in the content for the episode, with stories based on positive community relationships and partnerships. The GEDC along with RDAGE, the GABC, Northern Star Resources and Mineral Resources partnered in the production to showcase Kalgoorlie-Boulder as a great place to live, work and invest.

Funding of $600,000 was provided to the Kalgoorlie-Boulder Urban Landcare Group (KBULG) for the **Karlkurla Nature Playground**, through a Labor Government election commitment. The GEDC has worked with KBULG to design a nature-based playground tailored to engage primary aged children with climbing, swinging and balancing nature play elements, encouraging active and sensory play. The City of Kalgoorlie-Boulder are contributing $400,000 for essential amenities including installation of shade sails, seating, BBQs, bottle filling station and ablutions.

The GEDC is **proud to support** the delivery of a range of **projects and initiatives that address key issues**, working to improve liveability across regional communities.

Election commitment funding of $2.1 million allocated to the City of Kalgoorlie-Boulder for the **Kalgoorlie-Boulder Youth Precinct.** The project will transform Kingsbury Park into a modern, vibrant, inclusive space in the centre of the city. The project will enhance safety, recreation and socialisation within the existing park while providing opportunities to develop and foster new youth activities through partnerships with local agencies and organisations.

The GEDC provided input into the **State Governments Regional Planning Strategy** which will guide vital land use planning and development in the region which is currently experiencing high levels of economic activity, demand for industrial and residential land and emerging industries such as hydrogen, critical minerals and renewable energy.

The **Goldfields-Esperance Regional Planning Workshop** held in Kalgoorlie-Boulder in March 2023, enabled the GEDC to support this important strategic process. The workshop, organised by DPLH and WAPC, provided an opportunity for key stakeholders to provide valuable input into the formation of the strategy. The GEDC presentation highlighted key economic data and regional challenges and emerging opportunities.

CASE STUDY | **Housing and Industrial Land**



State Minister for Housing, Hon. John Carey, attend the Housing and Land Roundtable Forum chaired by Kalgoorlie-Boulder Chamber of Commerce and Industry Inc

> Adopting a collaborative approach, the GEDC has **partnered or led a range of initiatives and studies** to better understand housing and land issues, opportunities and pathways to solutions across the region.

Over the year, the region has continued to experience a marked increase in demand for housing and land which has impacted on both social and economic development and the region's broader perceived liveability.

Chaired by the GEDC, **the Kalgoorlie-Boulder Land Group (KBLG)** comprises of Department of Communities, Department of Planning, Lands and Heritage, Development WA, CKB, KBCCI and Goldfields Chamber of Minerals and Energy. The Group aims to foster a better understanding of local housing and land matters while capturing opportunities for investment.

Led by KBCCI, with financial and in-kind support from GEDC and in partnership with CKB and RDAGE, the **Kalgoorlie-Boulder Housing and Land Needs Study and Position Paper** was completed and released in December 2022. Key findings were presented to the WA Housing Minister at a **Housing and Land Roundtable** hosted by the KBCCI, and supported by GEDC, in March 2023.

The event saw 42 local representatives from a diverse range of business, industry and community sectors come together to discuss the impacts of housing and land availability, and potential solutions and strategies to alleviate the resulting accommodation shortages in the region.

The GEDC has also provided both in-kind and financial support to the **Shire of Esperance** for a **Housing and Land Needs Assessment**. The Study will include an analysis of housing demand and supply, land supply, social housing availability, construction issues and socio-economic factors affecting demand.

From a whole of region perspective, the GEDC has provided in-kind and financial support to GVROC to undertake a **Housing and Land Audit and Action Plan**. Shared with relevant Ministers in May 2023, the plan has provided insight into actions and pathways to activate regional housing development.

The GEDC will continue to work with GVROC and other agencies to progress identified actions and to pursue housing and land outcomes for the region.

CASE STUDY | **Early Childhood Education and Care**



Participants at the Early Childhood Education and Care Roundtable in Kalgoorlie-Boulder

In late 2021, the Goldfields-Esperance Regional Skills Summit was hosted in Kalgoorlie-Boulder, **attended by over 40 industry leaders** from across the region. Participants at the Summit **identified a critical shortage of early childhood education and care places in Kalgoorlie-Boulder.**

Participants at the Summit identified a critical shortage of early childhood education and care places in Kalgoorlie-Boulder. Concern was raised over the high demand for flexible childcare services (including outside school hours, extended and vacation care) for those who work variable or non-standard hours, resulting in a continued need to grow the number of early learning educators and teachers to meet the current and anticipated demand for services.

With the availability of early education and care recognised as being both an enabler of economic participation as well as a critical determinant of liveability, one outcome of the Summit was to optimise the availability of local childcare services to support greater workforce participation. The GEDC was tasked with taking a lead role on this action item, in collaboration with the Department of Training and Workforce Development and Central Regional TAFE, via the Regional Coordinating Committee.

Preliminary research identified a significant shortage of early childhood educators in the region leading to many centres operating below capacity. As a result of this finding, the GEDC commissioned for work to identify and examine actions aimed at improving staff attraction and retention, while also strengthening the capability of local educators.

The GEDC worked collaboratively with various stakeholders including the Regional Coordinating Committee, local governments and Child Australia to refine actions from the report which were presented at two Regional Roundtables held during June in Kalgoorlie-Boulder and Esperance with ECEC service providers and stakeholders.

The action plan has identified a range of locally led initiatives that will be progressed in the coming year by the GEDC, with the support of industry and other agencies, to both grow and strengthen the ECEC workforce and subsequently increase the quality and availability of early childhood education and care services in the region.

3.2 Key Achievements

Aboriginal Economic Development

Enhance the economic participation of Aboriginal people

Equal opportunities for economic participation, through Native Title determinations, supporting Aboriginal business growth, creating more inclusive workplaces and supporting training and employment programs are all key factors in breaking down barriers and achieving economic outcomes.

Supporting Aboriginal economic development in the region is critical to achieving regional development outcomes and forms a core focus across all Strategic Priority areas.

The GEDC works through our Local Content Adviser and other agencies, such as the Goldfields Aboriginal Business Chamber to promote best practice procurement, increase employment outcomes and build the capacity of Aboriginal businesses and organisations.

GENUINE PARTICIPATION IN BUSINESS, ECONOMIC AND SERVICE DELIVERY

Continued to support the **Eastern Goldfields First Nations Council** which was formally incorporated in 2021 to represent Aboriginal and Torres Strait Islander people living in the communities of Kalgoorlie-Boulder, Coolgardie and Kambalda. The Council continues to promote its purpose and goals to the wider community, increasing its membership at the Annual General Meeting at the end of 2022.

Supported the Eastern Goldfields First Nations Council's **NAIDOC Week celebrations** through the second year of funding for the NAIDOC Opening Ceremony at Centennial Park and NAIDOC Parade. The events brings together the broader community to celebrate the rich culture and history of Aboriginal and Torres Strait Islanders in the region.



GEDC Senior Regional Development Officer Regan Brewer and GEDC Deputy Chair Terrence Winner at the Kalgoorlie-Boulder NAIDOC Opening Ceremony in Centennial Park

GEDC staff acknowledged **National Reconciliation Week (NRW)** by attending Reconciliation WA's online virtual breakfast and the online Reconciliation Yarns session, learning about shared histories, cultures and achievements. The theme for this year is Be a VOICE for Generations.

Kalgoorlie-Boulder and Esperance offices created displays utilising resources from Reconciliation WA and staff's personal books and resources. These encouraged staff to explore how each of us can contribute to achieving reconciliation in Australia.

GEDC staff participated in a number of **Reconciliation Week activities**, including:

- Reconciliation luncheon hosted by the Goldfields Aboriginal Business Chamber, with guest speakers Gavin Wanganeen and Jonathon Griffen. Attendees listened to stories and were inspired by positive voices for change.
- GEDC staff were able to attend the Reconciliation Week morning tea at the Job Support Hub's new location launch.
- Reconciliation in the Park was held at the Lord Forrest Precinct where GEDC staff participated in the community mural painting, facilitated by First Nations artist Ash Jangala Smith.

Supporting culturally significant dates and celebrations is part of GEDC's **commitment to continuing to have strong relationships with Aboriginal people** and stakeholders across the region, leading to **meaningful and inclusive engagement.**



SUPPORT THE REALISATION OF ECONOMIC OPPORTUNITIES FROM NATIVE TITLE

Proud to be a contributor and signatory on the historic **Tjiwarl Palyakuwa Indigenous Land Use Agreement**, which was formalised between the State Government and the Tjiwarl Aboriginal Corporation (ILUA) in May 2023. The Agreement relates to three native title compensation claims located in the Northern Goldfields region and activates a $3 million Economic Empowerment Fund to support Tjiwarl economic development objectives and programs. The GEDC will support economic development activities associated with the ILUA including a socio-economic baseline study led by the Tjiwarl people.

SUPPORT THE ACTIVATION OF ABORIGINAL INTERESTS IN LAND, CULTURE AND SKILLS

Funding of $136,500 for Esperance Tjaltjraak Native Title Aboriginal Corporation (ETNTAC) to deliver their **New Skills, Ancient Practices project** which has upskilled Aboriginal people in Esperance in sustainable harvesting, processing, storage and propagation of ancient grains. The project included enterprise activities resulting in development and distribution of new native food products.



PROMOTE ABORIGINAL PROCUREMENT TO BUILD CAPACITY AND CAPABILITY

Continue to support the **Goldfields Aboriginal Business Chamber** which works to improve visibility and capacity of local Aboriginal businesses, generate commercial opportunities to grow Aboriginal business and produce sustainable employment for local Aboriginal people.

Supported capacity building opportunities through the provision of **delegate sponsorships** facilitating Aboriginal tourism businesses, or future business people, to participate in the World Indigenous Tourism Conference and the WA Regional Tourism Conference.

The GEDC has an **integrated approach to achieving Aboriginal economic development** outcomes across all areas that we engage in. The team actively seeks ways to **build employment, business and procurement opportunities** with Aboriginal people, communities and organisations across the region.

Through our Local Content Adviser and other members of the GEDC team, we **seek opportunities to support the GABC** in positioning itself as a focal point for local and other government agencies and industry to engage with Aboriginal business. During the year this has included sponsorship of the GABC to attend the Goldfields-Esperance Major Projects Conference, creating linkages between the GABC and organisers of the Indigenous Emerging Business Forum, and sponsorship of the GABC Trade Show and Forum.

SUPPORT FOR ABORIGINAL PEOPLE IN BUSINESS AND INDUSTRY

Funding for the establishment of the **Laverton Training Centre** to provide vocational training programs to local and regional people who would otherwise, due to perceived and actual barriers, be unable to access formal training programs. The funding of $250,000 supported the refurbishing of an existing, empty building in Laverton into a custom-built training facility with lecture rooms, offices and accommodation for visiting lecturers. As of June 2023, the program has 86 Northern Goldfields students who have undertaken a total of 344 training units towards their Certificate II Rural Operations.

The GEDC team is **proud to acknowledge and celebrate the history, cultures, and achievements of Aboriginal and Torres Strait Islander peoples**, by supporting a range of projects and initiatives across the region.

Sponsored WAITOC to offer three Aboriginal tourism entities from the region, the opportunity to attend the **World Indigenous Tourism Conference** in Perth, including all travel and accommodation costs.

Marty Seelander of Pakaanu Aboriginal Corporation, Richard Bourne of Mudjar Aboriginal Corporation and Marcus Maguire of Old Boys Culture and Gold Tours were selected to attend the conference in March 2023, which was hosted by the Western Australian Indigenous Tourism Operators Council (WAITOC), the World Indigenous Tourism Alliance (WINTA) and Tourism WA.

Over 650 delegates and presenters travelled from 20 countries including Chile, Sweden and Bangladesh for the first ever Australian hosted conference.

Continues to support the **Make it Real Pilot** project, delivered by AACHWA and partners in collaboration with six West Australian Art Centres, including Tjarlili Art (Tjurkurla) and Warakurna Artists in our region's Ngaanyatjarra Lands. Make it Real intends to deliver positive social and economic impact by providing greater opportunities for WA Aboriginal Art Centres to have a larger financial claim in the Aboriginal and Torres Strait Islander product and merchandise market. The growing presence of inauthentic art and craft products for sale across Australia demonstrates the exploitation of Aboriginal and Torres Strait Islander culture.

The State Government investment into the Kalgoorlie City Centre project is supporting the **First Nations Arts Project** which will transform Saint Barbara Square with a range of murals, sculptures and play-based art curated by 24 local and regional First Nations artists. The GEDC has worked with the City of Kalgoorlie-Boulder in curating the collection which will celebrate the unique cultural heritage of the region and create a sense of community cohesion.



Gabby Simoni (WAITOC) and Martin Seelander (Pakaanu Aboriginal Corporation) at the World Indigenous Tourism Conference in Perth

"The opportunity to attend the World Indigenous Tourism Conference was **an eye-opener,** especially around the huge and **new opportunities in indigenous tourism**"

– Marty Seelander, Pakaanu Aboriginal Corporation

CASE STUDY | Northern Native Seed Industry Development Initiative – (NNSIDI)



GEDC partnered with Pilbara and Kimberley Development Commissions on the **new pilot project** focused on creating native seed production areas (SPAs), intended to be owned and **run by Aboriginal businesses** in the three regions.

Increased market demand for native seed is outstripping the current supply from remnant bushland areas, resulting in the need for seed harvest for land restoration initiatives in the resources, agricultural, urban development and carbon farming sectors.

Commencing in July 2022, with the appointment of dedicated project staff at both the GEDC and Pilbara Development Commission, an initial steering committee was formed to help begin the co-design process with First Nations representatives.

The NNSIDI team have undertaken preliminary consultation and research to inform selection of the trial SPAs across the three regions. This work has encompassed consultation with Native Title bodies, Aboriginal Controlled Community Organisations (ACCOs), Aboriginal businesses and individuals across the region.

Access to land, water and workforce are amongst the key SPA requirements and are at the forefront of conversations. Further research has been conducted on new technologies and training models in seed collection, cleaning and storage solutions, biodiversity academia and SPA monitoring initiatives.

> Special consideration is being given to the **integration and appropriate protection of Traditional Ecological Knowledge (TEK)** and Indigenous Cultural Intellectual Property (ICIP) used in the trials.

The project team have completed field trips outside of the participating regions, to learn from other native seed sector initiatives. These include the biggest SPA in Australia, currently under construction in Coorow, in WA's Wheatbelt region.

The team visited the seed cleaning and storage facilities of Red Dirt Seeds and Greening Australia's Nindethana Seed Bank in the Great Southern region. They also attended the Seedling and Nursery Forum at Bilya Koort Boodja in Northam and the 2023 Goldfields Environmental Management Group Conference in Kalgoorlie-Boulder.

Industry partners continue to be fostered for these pilot initiatives which present exciting opportunities for industry development across a range of bush foods and medicines, tourism, on-country-healing and cultural education activities.

> The NNSIDI team are **expecting to see pilot SPAs begin to emerge** from the research and consultation over the next financial year.





3.2 Key Achievements

Organisational Excellence

Excellence in all that we do

The GEDC has a positive track record of achieving organisational excellence, supported by transparent and effective governance, and talented people.

Across the State and the Goldfields-Esperance region, our focus is on demonstrating strong leadership and fostering transformational partnerships with our stakeholders.

DEMONSTRATE REGIONAL LEADERSHIP

Working across the largest region in WA with many diverse, remote and regional communities, can present a number of challenges in developing and maintaining effective relationships and partnerships, while fostering an environment of collaboration and information sharing. The GEDC Board demonstrates its commitment to regional leadership by ensuring it meets regularly outside of the main communities of Kalgoorlie-Boulder and Esperance. During 2022-23 this included visits to the Shire of Ravensthorpe and, for the first time since its inclusion in the Goldfields-Esperance region in 2021, the Shire of Wiluna.

Holding meetings across the region, enables the Board to hear from local government staff and stakeholders ensuring the Board remains well-informed of what is happening regionally and provides a great opportunity to see completed projects of significance to the region.

BOARD MEETINGS	DATE
City of Kalgoorlie-Boulder	11 August 2022
Shire of Wiluna	13 October 2022
GEDC Kalgoorlie / Teams	8 December 2022
GEDC Kalgoorlie / Teams	2 February 2023
GEDC Kalgoorlie / Teams	20 April 2023
Shire of Ravensthorpe	15 June 2023

The GEDC is often called upon to **lead facilitation and engagement across the region** and coordinate and support Ministerial visits and events throughout the year.

Below are some highlights from 2022-23.

MINISTER VISITS	DESCRIPTION
Minister MacTiernan 9 August 2022	Laverton Training Centre - Certificate Ceremony
Minister MacTiernan 26 October 2022	Eucla Visit - Meet with the Mirning People On Country
Minister MacTiernan 3 November 2022	Announcement of successful recipients of Round 5 of the Regional Economic Development Grants in Coolgardie
Minister Carey 2 March 2023	KBCCI Housing and Land Round Table
Minister Sanderson 12 May 2023	State Budget Breakfast Kalgoorlie-Boulder
Minister Jarvis 12 May 2023	State Budget Luncheon Esperance
Minister Cook 23 May 2023	2023 WA Regional Tourism Conference Kalgoorlie-Boulder
Minister Punch 31 May - 1 June 2023	Kalgoorlie-Boulder Visit and Goldfields Machining Unveiling



Minister for Regional Development Hon. Don Punch with GEDC staff and Board members during his visit to Kalgoorlie-Boulder

BUILD COLLABORATIVE AND TRUSTED PARTNERSHIPS

Proud to be a contributor at the **Goldfields Voluntary Regional Organisation of Councils (GVROC)** bi-monthly member meetings during 2022-23, attending meetings both in person and online. GEDC provided regular updates to GVROC members as well as out-of-session advice, data and information on other issues, with a continued focus on housing and land matters and supporting the work of the GVROC Climate Alliance.

The GEDC fosters an **environment of collaboration**, for the benefit of the region, and works across government and industry to break down barriers to **capture and deliver positive social and economic initiatives and opportunities**. Through our partnerships and regional intelligence, **we ensure Government has a clear understanding** of the region's potential and economic needs.

The GEDC regularly meets with representative organisations including the **Regional Chambers of Commerce and Industry and Business Networks, the Goldfields Aboriginal Business Chamber and the Chamber of Minerals and Energy**.

Through GEDC's participation in advisory groups and after-hours networking, the GEDC collects and shares regional intelligence, highlights State Government objective, programs and policies. This provides the mechanism to connect these organisations with funding and partnership opportunities to progress key regional projects and initiatives.

CONTRIBUTE TO A UNIFIED VOICE ON REGIONAL DEVELOPMENT

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 (RDCo), 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 a strong advocate for the regions, across and beyond government.

During 2022-23, in his capacity as WARDA Chair, the GEDC CEO collaborated with Portfolio partners to refine the **WA Regional Development Portfolio Plan**. The Plan sets out the strategic direction of the Portfolio, in support of its vision that WA has a strong and prosperous regional economy that supports sustainable, vibrant, and liveable communities.

GEDC Chair, Sabina Shugg, regularly participated in RDCo meetings and events including meeting with the Governor of Western Australia, His Excellency The Honourable Chris Dawson AC APM and the Minister for Regional Development in December 2022.

In February, the GEDC leadership team and staff joined over 70 other regional development practitioners from the eight other Regional Development Commissions (RDCs) in an inaugural **Regional Development Collaboration Conference.** This two-day event enabled participants to share knowledge, connect, and work through regional challenges and opportunities in line with the Regional Development Portfolio Plan. GEDC staff assisted in planning the event, with the GEDC CEO presenting at the conference on the Portfolio Plan, and GEDC staff also facilitating sessions on regional migration, creative industries and ways of working.

PROVIDE REGIONAL INTELLIGENCE AND EFFECTIVE COMMUNICATIONS

The GEDC continues to support regional stakeholders and clients beyond the region through the provision of **economic modelling** and access to statistical information and other publications.

Over the year, the GEDC has published two new editions of the **Housing and Land Summary** which provides a high-level understanding of residential market data, trends and issues, through profiles for the ten Local Government Authorities in the region.

Through representation on the **Regional Data Group**, a collaborative working group involving each of the State's RDCs, the GEDC has supported the development of new datasets which are used to provide supporting evidence for policy responses and submissions throughout the year.

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. During 2022-23, we averaged two formal written submissions each month on a variety of matters from workforce and migration to climate change and regulatory changes.

Youth has been a GEDC focus resulting in meetings with the Youth Affairs Council of Western Australia, the consultants for the GVROC Community Safety and Crime Prevention Action Plan, and a BHP Education Scoping Study. The GEDC also contributed to portfolio responses to the Australian Jobs and Skills Summit and the WA Government submission to the Productivity Commission Inquiry on Early Childhood Education and Care. In recognition of the importance of fostering creative industry development, the GEDC also provided input into the National Cultural Policy review.

Throughout the year, the GEDC uses social media, news media and a monthly newsletter to keep stakeholders and members of the public informed. **Effective communications assist to affirm the role and purpose of the GEDC** and opportunities and successes in the region.

BUILD AND RETAIN A CAPABLE WORKFORCE

With a small team based across two offices in the main communities of Kalgoorlie-Boulder and Esperance, the GEDC leadership team strives to create regular opportunity for staff to undertake formal and informal training, both virtually and in person, **expanding their cross-regional economic and social development practice, knowledge and networks.**

Throughout the year the GEDC team participate in conferences, events and activities that help **build knowledge and awareness of our regions diversity, embracing opportunities to learn about other cultures and how to embed inclusive ways of working.** During a quarterly staff meeting staff were guided through a one-hour cultural walk of Taananeditj (Dempster Head), where they were able to experience traditional Wudjari Nyungar knowledge and storytelling. Overlooking the seascape of Kepa Kurl, the walk provided the opportunity to learn about traditional knowledge on flora and fauna in and around Esperance, as well as offering an insight into the region's cultural heritage. Local business **Dabungool Cultural Experiences** hosted the walk, graciously sharing their culture and wisdom during the tour.



Post COVID, the GEDC team have enjoyed getting back on the road and out to our regional communities. With the **safety of our staff our number one priority**, the GEDC organised for the team to participate in 4WD and Defensive Driver training to build their confidence driving on regional roads, and knowledge of basic vehicle maintenance.

MANAGE INTEGRITY AND RISK

The GEDC Board has established a **Risk Management and Audit Committee (RMAC)** to oversee risk management, integrity and maintain an effective internal audit function under Section 53 of the *Financial Management Act 2006*. Through the RMAC, the GEDC has continued to improve its governance, risk and integrity management during the reporting period.

Achievements during the year include:

- GEDC receiving an overall rating of low risk the annual internal audit. The report recommended only minor opportunities for improvement in business processes, noting a sound level of senior management involvement and oversight was evident. The auditors commended the GEDC's culture of compliance and integrity, coupled with seeking continuous improvement opportunities during the audit.
- Board members and corporate services staff participated in two facilitated **Risk Management Workshops** to review GEDC risk appetite and framework.
- **Development of GEDC Integrity Framework** to improve key measures to support a culture of integrity through a variety of approaches including policy, systems, culture and communications. During the reporting period the Executive Officer focused on this suite, which describes the instruments, structures and cultural factors that guide how the GEDC practice, manage and account for integrity, with a focus on ensuring that the agency understands and operates with the highest level of integrity and accountability to maintain the trust of the community we serve.

EXCELLENCE IN CORPORATE MANAGEMENT

In response to increasing concern over cyber-security threats, the GEDC has progressed implementation of additional **cyber-security mitigation** strategies including:

- Providing regular reporting to the Department of Premier and Cabinet (DPC) Office of Digital Government and Australian Cyber Security Centre (ACSC) Cyber Hygiene Improvement Program (CHIPs) to strengthen the level of protection against cyber threats.
- Endorsement of a Cyber Security Policy which prescribes the requirements to protect the confidentiality, integrity and availability of systems, assets and information. The policy provides a comprehensive and systematic approach in reducing the level of cyber security risks to the GEDC operations and information.

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.

REGIONAL INVESTMENT FUNDING

The GEDC is responsible for the management and administration of a number of funding programs including election commitments and the Regional Economic Development (RED) Grants.

The **Regional Economic Development (RED) Grants** program provides regional investment into local projects that generate jobs and stimulate economic growth across regional communities. In the Goldfields-Esperance region, the program supports a range of projects that promote local sustainable jobs, productivity, skills and capability as well as stimulate new investment and industry diversification.

In 2022-23, the GEDC delivered Round 5 of the State Government's Goldfields-Esperance RED Grants Program which was announced in November 2022.

A total of **$582,000 funding** was allocated to four RED Grants projects, bringing the **total number of projects funded through the program to 25.** These projects shared in grants **totalling $3.5 million across a diverse range of industries** including education, training, tourism, technical innovation, manufacturing and agri-food.

The RED Grants are promoted extensively across the region during the open period and GEDC staff work with applicants to provide guidance on the grant program. Once the round is closed, staff undertake due diligence, manage the assessment panel process and provide briefings to the Board and Minister for Regional Development, making recommendations on final project funding and successful applications.



Member for Mining and Pastoral Region Hon. Kyle McGinn, Minister for Regional Development Hon. Alannah MacTiernan, GEDC Board member Tim Carmody and GEDC CEO Kris Starcevich at the REDs Grant announcement.

The following projects were awarded funding as part of Round 5 of the RED Grants program:

The establishment of the new **Wiluna Caravan Park** will significantly expand and diversify Wiluna's tourism industry and offerings, through the support of a $200,000 REDs Grant. The funding supports the installation of an amenities block and camp kitchen to compliment the first stage of the project, being all necessary infrastructure, including caravan parking bays, roads and turning points. The project will create a green oasis in Wiluna were visitors can camp and relax, encouraging travellers to remain in town longer, and spend money in the town.

Through a successful RED Grant of $129,000, niche **Esperance bakery Bread Local**, will receive new amenities, a power upgrade and production equipment to increase their service provision through retail services, wholesale trade, catering and events. The business upgrades and café setting will provide new artisan style baked offerings and a unique dine-in experience for Esperance residents and visitors, increasing production, providing extended trading hours and growth in their wholesale supply.

Judulmul Aboriginal Corporation will add a new service to their existing operation, through a $113,000 RED Grant to set up a wearable arts studio in Coolgardie. The **Judumul Cultural Hub** will develop employment and creative industry opportunities for Aboriginal people in Coolgardie and surrounding areas. Funding will be used to purchase specialised equipment to enable Aboriginal artists to create their products from design into a retail-ready products, creating employment and allowing artists to develop new skills in design, manufacturing and retail.

A REDs Grant will support local mining support business, Target Mining Resources to expand with the establishment of their new **Core Processing Training Facility** in Kalgoorlie-Boulder, creating new jobs and supporting a locally skilled workforce. Funding will support the fit-for-purpose training and operating facility to enable core processing and resource management to meet labour demand in the Goldfields mining industry.

The GEDC, in partnership with DPIRD is also responsible for the **governance and management of a number of election commitments** resulting from the 2021 State Government election.

Through this process, the GEDC **administered a total of 54 small grants** which were awarded to a range of sporting groups, not-for-profits and Local Government Authorities for **community-driven projects across the region.**

Of these projects, one project was withdrawn prior to funding and from the remaining 53 projects, a total of 45 have been completed and/or acquitted. A full summary of small grant projects can be found on page 90.

The GEDC also administers four larger projects funded through the 2021 State Government election, including:

The Kalgoorlie-Boulder Urban Landcare Group received $600,000 funding for the **Karlkurla Nature Playground** project which will provide a new nature-based, play space for Kalgoorlie-Boulder residents and visitors to enjoy.

The **Boulder Camp Upgrade** received $510,000 funding to provide essential infrastructure improvements at the camp on the outskirts of Kalgoorlie-Boulder. The project has been staged to deliver a new ablution block and shade structure at the existing site and investigate options for relocation to a new location.

Full Circle Therapies Centre received $2.8 million to construct a new therapy centre to better cater for children with special needs to access specialised therapies and allied health in the Goldfields. The project will deliver increased service provision and employment for allied health professionals.

Kingsbury Park will be transformed into the new, modern **Kalgoorlie-Boulder Youth Precinct** with $2.1 million funding, with the precinct featuring newly refurbished skate park, new pump track, hang-out spaces and a versatile court. The project is co-funded by $2.1 million from Lotterywest and $1.83 million from the City of Kalgoorlie-Boulder.



Minister for Youth Hon. Simone McGurk and Member for Kalgoorlie Ali Kent joined by Mayor John Bower, GEDC Chairperson Sabina Shugg and other representatives at the Kalgoorlie-Boulder Youth Precinct Designs Unveiling Event during Youth Week 2023.

CASE STUDY | **Minister Punch Kalgoorlie-Boulder Visit**



Minister for Regional Development Hon. Don Punch with GEDC Board members Tim Carmody and Rowena Leslie

> Hon. Don Punch MLA, Minister for Regional Development **visited Kalgoorlie-Boulder** in May 2023.

The visit provided the first opportunity for him to meet with key agency and industry stakeholders to better understand the challenges and opportunities in the Goldfields.

Minister Punch's visit allowed him to meet with GEDC Kalgoorlie-Boulder based staff and Board members to discuss his vision and priorities for regional development. The Minister was keen to visit key strategic projects and undertook a tour of the Lynas Rare Earth Processing Facility currently being developed on the outskirts of the City.

The Minister also attended a 'Meet the Members' event at the Goldfields Aboriginal Business Chamber, where the Executive Manager and Chair provided an overview of their new Strategic Plan, funded by a Building Better Aboriginal Business Grant, and members discussed some of the challenges and opportunities for Aboriginal businesses in the Goldfields.

The visit incorporated meetings with other key stakeholders including the City of Kalgoorlie-Boulder Mayor, John Bowler and CEO, Andrew Brien as well as the Shire of Coolgardie Shire President, Cr Malcolm Cullen and CEO, James Trail. The meetings included discussions on key projects, skilled regional workforce issues as well as industrial land and residential housing considerations.

While in Kalgoorlie-Boulder, the Minister also attended the Central Regional TAFE Reconciliation lunch where new signage displaying Aboriginal art and naming was show-cased and the Minister had the opportunity to meet with local community members and Aboriginal agency staff.

The Minister, who holds the Disability Services portfolio, also visited the EPIC Canteen for a coffee and enjoyed a chat with some of the trainees. The canteen which opened in March 2023, aims to support people with disabilities to build hospitality skills and secure employment.

CASE STUDY | Leading Australian Resilient Communities Leadership Program



Jenni Lys (Centrecare), Blessings Masuku (CKB) and Sarah Fletcher (GEDC) at the LARC Leadership Program

In November 2022, **Leadership WA held two Future Forums** in Kalgoorlie-Boulder and Esperance. **GEDC staff joined** around 60 participants in the LARC program.

The full day events incorporated presentations on the latest economic and social data compiled by the Regional Australia Institute (RAI). Workshopped activities facilitated learning and sharing about the challenges, opportunities and future hopes for the region and exploration of fostering regional resilience through collaborative leadership.

The event also served to launch the Leading Australian Resilient Communities (LARC) Intensive Leadership Program. This federally funded program was delivered in the first half of 2023 for the Goldfields-Esperance region and aimed to leverage cross regional connections and place-based development opportunity. The program saw the 25 Goldfields-Esperance candidates attend three days of activity in both Esperance and Kalgoorlie-Boulder as a residential experience.

GEDC staff participated in the program which facilitated the development of initiatives to positively impact the community while strengthening knowledge and skills to build regional resilience. Projects included a community bus to service remote areas, multicultural community markets, a business networking space, connection between neighbours, a community charter, and engaging with artificial intelligence to creatively promote the region. The projects sought to build regional leadership, community cohesion, and showcase regional liveability and opportunities.

CASE STUDY | Annual Client Survey
What our stakeholders say



94%

of stakeholders agreed that GEDC makes a positive contribution to the economic development of the region.

86.4%

of respondents rated the GEDC as excellent or good in facilitating economic development with its stakeholders
(averaged over 3 indicators)

84.1%

of stakeholders were aware or very aware of the five themes or strategies in GEDC's Strategic Plan

89%

of respondents were aware or very aware of GEDC's range of activities and services

81.4%

of stakeholders said that contact with GEDC had contributed to a major benefit to their organisation

88.6%

of respondents rated the service provided by GEDC staff as 8/10 or higher
(on a scale of 1 to 10 averaged over 4 indicators)



The survey **provides insights into organisational effectiveness** from our stakeholders' perspectives, lets us know **what we are doing well and what we can do better.**

Each year we ask our stakeholders to participate in a survey to let us know how we are performing. Findings from the survey are used to measure our achievement against our key performance indicators as outlined in section 4.6 of this report.

We thank our stakeholders for taking the time to complete our annual survey for 2022/23

This year's survey was undertaken by *Advantage Communications - Research*, with a total of 145 surveys being completed.

4. Disclosures and Legal Compliance

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

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Disclosures and Legal Compliance

4.1 Summary of Financial Targets

Each year, the GEDC 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 4.4.

Table 1: Target Versus Actual Financial Performance 2022-23

FINANCIAL PERFORMANCE	2022-23 TARGET $000	2022-23 ACTUAL $000	VARIATION $000 INCREASE / (DECREASE)
Total Cost of Services (sourced from Statement of Comprehensive Income)	2,856	**2,631**	225 (a)
Net Cost of Services (sourced from Statement of Comprehensive Income)	2,856	**2,631**	225
Total Equity (sourced from Statement of Financial Position)	506	**671**	(165) (b)
Net increase / (decrease) in Cash Held (sourced from Statement of Cash Flows)	0	**290**	(290) (c)
Approved Salary Expense Level	213	**228**	(15)

a) Cost of services is lower than budget primarily due to staff vacancies during the year with a flow on impact on below budget spend on professional services and strategic initiatives.
b) The increase in equity is a combination of lower than budgeted total cost of services as described above, and increased income from State Government as a result of prior year carryovers, partially offset by a lower opening balance.
c) The increase in cash held is as a result of below budget total cost of services as described above, and increased income from State Government relating to prior year carryovers.

Table 2: Agreed Working Cash Limits and Targets 2022-23

CASH LIMITS	2022-23 AGREED LIMIT $000	2022-23 TARGET / ACTUAL $000	VARIATION $000 INCREASE / (DECREASE)
Agreed working cash limit (at Budget)	34	**34**	n/a
Agreed working cash limit (at Actuals)	27	**433**	406 (a)

a) The increase in cash held is as a result of below budget total cost of services as described above, and increased income from State Government relating to prior year carryovers.

Disclosures and Legal Compliance

4.2 Audit Exemption

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 2023. As required by the *Auditor General Act 2006*, the Auditor General consulted with the Treasurer prior to making this decision.

Disclosures and Legal Compliance

4.3 Certified Financial Statements

For the reporting period ended 30 June 2023

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 2023 and the financial position as at 30 June 2023.

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



Carolyn Gibbon
Chief Finance Officer
17/08/2023



Kris Starcevich
Chief Executive Officer
4/08/2023



Sabina Shugg
Chairperson of the Board
4/08/2023

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Statement of Comprehensive Income
For the year ended 30 June 2023

	Notes	2023 $'000	2022 $'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	**277**	270
Supplies and services	2.3	**2,191**	2,220
Depreciation and amortisation expense	4.1	**31**	29
Finance costs	6.2	**1**	1
Grants and subsidies	2.2	**65**	165
Other expenses	2.3	**66**	50
Total cost of services		**2,631**	2,735
NET COST OF SERVICES		**2,631**	2,735
Income from State Government			
Income from other public sector entities	3.1	**890**	552
Resources received	3.1	**2,015**	1,939
Total income from State Government		**2,905**	2,491
SURPLUS/(DEFICIT) FOR THE PERIOD		**274**	(244)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		**274**	(244)

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

Statement of Financial Position
As at 30 June 2023

	Notes	2023 $'000	2022 $'000 Restated#
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	**433**	143
Restricted cash and cash equivalents	6.3	**158**	158
Receivables	5.1	**-**	6
Total Current Assets		**591**	307
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	**74**	61
Total Non-Current Assets		**275**	262
TOTAL ASSETS		**866**	569
LIABILITIES			
Current Liabilities			
Payables	5.3	**55**	31
Lease liabilities	6.1	**5**	25
Employee related provisions	2.1(b)	**56**	75
Total Current Liabilities		**116**	131
Non-Current Liabilities			
Lease liabilities	6.1	**69**	37
Employee related provisions	2.1(b)	**10**	4
Total Non-Current Liabilities		**79**	41
TOTAL LIABILITIES		**195**	172
NET ASSETS		**671**	397
EQUITY			
Contributed equity	8.9	**54**	54
Accumulated surplus/(deficit)		**617**	343
TOTAL EQUITY		**671**	397

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

Restated, refer to note 8.2 prior period errors which describes the overstatement of the Right of use assets and liabilities

Statement of Changes in Equity
For the year ended 30 June 2023

	Notes	Contributed equity $'000	Accumulated surplus $'000	Total equity $'000
Balance at 1 July 2021	**8.9**	54	587	641
Surplus/(deficit)		-	(244)	(244)
Other comprehensive income	8.9	-	-	-
Total comprehensive income for the period		-	(244)	(244)
Transactions with owners in their capacity as owners:				
Capital appropriations	8.9			-
Total		-	-	-
Balance at 30 June 2022		54	343	397
Balance at 1 July 2022	8.9	**54**	**343**	**397**
Surplus/(deficit)		-	**274**	**274**
Other comprehensive income	8.9	-	-	-
Total comprehensive income for the period		-	**274**	**274**
Transactions with owners in their capacity as owners:				
Capital appropriations	8.9	-	-	-
Total		-	-	-
Balance at 30 June 2023	**8.9**	**54**	**617**	**671**

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 2023

	Notes	2023 $'000	2022 $'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		**890**	552
Net cash provided by State Government		**890**	552
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		**(296)**	(258)
Supplies and services		**(213)**	(277)
Finance costs		**-**	(1)
Grants and subsidies		**(65)**	(165)
GST payments on purchases		**(20)**	(42)
Other payments		**1**	(40)
Receipts			
GST receipts from taxation authority		**25**	41
Net cash used in operating activities		**(568)**	(742)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		**(32)**	(28)
Net cash used in in financing activities		**(32)**	(28)
Net increase/(decrease) in cash and cash equivalents		**290**	(218)
Cash and cash equivalents at the beginning of the period		**307**	525
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	**597**	307

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 4 August 2023.

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.

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.

Notes to the financial statements

1. Basis of Preparation (continued)

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.

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

	2023 $'000	2022 $'000
Employee benefits	231	241
Superannuation - defined contribution plans	34	29
Total employee benefits expenses	277	270
Add: AASB 16 Non-monetary benefits	33	30
Net employee benefits	310	300

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.

Notes to the financial statements

2.1. (b) Employee related provisions

	June 2023 $'000	2022 $'000
Current		
Employee benefits provisions		
Annual leave	**14**	19
Long service leave	**41**	55
	55	74
Other provisions		
Employment on-costs	**1**	1
Total current employee related provisions	**56**	75
Non-Current		
Employee benefits provisions		
Long service leave	**10**	4
Total non-current employee related provisions	**10**	4
Total employee related provisions	**66**	79

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

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

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

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

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

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

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

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

	2023 $'000	2022 $'000
Employment on cost provision		
Carrying amount at start of period	**1**	1
Additional/(reversals of) provisions recognised	**-**	-
Carrying amount at end of period	**1**	1

Notes to the financial statements

2.1 (b) Employee related provisions (continued)

Key sources of estimation uncertainty- long service leave

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

Several estimates and assumptions are used in calculating the Commission's long service leave provision. These include expected future salary rates, discount rates, employee retention rates and expected future payments

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

2.2. Grants and Subsidies

	2023	2022
Recurrent	$'000	$'000
Non Public organisations	20	165
Public sector organisations	45	-
Total grants and subsidies	65	165

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

	2023	2022
Supplies and services	$'000	$'000
Board fees	**73**	71
Consultants and contractors	**55**	172
Consumables	**16**	19
Travel	**24**	14
Other	**8**	5
Resources provided free of charge by DPIRD [(a)]	**2,015**	1,939
Total supplies and services expense	**2,191**	2,220
Other expenses		
Building and infrastructure maintenance	**-**	1
Donations and sponsorships	**60**	33
Refund of revenue from prior years	**-**	9
Other expenses	**6**	7
Total other expenses	**66**	50
Total other expenditure	**2,257**	2,270

(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.

Notes to the financial statements

2.3 Other expenditure (continued)

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

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

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

3. Our Funding Sources

How we obtain our funding

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

	Notes
Income from State Government	3.1

3.1. Income from State Government

	2023 $'000	2022 $'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	890	552
Total grants and subsidies	**890**	552
Resources received from other public sector entities during the period:		
- Services received free of charge [(a)]	**2,015**	1,939
Total resources received	**2,015**	1,939
Total income from State Government	**2,905**	2,491

(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.

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

4.1. Right-of-use assets

	2023 $'000	2022 $'000
Residential accommodation	**36**	59
Vehicles	**38**	2
Net carrying amount	**74**	61

Additions to right-of-use assets during 2023 financial year were $38,039 (2022: $91,971).

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:

	2023 $'000	2022 $'000
Residential accommodation	**22**	21
Vehicles	**9**	8
Total right-of-use asset depreciation	**31**	29
Lease interest expense (included in Finance Cost)	**1**	1

The total cash outflow for leases in 2023 was $32,000 (2022: $30,000).

Notes to the financial statements

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

The Commission has leases for vehicles and residential accommodation. The Commission recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position. The corresponding leases liabilities in relation to these right-of-use assets have been disclosed in note 6.1.

5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2023 $'000	2022 $'000
GST receivable	-	6

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)

	2023 $'000	2022 $'000
Non-current	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

	2023 $'000	2022 $'000
Current		
Trade payables	**41**	10
Other payables	**-**	10
Accrued expenses	**5**	11
GST payable	**9**	-
Total current payables	**55**	31

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

	2023 $'000	2022 $'000
Current - not later than one year	5	25
Non-current - later than one year and not later than five years	69	37
	74	62

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

	2023 $'000	2022 $'000
Lease interest expense	1	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

	2023 $'000	2022 $'000
Non-restricted cash and cash equivalents	433	143
Balance at end of period	433	143
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
	134	134
Total restricted cash and cash equivalents	158	158
Non-current cash and cash equivalents		
Accrued salaries suspense account [(a)]	6	6
	6	6
Total cash and cash equivalents	597	307

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

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

6.4. Capital Commitments

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

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and 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:

	2023 $'000	2022 $'000
Financial assets		
Cash and cash equivalents	597	307
Financial assets at amortised cost [(a)]	195	195
Total financial assets	792	502
Financial liabilities		
Financial liabilities at amortised cost [(b)]	120	93
Total financial liabilities	120	93

(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).

Notes to the financial statements

7.2. Contingent assets and liabilities

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

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

There were no contingent assets or liabilities which would affect the Commission at the end of June 2023 (2022: None).

8. Other Disclosures

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

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

8.1. Events occurring after the end of the reporting period

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

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

Initial application of Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2023:

- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2022-3 *Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*

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

Notes to the financial statements

8.2 Correction of prior period errors/changes in accounting policies (continued)

Correction of prior period error

The ROU asset and liability were both overstated by $60,000. This occurred as a result of a lease renewal which was not correctly recognised in the financial statements. The correction of this has resulted in a decrease in Non-current assets and Current liabilities in the comparative period only.

	Restated $'000	As previously reported $'000	Decrease $'000
Non-current Assets			
Right-of use assets	61	111	60
Total Non-Current Assets	262	312	60
Total Assets	569	619	60
Current Liabilities			
Lease liabilities	25	85	60
Total Current Liabilities	131	191	60
Total Liabilities	172	222	60
Net assets	397	397	-

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 ($)	**2023**	**2022**
Compensation of members of the accountable authority		
50,001 - 60,000	-	1
40,001 - 50,000	**1**	-
10,001 - 20,000	**1**	1
0 - 10,000	**5**	7
Compensation of senior officers ($)		
250,001 - 300,000	**1**	1
150,001 - 200,000	**2**	2

	2023 $'000	**2022 $'000**
Short-term employee benefits	**589**	570
Post-employment benefits	**63**	56
Other long-term benefits	**53**	56
Total compensation for members of the accountable authority and senior officers	**705**	682

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

Notes to the financial statements

8.4. Related party transactions

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

Related parties of the Commission include:

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

Material transactions with other related entities

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

8.5. Related bodies

The Commission had no related bodies during the reporting period.

8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

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:

	2023 $'000	2022 $'000
Auditing the accounts, financial statements, controls, and key performance indicators	-	-

The Auditor General has dispensed with the audit for the years ended 30 June 2023 and 30 June 2022 under section 14 of the *Auditor General Act 2006*.

8.9. Equity

	2023 $'000	2022 $'000
Contributed equity		
Balance at start of year	**54**	54
Balance at end of period	**54**	54

Notes to the financial statements

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

4.4 Summary of Agency Effectiveness and Efficiency

To evaluate our performance in providing a regional development service to promote economic development and sustainable regional communities, the GEDC utilises performance indicators that are measured on an annual basis.

Full details of achievements against our effectiveness and efficiency indicators, are to follow. Key Performance Indicators (KPIs) with a summary are provided below:

Key Effectiveness Indicator

The GEDC measures its effectiveness indicator through an annual client perceptions survey, conducted by an independent market research company. To help determine if the desired outcomes have been achieved, participants are asked to rate their satisfaction with the:

EFFECTIVENESS INDICATOR	TARGET 2023	ACTUAL 2023
GEDC making a positive contribution to the economic development of the region.	85%	**94%**

Key Effeciency Indicator

During the reporting period, in consultation with the Office of the Auditor General and Treasury, the GEDC moved from two to one service descriptors. To measure the relationship between services delivered and the resources used, the GEDC performance is also measured on the:

EFFECIENCY INDICATOR	TARGET 2023	ACTUAL 2023
Average cost per hour to promote economic development and sustainable regional communities.	$137	**$135**

Disclosures and Legal Compliance

4.5 Key Performance Indicators

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2023

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 2023.



Sabina Shugg
Chair
4 August 2023



Kris Starcevich
Chief Executive Officer
4 August 2023

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2023

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	Encourage and promote opportunities to increase investment, attract and retain population, and grow the economy of the Goldfields-Esperance region.	Regional Development: To promote economic development and sustainable regional communities

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. 201 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 145 completed surveys were obtained from this client contract list (a response rate of 72%) 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 +/- 4.5% at the 95% confidence level.

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

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

GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2023

Effectiveness Indicator	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Target 2023	Actual 2023
Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region	86.2%	n/a*	85.8%	89.2%	85%	94%

The reports are available in full from our web site.

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

KEY EFFICIENCY INDICATORS

Service: *Regional Development - To promote economic development and sustainable regional communities*.

The key efficiency performance indicator measures the relationship between the services delivered and the resources used to produce the service.

The efficiency indicators are based on the average cost per hour to promote economic development and sustainable regional communities.

Efficiency Indicator	2019	2020	2021	2022	2023 Target	2023 Actual
Average cost per hour	$132	$116	$108	$118	**$137**	**$135**

Comments
The 2023 actual average cost per hour is in line with target.

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 target and actual results use a 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 target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

Disclosures and Legal Compliance

4.6 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.

4.7 Other Financial Disclosures

Capital Works

The Commission did not complete or commence any capital works projects during 2022-23.

Employment and Industrial Relations

The CEO is the only employee of the Commission. Resources, including staff are provided by DPIRD to enable the Commission to meet its legislative and operational requirements.

Our People

At 30 June 2023, DPIRD provided a complement of 13 employees, with an allocation of 12.5 full time equivalent (FTEs) an increase from 2021-22 with the Local Content Adviser position transferred to the Commission. Of these employees, 85 per cent are female and 15 per cent male.

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.

	JUNE 2021-22		JUNE 2022-23	
	Male	Female	Male	Female
Level 6 and above	1	4	1	6
Level 6 and above %	20%	80%	14%	86%
Total agency staff	3	7	2	11
Total agency %	30%	70%	15%	85%

Staff Development

The Commission is committed to professional development opportunities for its Board and staff. New Board members and staff participate in an induction process with key information provided and complete online training modules provided by DPIRD and the PSC. Training and development plans are part of every employee's performance agreement and reviewed annually.

During the reporting period, Board members and staff participated in various, online, external and in-house training, including Australian Institute of Company Directors (AICD) Company Directors Course and Harvard Kennedy School Leading Smart Policy Design. All staff participated in self-paced career and performance coaching through Hudson Talent. Staff development workshops, presentations and planning sessions were held at quarterly staff meetings.

Disclosures and Legal Compliance

4.8 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 2023, $6,282.32 (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 Officers 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.

Annual Estimates 2023-24

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 2022-23 financial statements and are not subject to audit.

4.9 Other Legal Requirements

Expenditure on Advertising, Market Research, Polling and 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 $6,722.97 for 2022-23.

Expenditure was incurred in the following areas:

EXPENDITURE	DETAIL	AMOUNT
(a) Advertising agencies	The West Australian Limited	$1,233.35
(b) Market research organisations	Advantage Communications - Research	$5,120.00
(c) Polling organisations		nil
(d) Direct mail organisations		nil
(e) Media advertising organisations	Facebook (Meta)	$369.62

4.9 Other Legal Requirements cont.

Acts of Grace

The Commission did not make any Acts of Grace payments in the reporting period.

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.

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 years of its approval date. A report of the review must be submitted to the State Records Office by March 2026.

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

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 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 the GEDC continues 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 DPIRD DAIP can be found on the GEDC website.

Disclosures and Legal Compliance

4.10 Government Policy Requirements

Board and Committee Renumeration Entitlements

During the reporting period the Board met on eight occasions, including two out of session meetings. In addition, two Risk Management facilitated sessions were held and the Risk Management and Audit Committee met on three occasions.

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

Board Renumeration for 2022-23

POSITION	NAME	TYPE OF REMUNERATION	PERIOD OF MEMBERSHIP	TERM OF APPOINTMENT / TENURE	ACTUAL REMUNERATION
Chair	Sabina Shugg	Annual	1 Sept 2020 - 30 Jun 2023	Full time	**$47,099**
Deputy Chair	Terrence Winner	Annual plus sitting fee	1 Oct 2020 - 30 Jun 2023	Full time	*** $10,764**
Board Member	Rowena Leslie	Sitting Fee	12 Jul 2021 - 30 Jun 2023	Full time	**$3,376**
Board Member	Jaimen Hudson	Sitting Fee	1 Jan 2022 - 30 Jun 2023	Full time	**$2,856**
Board Member	Tim Carmody	Sitting Fee	1 Jan 2022 - 30 Jun 2022	Full time	*** $6,309****
Board Member	Tracey Rathbone	Sitting Fee	1 Jan 2022 - 30 Jun 2023	Full time	*** $4,585**
Chief Executive Officer	Kris Starcevich	N/A	N/A	N/A	**N/A**

Notes: ** inclusive of Risk Management and Audit Committee sitting fees*
*** inclusive of travel allowances*

Substantive Equality

In accordance with the Public Sector Commissioner's 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.

4.10 Government Policy Requirements cont.

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. Staff members provided by DPIRD are trained in OSH provide formal mechanism of consultation on OSH matters. The Commission provides staff with guidance on safe work practices and all staff are required to comply with OSH policies and procedures. Employees are required to conduct themselves in a safe manner, not placing themselves or others at risk. Contractors working onsite are also required to conduct their activities in a manner that ensures the safety, health and welfare of others.

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 is committed to consulting with Board members and staff on OHS 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 'Health and Safety Moment'.

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.

WA Multicultural Policy Framework

The GEDC is included in the 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, Multicultural Festival, Harmony Day and the Women in Leadership Forum.

In 2022-23 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. The Goldfields Migrant Employment Project (GEMP) continues to be delivered, with GEDC support to attract and settle secondary migrations of CaLD communities from the metropolitan area.

The GEDC supported staff members to participate in the Leadership Australian Resilient Communities (LARC) Program which aims to leverage cross regional connections and place-based development opportunities. Through the program, the staff member is developing and delivering a multicultural community markets in Kalgoorlie.

Appendix: 1
Regional Investment

Regional Economic Development (RED) Grants Program

RED GRANT ROUND 1 2018-19	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
Goldfields Migrant Employment Project	Goldfields Community Legal Centre	$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	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
New Non-Destructive Testing Facility	Goldfields NDT	$195,000	$1,254,084	Acquitted
Innovating Esperance Seafood	Southern Sardines	$149,328	$755,800	Complete
Coolgardie Innovation and Economic Development Centre	Shire of Coolgardie	$100,000	$2,170,000	Complete
Esperance Aged Care Workforce Development Project	Esperance Aged Care Facility	$80,000	$356,120	Complete
Leonora Golden Gift 2021	Shire of Leonora	$10,000	$420,500	Acquitted

RED GRANT ROUND 3 2020-21	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
Goldfields Fit-for-purpose Industrial Water Supply Research	Curtin University	$200,000	$317,000	Complete
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	Complete
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

RED GRANT ROUND 4 2021-22	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
Laverton Training Centre	Australian Potash Ltd	$250,000	$327,398	Complete
Access Esperance project	Sea It All Pty Ltd	$200,000	$674,648	In Progress
Hydraulic Cylinder Repair Bench	Goldfields Machining	$75,000	$236,000	Complete
Increasing capacity of Award Winning Yirri Grove Olive Oil	Yirri Grove Pty Ltd	$60,000	$90,000	In Progress
Dundas-Ngadju Timber Utilisation and Diversification project	Shire of Dundas	$200,000	TBC	In Progress

RED GRANT ROUND 5 2022-2	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
Powering the Future of Bread Local	Trustee of the Ned Baker Family Trust (Bread Local)	$129,000	$282,750	In Progress
Judumul Cultural Hub	Judumul Aboriginal Corporation	$113,000	$125,500	In Progress
Core Processing Training Facility	Target Mining Resources Pty Ltd	$140,000	TBC	In Progress
Wiluna Caravan Park (stage 1B)	Shire of Wiluna	$200,000	$790,700	In Progress

Goldfields - Esperance Small Grants 2021

PROGRAM	LOCATION	FUNDED AMOUNT	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	Acquitted
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	Acquitted
Kambalda Art Centre - air conditioning	Kambalda	$5,280	$7,150	Acquitted
Goldfields Tee Ball Association - equipment	Kalgoorlie-Boulder	$2,000	$2,000	Acquitted
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	Acquitted
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	Acquitted
Nullarbor Links - upgrades	Kalgoorlie-Boulder	$20,000	$20,000	Acquitted
Eastern Goldfields Rugby Union Association - equipment	Kalgoorlie-Boulder	$1,600	$1,600	Acquitted
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	Acquitted
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 - outdoor toilets	Kalgoorlie-Boulder	$20,000	$20,000	Complete
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	Acquitted
Golden Mile Art Exhibition Group - wet area	Kalgoorlie-Boulder	$15,000	$15,000	Complete
Inland Art Prize - equipment	Leonora	$5,000	$33,000	Acquitted
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	Complete
Hope FM Community Radio - broadcasting equipment	Esperance	$5,500	$5,500	Acquitted
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	Acquitted
Eastern Goldfields BMX Club - track resurfacing	Kalgoorlie-Boulder	$70,000	$70,000	Complete
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	Acquitted
Railways Football Club - disability access lift	Kalgoorlie-Boulder	$60,000	$70,000	Acquitted
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	Complete
Leonora Multipurpose Court Project (fmr. Barnes Federal Theatre Project) - structural assessment and works	Leonora	$100,000	$125,000	Complete
Kalgoorlie Bowls Club - upgrades	Kalgoorlie-Boulder	$26,120	$26,120	Acquitted
Greater Esperance Sports Ground - lighting	Esperance	$90,000	$222,110	Acquitted
Esperance Speedway - safety upgrades	Esperance	$25,000	$36,900	Complete
Esperance Kart Klub - lighting	Esperance	$25,000	$25,000	Acquitted
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

PROGRAM	LOCATION	FUNDED AMOUNT	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	$6,000,000	In Progress
Karlkurla Bushland Nature Playground	Kalgoorlie-Boulder Urban Landcare Group (KBULG)	$600,000	$1,100,000	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 2022-23 with DPIRD. All funded projects are complete and have been acquitted.
Local Projects Local Jobs (LPLJ) Initiative was acquitted during 2022-23.

PROGRAM	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROGRAM STATUS
Local Projects Local Jobs (LPLJ) Initiative	14 projects	$728,000	$1,103,500	Acquitted
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	

Other GEDC Led Projects and Discretionary Funding

PROGRAM	RECIPIENT	FUNDED AMOUNT	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	Acquitted
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	Acquitted
Esperance Region 2022-23 Visitor Planner Guide (S40)	Gold Region Tourism Organisation Inc t/a Australia's Golden Outback	$10,000	$30,000	Acquitted
Esperance Workforce Retention and Attraction Project (S40)	Esperance Chamber of Commerce and Industry Inc (ECCI)	$10,000	$15,000	Acquitted
Carbon Emissions Baseline Study for the GVROC Regional Climate Alliance (S40)	Goldfields Voluntary Regional Organisation of Councils (GVROC)	$10,000	$89,000	Acquitted
Regional Renewable Energy Audit for the GVROC Regional Climate Alliance (S40)	Goldfields Voluntary Regional Organisation of Councils (GVROC)	$10,000	$37,000	Acquitted
GVROC Housing and Land Audit and Action Plan (S40)	Goldfields Voluntary Regional Organisation of Councils (GVROC)	$45,000	$55,000	Acquitted
Business Case Development for James Street Precinct (S40)	Shire of Esperance	$40,000	$80,000	Complete
Esperance Housing, Land and Accommodation Project (S40)	Shire of Esperance	$40,000	$50,000	In Progress

Other GEDC Led Projects and Discretionary Funding 2022-23

PROGRAM	LOCATION	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
Australia's Golden Outback	Regional Tourism Conference Promotional Brochures	$6,982	$6,982	Acquitted
City of Kalgoorlie-Boulder	Kalgoorlie-Boulder Investment Prospectus	$20,000	$124,000	In progress
Kalgoorlie-Boulder Chamber of Commerce and Industry	KBCCI Commerce Hub	$20,000	$191,528	In progress
Artgold Inc.	Arts and Culture Summit Travel Bursaries	$16,500	$16,500	Complete
Museum of the Goldfields	WA Museum of the Goldfields Redevelopment Project (phase one)	$45,000	$45,000	In progress

Appendix: 2
Commonly Used Acronyms

ACRONYM	NAME
AED	Aboriginal Economic Development
CKB	City of Kalgoorlie Boulder
CME	Chamber of Minerals and Energy
CRC	Community Resource Centre
CRC TiME	Cooperative Research Centre Transformations in Mining Economies
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
GTE	Government Training Enterprise
GVROC	Goldfields Voluntary Regional Organisation of Councils

ACRONYM	NAME
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)
SEPWA	South East Premium Wheatgrowers Association
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



"The GEDC **strives to create** an economically and culturally diverse region that **supports our many vibrant regional communities.**"

GOVERNMENT OF WESTERN AUSTRALIA

GOLDFIELDS ESPERANCE DEVELOPMENT COMMISSION



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