



2023 ANNUAL REPORT



Welcome to our annual report for 2023

This annual report provides the Western Australian Parliament with information about the performance and activities carried out by the South West Development Commission.

We also aim for this document to offer stakeholders a window into the workings of our regionally-based agency. By reading this report, you will receive insight into what we do, and how we are supporting the region.

Information is provided that describes our performance in delivering on our strategic objectives, outcomes achieved, and the level of stakeholder satisfaction attained.

Access

To request alternative versions of this report contact us.

Feedback

We welcome your feedback on this report.

Contact us: (08) 9792 2000 or info@swdc.wa.gov.au

Cover image: Collie Futures grant recipient Traaverse.

Acknowledgement of Country

We acknowledge the traditional custodians of country throughout the South West and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.



*Wardandi Boodja, Koombana Bay foreshore –
Bunbury waterfront.*

Message to the Minister

Hon. Don Punch MLC

Minister for Regional Development

In accordance with Section 61 and 62 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the Annual Report of the South West Development Commission, for the financial year ended 30 June 2023. This annual report provides the Western Australian Parliament and other stakeholders with information about the performance of the Commission reporting under the Public Sector Management Act 1994. It also assists the community to understand the public sector's diverse operations.



Danny Griffin
Chairman of the Board

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

Mellisa Teede
Chief Executive Officer

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

Contents
State of the Region
Organisation
Strategic Priorities
Legal and Reporting
Financials



We're working on tomorrow, today

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

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

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

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

Another is improving quality of life by enhancing liveability and the qualities which make the region unique.

Introduction	2	Fulfilling & Sustainable Jobs	29
Welcome	2	Industry-Ready Infrastructure & Lands...	33
Who We Are.....	5	Aboriginal Economic Development.....	34
Overview and Performance	8	Fulfilling & Sustainable Jobs	36
Year in Review.....	8	A Highly Skilled & Industry Ready Workforce	38
Performance Dashboard.....	13	Thriving, Diverse & Creative Communities..	39
Foreword from the Chairman.....	14	A Region That Is Well Supported by the Government	40
Executive Summary from the CEO.....	16	Grants	41
State of the Region	18	Legal and Reporting	46
Regional Snapshot.....	19	Disclosures, Legal and Reporting Requirements.....	47
Organisation	20	Financials	50
About Us.....	21		
Organisational Structure.....	22		
About the Minister	23		
Our Board	24		
Our Executive Team.....	25		
Strategic Priorities	26		
Industry-Ready Infrastructure	27		

NAVIGATION

- > Click above chapter names to be taken to sections.
- > Click on the house symbol to be taken home to the contents page.





SOUTH WEST
DEVELOPMENT COMMISSION



WE'RE WORKING FOR

THE SOUTH WEST



*Partnering with
industry, community
and government to
shape the future of
our region.*



We're delivering:

- > Fulfilling and sustainable jobs
- > Industry-ready infrastructure and land availability
- > A highly skilled and industry ready workforce
- > Aboriginal economic development
- > Thriving, diverse and creative communities
- > A region that is well supported by the Government

Our PURPOSE.

To be the catalyst for economic development and growth in the South West.

Our VISION.

For the South West to be an internationally recognised region of excellence by 2050.

Our STRATEGIC PLAN.

Guides our delivery of outcomes for the South West.

Our team members live and work in the South West:



Our commitment to you

We are leaders

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

We are professional

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

We embrace sustainable practice

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

We display excellent service

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

Our values

- *Excellence – in all we deliver*
- *Engaged – to be an outwards looking organisation, connected to our community and representing their interests and needs*
- *Integrity – to act ethically, honestly and with transparency*
- *Inclusion – to be positive and supportive, respecting and valuing diversity*
- *Impact – undertake to make a difference in all we undertake*

Introduction

Overview and Performance

Year in Review

Performance Dashboard

Foreword from the Chairman

Executive summary from the CEO

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



JETSTAR

BUSSELTON MARGARET RIVER AIRPORT

Jetstar added a fourth return flight per week to the passenger return service between Melbourne and Busselton for the 2023 Easter holiday period. This followed significant planning and investment into the development of the Busselton Margaret River Airport, as well as efforts to attract a commercial passenger air service. Pilots Greg Tilley and Lee Siddles with cabin crew Paula Young, Sarah Ghali and Neha Asgar ahead of flight JQ900 MEL-BQB on Monday 20 March 2023.



BUNBURY WATERFRONT

Planning for Bunbury's next waterfront project moved into the next phase. Major contracts were awarded to support development of key sites at the outer harbour, including a planned marine industry hub.



The first Transforming Bunbury's Waterfront Stage 3.1 project was completed – a \$1.1 million upgrade of the boat launching facility at Casuarina Boat Harbour.

Introduction

Overview and Performance

- Year in Review
- Performance Dashboard
- Foreword from the Chairman
- Executive summary from the CEO

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Collië's industrial transition powered ahead during the year in review. Milestone moments were reached for projects and proposals with the potential to create hundreds of permanent industrial jobs in the town. For example, Green Steel of WA is working to establish a sustainably operated steel mill which processes local scrap steel to produce green steel reinforcing bars for local consumption and export.

Introduction

Overview and Performance

Year in Review

Performance Dashboard

Foreword from the Chairman

Executive summary from the CEO

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Year in Review – Performance Highlights



\$50,000 was allocated for Nannup to create an arts, recreation, tourism and liveability master plan that will support efforts to diversify Nannup's industry base as well as attract and retain new residents.

- Accommodation shortages affecting industry were addressed, with the Southern Stars Holiday Park supported to develop to a worker accommodation site.
- A tender was released for detailed feasibility studies and a business case relating to an advanced manufacturing and technology hub.
- Colлие's economic transition powered ahead, with major milestones for projects that are set to create hundreds of industrial jobs.
- Colлие's new industries and future employment opportunities were showcased at a community forum in Colлие.
- Support was provided to workers, businesses and communities in the Native Forest Transition area.

\$696,254

Awarded to local businesses through Round 5 of the Regional Economic Development (RED Grants).

- Further progress is made towards developing a fit-for-purpose childcare centre in Augusta.
- The stock of accommodation for older people was increased through the completion of the Bridge Street Villas in Donnybrook.
- Inbound trade missions connected local producers with international buyers.
- Community events were held, including an International Women's Day breakfast.



International Graphite's Phil Hearse, Member for Colлие-Preston Jodie Hanns and then Premier Mark McGowan officially cut the ribbon on the opening of the new International Graphite premises.



Colлие was showcased to potential investors at our CEDA conference in Perth. Rod Zakostelsky from Cannaponics was among those who took to the stage.



The South West became part of WA's growing space industry. LeoLabs chose Colлие as the site of its West Australian Space Radar (WASR) and completed the build.

Introduction

Overview and Performance

Year in Review

Performance Dashboard

Foreword from the Chairman

Executive summary from the CEO

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



A new concrete manufacturing process which gives fresh life to Collie fly ash was developed through a Murdoch University feasibility study.

Introduction

Overview and Performance

Year in Review

Performance Dashboard

Foreword from the Chairman

Executive summary from the CEO

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



The Transforming Bunbury's Waterfront project reached a major milestone in the first half of 2023. An environmental impact assessment relating to the marine structures proposed in Stage 3.1 was released for public comment. The process was instigated in 2015.

Introduction

Overview and Performance

Year in Review

Performance Dashboard

Foreword from the Chairman

Executive summary from the CEO

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

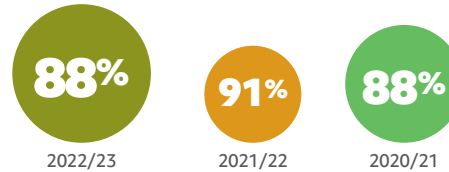
Financials



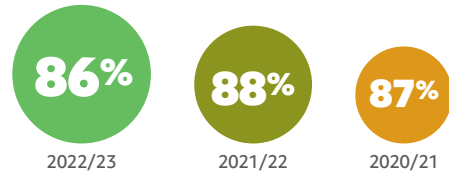
Performance – Stakeholder Survey

Each year we ask our key stakeholders to rate our performance. Here's how you scored us.

Overall level of satisfaction
quality of service



Overall level of satisfaction
quality of performance



How we performed

We continued to deliver strong results for the region, in a complex and challenging operating environment. We thank our stakeholders – our partners in regional development – for working alongside us to achieve positive results for the region.

About the survey

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

Information obtained through the questionnaire provides a valuable method for collecting feedback. We use this feedback to measure our effectiveness against our legislative mandate. Information obtained helps us to evaluate how our performance stacks up in comparison to the previous year's results.

This year's survey was once again undertaken by independent consultancy Advantage Communications – Research. A total of 151 surveys were completed.

	2022/23	2021/22	2020/21
a. Promotes the region effectively	89%	93%	91%
b. Supports the growth of businesses to increase job opportunities	93%	95%	89%
c. Facilitates regional initiatives to develop new businesses	89%	92%	89%
d. Engages with stakeholders to drive economic growth in the region	89%	91%	88%
e. Facilitates economic infrastructure linked to global opportunities	85%	81%	81%
f. Supports a broad internationally engaged industry base that is business ready and Asia capable	82%	77%	76%
g. Facilitates tourism development and encourages the provision of identified tourism infrastructure needs	87%	91%	87%
h. Drives and supports initiatives that promote cohesive, vibrant and engaged communities	84%	88%	85%



Foreword from the Chair

To our stakeholders

I am honoured to present my first annual report as Chair of the South West Development Commission. In the six months that I have led the board, the Commission has continued to build on its strong track record for economic growth and development.

Throughout 2022/23, the Commission has continued to step up to meet challenges on behalf of the region. From critical childcare and housing shortages to the vital need to diversify local economies, we have strategically navigated issues impacting the region, in sometimes complex operating environments. In tackling problems and unlocking opportunities in pursuit of regional prosperity, our locally-based team has worked on the ground and directly with business, industry, community and government.

It has been very satisfying after many years of work to transition the Collie economy from its dependence on coal, in the face of State-owned coal power stations being phased out in Western Australia. Through attracting new and emerging industries to the town as well as growing existing sectors, hundreds of new industrial jobs are now in the pipeline. There is a genuine sense of optimism within the community about the bright new future developing.

We are progressing a range of growth prospects including in diverse sectors such as advanced manufacturing and renewables. Through our efforts, we are welcoming new and emerging industry, and witnessing innovation taking place. Incentivised by State Government funding and the region's comparative advantages, the South West is attracting game-changers at the very forefront of industry. For example, Magnium Australia is progressing plans for a net-zero magnesium refinery in Collie. This would involve commercialising a breakthrough technology developed by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) for producing magnesium metal.



Danny Griffin, Chair

Our region has much to offer and we are committed to further championing the South West's reputation on the world stage as an ideal place to invest and innovate. In particular, the South West is uniquely positioned to play a critical role in supporting the transition to net zero emissions. As the world rapidly decarbonises, our region's unique resources are providing the fuel for the clean energy revolution. Going forward, a focus for us will be capitalising on the region's box seat position, given the lithium mined at Greenbushes and processed at Kemerton. This also means working with industry and the community on critical infrastructure needs.

We are winning with our forward-thinking approach, incorporating considered planning. Initiatives that we have planned for years are making exciting progress. For example, this year the Transforming Bunbury's Waterfront project shifted into the delivery phase of its third and largest stage. Meanwhile, plans for an advanced manufacturing and technology hub moved forward when we released a tender for detailed feasibility studies and a business case. Both these projects are expected to provide new business and job opportunities in the future.

Introduction

Overview and Performance

Year in Review

Performance Dashboard

Foreword from the Chairman

Executive summary from the CEO

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



We have continued to get behind local businesses through Regional Economic Development (RED) Grants and our TradeStart program. Throughout the region, local businesses are benefiting from being able to realise business plans and extend market presence through these programs.

While much of our work is economically-focused, we also strive to enhance liveability and quality of life. In order to attract and retain residents, the region needs to offer both jobs and quality of life. Which is why we have been advancing initiatives that create thriving, diverse and creative communities. This included ensuring access to childcare services and aged accommodation in smaller towns, as well as enhancing community spaces and amenity.

The important and varied work carried out in 2022/23 will ensure our unique place in the world continues to thrive for generations. We look forward to continuing to engage and collaborate with stakeholders to progress the sustainable development of the region.

“ Our region has much to offer and we are committed to further championing the South West’s reputation on the world stage as an ideal place to invest and innovate. ”

Danny Griffin



Magnium Australia unveiled plans to establish and construct a pilot plant in Collie to produce high-purity magnesium metal.



Summary from the CEO

The reporting period marked an exciting period of change and growth for the South West Development Commission and the South West region of Western Australia.

Leadership

The start of 2023 marked a new era as we continued to deliver on our commitment to the sustainable social and economic development of the South West region. We welcomed the Hon. Roger Cook MLA as Premier, the Hon. Don Punch MLA as Minister for Regional Development, and Danny Griffin as Chairman of our Board.

The Minister wasted no time in making himself available to the SWDC, the regional development practitioners and the regions. His message at a number of events has been about continuing to strive to work in collaboration with industry, businesses and our communities to improve the quality of lives for all regional West Australians – indeed all West Australians.

We also welcomed the Hon. Clive Brown AM as the independent Chair of the Advanced Manufacturing and Technology Hub (AMTECH) steering group. The announcement marked another step forward in plans to deliver an advanced manufacturing and technology hub for Bunbury and the wider region. At the AMTECH leaders forum in April 2023, Clive relayed his enthusiasm for upcoming planning work for the proposed common-user facility.



Mellisa Teede, CEO

In welcoming our new leaders, we farewelled the Hon. Mark McGowan MLA as Premier, and the Hon. Alannah MacTiernan MLC as Minister for Regional Development. We thank them for their commitment to the South West region.

We would also like to extend our gratitude for Nick Belyea. During his time as Chair of the Board, Nick made a substantial contribution to the region and was instrumental in securing a commercial passenger air service for the Busselton Margaret River Airport.

Performance against objectives

I am pleased to report that we have continued to deliver strongly for the residents of the South

West. Whether it has been attracting new industry into the region to increase employment prospects for local people or advancing a childcare solution in Augusta for local families and workers, we have made meaningful progress.

Major areas of concentration have included transitioning communities in Collie and the Warren Blackwood, major infrastructure projects including the Busselton Margaret River Airport, the Greenbushes to Bunbury Railway Line Study, Transforming Bunbury's Waterfront, and industry development opportunities to benefit local businesses, including the critical minerals and battery manufacturing sectors.

Introduction

Overview and Performance

Year in Review

Performance Dashboard

Foreword from the Chairman

Executive summary from the CEO

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



We have reinvigorated a strategic focus on tourism, to create outcomes for the most visited region in Western Australia. As part of this, we have collaborated with Tourism WA and Australia's South West on the development of the "Australia's South West Tourism Destination Management Plan" and "South West Regional Tourism Development Strategy 2023-2033". Other examples of our efforts have also involved membership of the WA Cruise Committee and contribution to the committee's strategic plan development.

We have been producing strong results for the South West by working side-by-side with our stakeholders to deliver for the good of the region. By way of example, our industry-led approach to tackling the Australia-wide housing shortage in the region is identifying solutions.

I would like to thank our staff and board for their dedication and passion for the region, along with their problem-solving abilities, which is a key driver in our success.

IT – cyber security

We dedicated considerable resources to updating the safety and security of our network and processes. After a lengthy and resource-intensive body of work to upgrade and streamline the network, the Commission connected to the WA Government Security Operations Centre. We were the first regional-based and smallest government agency to do so. This work continues the Commission's focus on Governance, Business Continuity Planning and Cyber Security.

Workforce diversity and inclusion

We strengthened our workplace through a refocused commitment to diversity and inclusion.

As part of this, we were able to incorporate views from a staff member with a disability into our workplace planning and policy development.

We are hosting a Public Sector Commission Solid Futures Trainee, and providing internship and work experience opportunities within the Commission, whilst also promoting these programs amongst our regional stakeholders. For example, we partnered with the McCusker Centre for Citizenship, based at the University of Western Australia, to host an intern.

Staff development

We remain committed to providing professional development opportunities. For example, many staff members were given the opportunity to attend the Regional Development Collaboration Workshop that was held in Mandurah in February 2023. The workshop brought together more than 70 regional development practitioners from the nine regional development commissions and the Department of Primary Industries and Regional Development. The purpose of the workshop was to collaborate and work towards the shared vision for regional development. Following the success of this meeting, we have offered to host the RDC Collaboration meeting in the South West in February 2024.

Outlook

Our job going forward will be to continue to maximise opportunities for the region. This includes opportunities being made possible by world trends such as decarbonisation and net zero emissions targets.

The South West's deposit of lithium minerals concentrate at Greenbushes is in demand and we expect to be in a position in early 2023/24 to make an announcement about the crucial infrastructure requirements to support industry and our local communities as demand for lithium gears up. This will be carried out in partnership with Talison Lithium, ARC Infrastructure and the Department of Transport to complete the necessary feasibility studies into the recommissioning of the Greenbushes to Bunbury Railway Line, which we instigated.

Aboriginal economic development will become an area of concentration. We have been exploring opportunities for potential future collaboration with the CEOs of the three Noongar Regional Cooperations covering the South West.

Planning for the future of the region will remain a priority. We will embark on a consultation process with key stakeholders of the South West to review our current Strategic Plan 2021-2023.

It's an exciting new era, and the SWDC team looks forward to collaborating with you on the future of our region.

State of the Region

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



POPULATION

193,722

GROSS
REGIONAL
PRODUCT

\$16.796
BILLION

RECORD
PRODUCT
TRADED -
BUNBURY PORT
18.1
MILLION
TONNES

JOBS

80,400

Significant social and economic trends

- WA Government to phase out State coal-fired power stations by 2030.
- Native forest harvesting to end in WA by 2024.
- Demand for clean energy, including for critical minerals such as the lithium mineral concentrate mined at Greenbushes.
- Housing shortage across Australia.



Introduction

Overview and
Performance

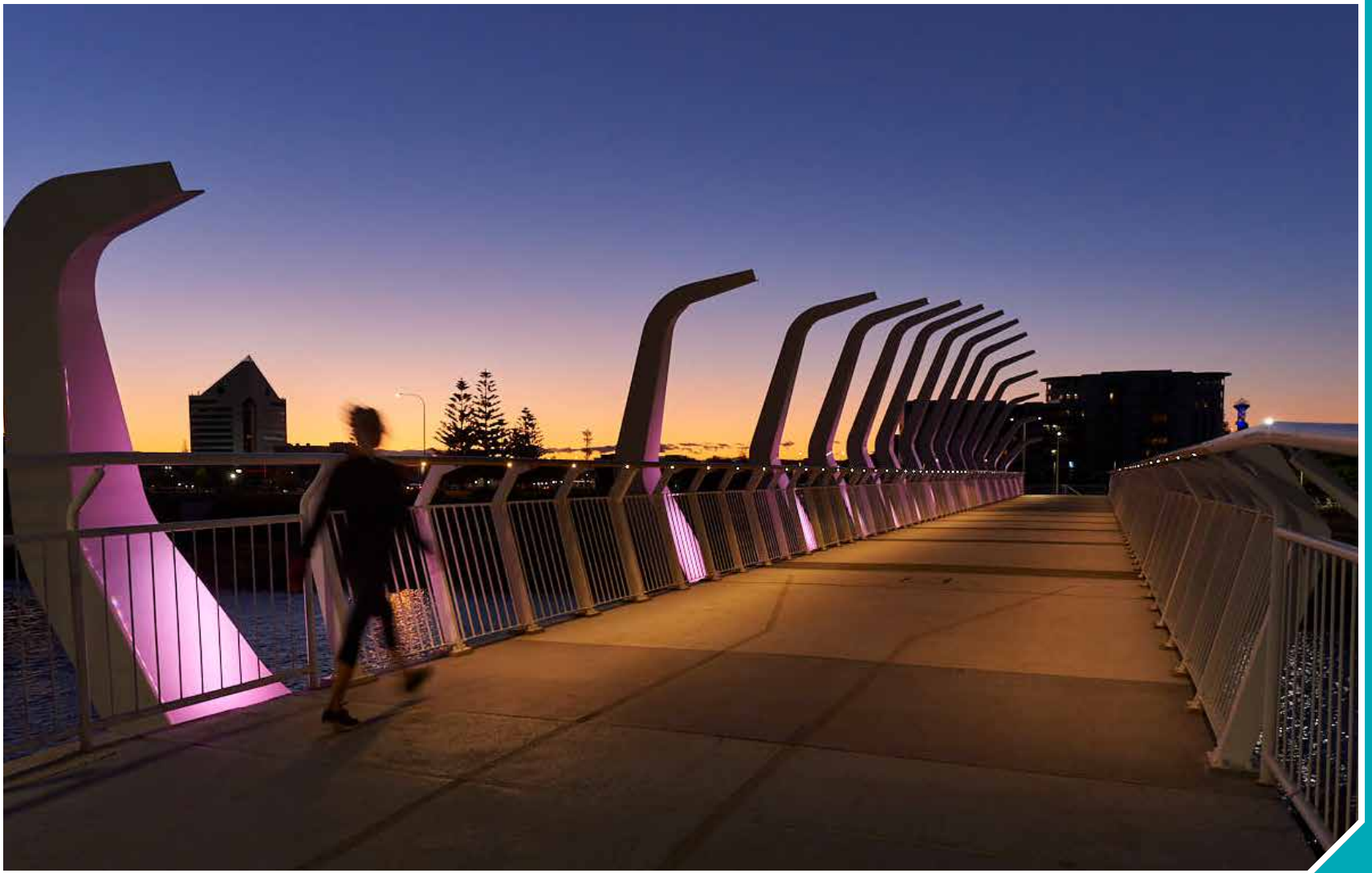
State of the
Region

Organisation

Strategic
Priorities

Legal and
Reporting

Financials



Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



We deliver economic and social outcomes for the South West.

Who we are

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

For decades, the Regional Development Commissions have been a driving force in developing strong and resilient regions. The Commissions were enacted in 1994 under the Regional Development Commissions Act 1993. Prior to 1994, the South West Development Commission was known as the South West Development Authority.

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

Our objectives are to:

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

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

How we work

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

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

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

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

Introduction

Overview and
Performance

State of the
Region

Organisation

Strategic
Priorities

Legal and
Reporting

Financials



The South West Development Commission reports to the Minister for Regional Development.

Hon. Don Punch MLA

Hon Don Punch MLA is the Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering, and has been a member of the Legislative Assembly since 2017, representing the seat of Bunbury.

Don's first experience with the regions was after migrating to Australia from Manchester in 1971, attending high school in Western Australia's South West in Manjimup and Collie.

Prior to entering politics, Don studied psychology and social work at the University of Western Australia, and later completed an MBA at Edith Cowan University.

Following his undergraduate studies, it wasn't long before returning to his roots in regional WA, working throughout the State as a social worker and as a Senior Executive in the public sector.

In 1998, Don became CEO of the South West Development Commission and assumed responsibility for many aspects of the region's social and economic development.

During his more than 20 years working in the region, he oversaw projects including the renewal of the Manjimup town centre with an emphasis on food based tourism, the rejuvenation of the Bunbury waterfront, and the redevelopment of Busselton airport.

He continued in this role until resigning to contest the seat of Bunbury for WA Labor in 2016.

After being elected in 2017, Don was appointed to the Community Development and Justice Standing Committee.

In 2021, Don joined the Cabinet team and now holds the Regional Development, Disability Services, Fisheries, Seniors and Ageing, and Volunteering portfolios.

Since becoming Regional Development Minister in December 2022, his passion for blending social and economic development has continued to guide his Ministerial vision for regional WA.

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Leadership – Our Board

Danny Griffin

CHAIR

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

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

He is also President of the Bunbury and Geographe Chamber of Commerce, Chair of The Engineering Industry Advisory Group at UWA, a Board Member of the Forestry Industries Federation WA and a member of the Regional Development Council WA. In 2017, he was awarded a 'Fellowship' of Engineers Australia in recognition of services to the profession.

PAT SCALLAN, OAM

DEPUTY CHAIR

Pat was the General Manager Operations and General Manager Projects – Talison Lithium Pty Ltd Greenbushes Operations for more than 20 years.

He has held a number of senior operational positions in the mineral sands industry at both Eneabba and Capel, and has worked at gold mining operations at Western Deep Levels in South Africa. Mr Scallan was the chairman and deputy chairman of the South West Regional Council of the Chamber of Minerals and Energy for more than 15 years, and was previously a councillor on the Bridgetown-Greenbushes Shire. He continues his strong interest and involvement with the local community.

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

Tony Dean

BOARD MEMBER

Born and raised in Nannup, Tony has extensive experience in community leadership. A businessperson and former teacher, Tony has served the South West community in roles ranging from Member for Bunbury to Nannup Shire President.

Tony has been on the Nannup Shire Council for 16 years – the past 12 years as President. Previously, he was the Member for Bunbury and a Bunbury City councillor.

Last year, Tony was appointed to the Biosecurity Council until 2025, and has been President of the South West Local Government Association for the past six years. He is previously a Board Member of the Australia's South West regional tourism association, a former president of the Warren Blackwood Alliance of Councils, and a state councillor for the Western Australian Local Government Association.

Tresslyn Smith

BOARD MEMBER

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



She has a degree from Murdoch University. Tresslyn plays an active role in the community, including as the Director at Aqwest, chairperson of the Bunbury/Harvey Regional Council Waste Management Facility, member of the Bunbury Port Community liaison Committee, and member of the West Australian Country Health Service Ethics Committee.

Catrin Allsop

BOARD MEMBER

Catrin Allsop is CEO at Australia's South West, the peak regional tourism organisation for the South West of Western Australia. Catrin steers the organisation's direction, develops and implements strategies and represents the region at domestic and international trade and industry events. Catrin has significant involvement in key industry project areas such as destination development and aviation as well as various marketing collaborations with industry stakeholders.



Leadership – Our Executive



Our executive team plays an important role in the delivery of our strategic priorities, providing leadership and direction to teams.

Mellisa Teede

CHIEF EXECUTIVE OFFICER

As the CEO of the South West Development Commission, Mellisa drives and oversees major projects in the region.

Priorities being advanced at the Commission under Mellisa’s leadership include a plan for an Advanced Manufacturing and Technology Hub (AMTECH), the transitioning of communities in Collie and Warren Blackwood, and major infrastructure projects including the Busselton Margaret River Airport. Mellisa is also working to unlock industry development opportunities.

Mellisa has more than 30 years of experience in the public sector, including in senior leadership roles in education and training. She brings significant regional development experience to the role, having previously held the CEO role at the Peel Development Commission from 2012 to 2015, and was also the Managing Director of the Goldfields Institute of Technology.

Ashley Clements

DIRECTOR – INFRASTRUCTURE AND LANDS

Ashley plays an important role in the strategic delivery of infrastructure for the South West and is involved in critical infrastructure projects across the region.

Ashley leads the multi-agency Transforming Bunbury’s Waterfront project, coordinating across organisations to unlock long-term economic and social benefits for the region in the delivery of the three-stage project.

Ashley has more than 20 years of experience in regional development at State, Federal, local government and the not-for-profit sector levels.

Fran Jolliffe

DIRECTOR – STRATEGIC PROJECTS AND GRANTS

Fran brings to the Commission more than 25 years in senior HR and workforce roles in State and Federal government as well as the not-for-profit and private sectors. In WA Government, she has worked in health, police, communities and education, and has expertise in health and safety, workforce planning and skilled migration. Fran was born and bred in Perth, but her career has taken her away to work in Melbourne, Canberra, and London. She has a strong affinity for the South West and all of the lifestyle benefits it has to offer, and is enjoying living in the South West.

Pip Kirby

DIRECTOR – COLLIE + BUSINESS AND INDUSTRY

Pip currently leads the Commission’s Business & Industry, and Collie teams.

Key projects in these portfolios include supporting the transitioning economies in the Warren Blackwood and Collie regions and delivery of the SWDC’s TradeStart contract.

Pip brings more than 20 years’ experience in regional development, stakeholder engagement, business development, intergovernmental coordination, project management and policy development to the role. She has previously worked with both the Wheatbelt and Peel Development Commissions.

Strategic Priorities

Introduction

Overview and
Performance

State of the
Region

Organisation

**Strategic
Priorities**

Legal and
Reporting

Financials





Strategic Priorities : Industry-Ready Infrastructure and Lands



How we responded to the Australia-wide housing shortage

By listening to the needs of industry and taking a collaborative approach to local housing supply issues, we made a proactive start to unlocking critical land and accommodation options in the South West. Our focus resulted in the progression of solutions to the region’s housing and worker accommodation constraints.

Ensuring seasonal workers can stay in the region during peak periods is critical to the operation and growth of local businesses, the long-term success of industries that are reliant on seasonal labour, and the reputation of the region. With this in mind, we prioritised engaging with and working collaboratively with stakeholders to unlock affordable housing and accommodation options that would support the needs of industry.

A steering committee comprising State, local government and industry representatives was set up in December 2022 in support of the seasonal hospitality, wine and tourism industries in the Margaret River Region.

This steering committee identified that existing caravan and camping park operators in the Margaret River/Capes region had capacity to expand. The identified caravan and camping operators were invited to express their interest in developing accommodation for the exclusive use of seasonal workers to service upcoming peak tourism and harvest seasons.

While a number of operators expressed interest in delivering medium to long-term solutions, only one proponent was assessed as having the ability to bring a solution to market within a specified time period. The proposal from this proponent was prioritised for funding, with the view

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Strategic Priorities : Industry-Ready Infrastructure

to meeting the immediate needs of the tourism and wine industries.

We were able to grant \$50,000 to Southern Stars Holiday Park towards the development of powered sites suitable for tents, vans and campers for the exclusive use of working holiday makers and seasonal workers.

The steering group – comprising the SWDC, Margaret River Busselton Tourism Association, Margaret River Wine Association, Augusta Margaret River Shire, Tourism WA and City of Busselton – will continue to steer the Southern Stars Holiday Park extension for temporary workers. The group will also look at other opportunities including potential joint venture developments in the region.

We have been proactively working with key stakeholders to identify opportunities to unlock housing in the region, including supporting the development of applications. We have provided ongoing advice to local government and industry to support the development of proposals to existing funding sources such as the Infrastructure Development Fund (IDF) and National Housing Infrastructure Facility.

We provided the Shire of Collie with a \$57,500 grant to develop an Infill Housing Toolkit to support the delivery of affordable and innovative housing options. The aim is to develop and demonstrate an economic model to deliver diverse, affordable, and innovative new infill housing in the Collie townsite. The expectation is that the market would utilise the information to create and renew housing across the town over the medium term. The model will be designed so it can be replicated across regional areas.

Our work followed roundtable discussions in July 2022 on local housing and land challenges with the Housing, Lands, Homelessness and Local Government Minister John Carey, all 12 South West Local Governments and key tourism groups.

We are continuing to work with government and industry to progress solutions to the region's housing and worker accommodation shortage through our Housing, Land and Worker Accommodation Collaboration Project. We look forward to sharing further initiatives in the future.



Roundtables on housing and land challenges were held with Housing, Lands, Homelessness and Local Government Minister John Carey, all 12 South West Local Governments, and key tourism groups.



Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Strategic Priorities : Fulfilling and Sustainable Jobs



Optimism emerges as Collie's bright future develops

As the State Government transitions Collie away from a reliance on the coal sector by diversifying its economy, the community is being given reason to celebrate the past and look to the future. New businesses and industries are emerging that are unlocking fresh opportunities for local residents. Meanwhile, efforts to create a tangible and proud connection to the past have seen the town's heritage take pride of place.

The State Government has been working in recent years to transition the Collie economy from its dependence on coal by working to attract major projects and bring new industries to town. This year, we have seen a clearly demonstrated return on our efforts to set Collie up for a strong and resilient future where there are sustainable and fulfilling employment opportunities across a range of sectors. With Collie's remaining coal-fired power stations to be retired by 2030, it is gratifying to see the progress made on our portfolio of Collie Futures Fund supported projects. These projects are contributing to the critical groundwork being laid for the jobs of the future.

Major milestones were reached during the year in review, as Collie's industrial transition continued. For example, Magnium Australia completed a pre-feasibility study into the development of a magnesium metal refinery in Collie. As a part of this development, Magnium Australia also unveiled plans to establish and construct a pilot plant to produce high-purity magnesium metal in Collie's Light Industrial Area. Once operational, the pilot plant will enable commercial scale testing of the CSIRO-developed technology, offering transitioning workers in Collie a rare opportunity to gain exposure to next-generation technologies and skills.

Introduction
Overview and Performance
State of the Region
Organisation
Strategic Priorities
Legal and Reporting
Financials



Strategic Priorities : Fulfilling and Sustainable Jobs

Subject to the completion of Magnium’s detailed feasibility study, the full-scale magnesium refinery could commence operations in Collie in the coming years.

In another example of the developments that are gaining momentum, Collie took a step towards becoming home to WA’s first mine-to-market graphite producer, with the opening of International Graphite’s new processing facility. The facility includes pilot-scale and research equipment to support International Graphite as it moves towards full commercial graphite operations. International Graphite is now progressing the development of a commercial scale graphite micronising facility with support from the Collie Futures Industry Development Fund.

Charging ahead with expansion plans was Quantum Filtration Medium, with funding towards a new manufacturing plant to supercharge production of its in-demand water treatment systems. This follows a grant in 2020, which supported the company to establish a research and development laboratory in Collie.

The WesTrac Technology Training Centre (W TTC) will be further supported to create new training and job opportunities. A grant will assist with the expansion of the cutting-edge Collie facility to cater to a greater number of students and offer a broader range of training opportunities.

In further developments, a new concrete

manufacturing process which gives fresh life to Collie fly ash was developed through a Murdoch University feasibility study, funded by the State Government. The feasibility study highlights the potential to establish a geopolymer concrete manufacturing industry and create jobs.

The Collie Resource Recovery Centre was completed and will demonstrate an innovative solution to waste management that will see household rubbish and biomass turned into useful products instead of ending up in landfill. The plant, which was built using a patented design and uses technology developed in WA by Renergi, is the first of its kind and positions Collie as a pioneer in the negative-emission bio-based circular economy.

Other projects in the pipeline include Cannaponics pharmaceutical manufacturing facility, and Collie Battery and Hydrogen Hub Project Feasibility. Additionally the Collie Roundhouse redevelopment, Collie Ridge Motel upgrade, and Premier Hotel upgrade are projects that will further diversify and complement tourism offerings.

With the significant headway made into growing and diversifying Collie’s economy, we partnered with CEDA (Committee for Economic Development of Australia) to hold a Collie Regional Development breakfast in Perth in November 2022. This event provided representatives from businesses and organisations with the chance to hear about the

new industries emerging in Collie. Building on this event, the new and emerging industries took centre stage at our Collie New Industries forum held in Collie. We were pleased to organise this showcase to provide the Collie community with a glimpse into the job opportunities emerging for workers in Collie.

In addition to backing projects that have the potential to offer high-quality industrial jobs, we have maintained a focus on supporting smaller local business opportunities through the allocation of funds to realise job-creating, economy-boosting plans. As a result of this funding, a long-list of local-scale initiatives were given the support to get off the ground.

Our work took place against a backdrop of wider assistance for Collie’s Just Transition. This included support through other State Government funding streams into new industry, endeavours to grow tourism projects, as well as support and advice for workers and businesses impacted by the forthcoming closure of the State-owned coal power stations.

Shining a light on Collie’s heritage, was the new and improved Collie Underground Coal Mine Experience which gives visitors a chance to learn more about Western Australia’s coal mining history. The redeveloped replica underground mine further enhances Collie’s diverse tourism offerings and complements a series of events that took place, celebrating Collie’s history and sharing its future.

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Strategic Priorities : Fulfilling and Sustainable Jobs



Industrial scientist Kathy Miller and International Graphite CEO Andrew Worland are part of Collie's bright future.

Profile:

Collie new industries and innovation

In a career spanning three decades, industrial scientist Kathy Miller has worked on cutting-edge projects across a range of industries. From food and pharmaceuticals to cosmetics and advanced manufacturing, Kathy has contributed to exciting projects in the UK and Australia in diverse fields encompassing research and development, production and quality management. Now, she is making the most of the "huge opportunity" to be involved in the new industries establishing in Collie, as the State Government works to support the diversification of the town's economic base.

Originally from the UK where she spent three years working in food research, Kathy came to live in Western Australia following a backpacking holiday in 1995 that led to her being sponsored for residency by an employer. Based near Collie in Cardiff for the past 17 years, Kathy is currently working as a scientific consultant to many of the new companies setting up in town.

"It is just amazing to be able to live and work in beautiful rural surroundings with some of the most innovative, high-tech new projects that currently exist in Australia," Kathy said.

"There's so much science being poured into our little town.

"International Graphite, Collicrete, Cannaponics, Renergi, Magnium Australia, Green

Steel WA, and so many more – all currently small start-ups that have huge potential and massive, exciting, passionate plans for the future.

"So many existing small Collie businesses are also expanding and growing too. The whole place is incredibly dynamic and it's so cool to be privileged enough to see some of what's flowing below the surface right now.

"And in between being involved in amazing cutting-edge science and innovation, I get to go hiking in the bush, and captain my local volunteer bushfire brigade."

The self-employed scientific consultant works with a range of local businesses.

"Becoming a scientific consultant evolved from a few different things coalescing together during COVID times, both personal and professional influences, and I sort of fell into it, and grabbed a huge opportunity to be involved with some of the amazing new industries coming to Collie," Kathy said.

"What I most enjoy about it is the lifestyle flexibility, the amazing diversity of projects I'm working on all at once, the incredibly smart and interesting people I work with, and their individual and collective positivity and passion for the future."

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Strategic Priorities : Fulfilling and Sustainable Jobs

Close up:

Busy Bee Dry Cleaners

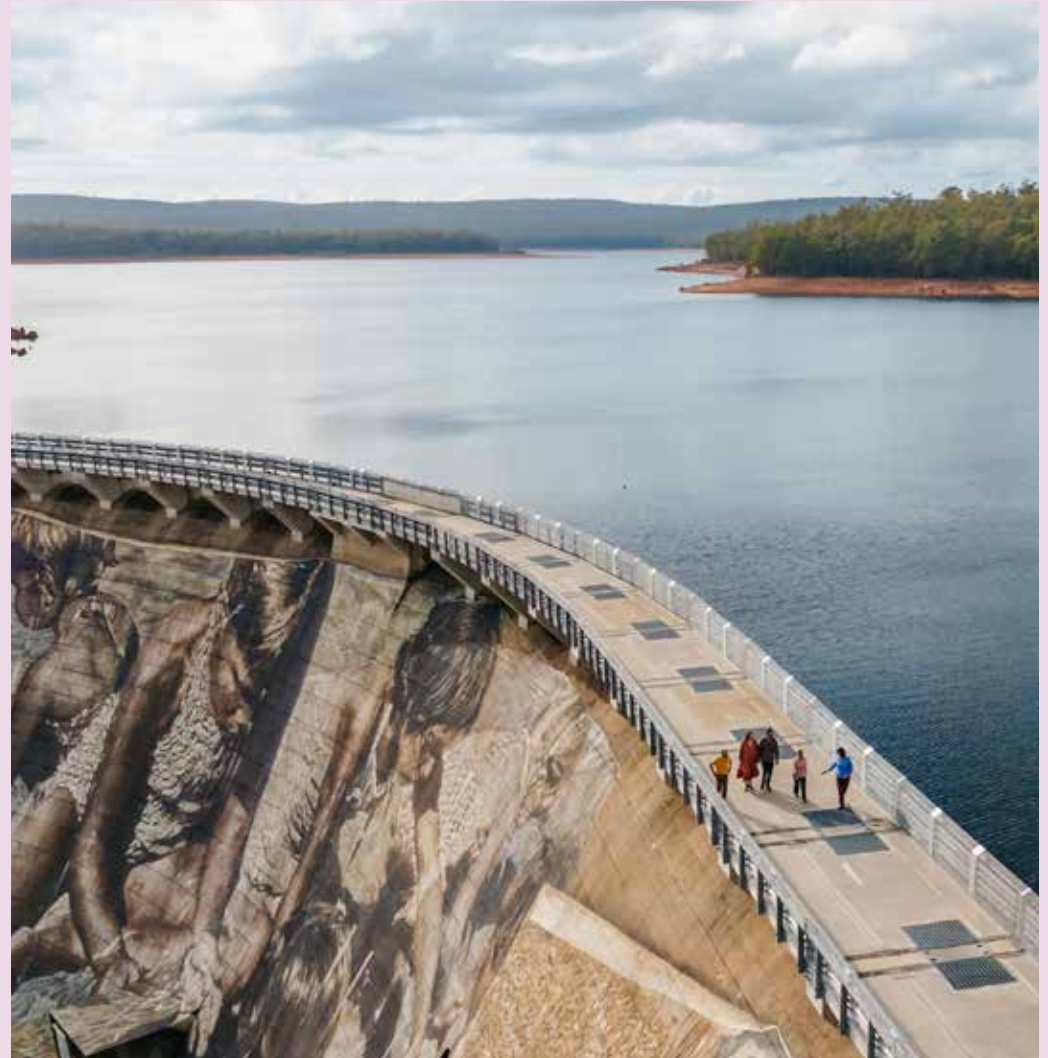
State Government support for new attractions and experiences such as the Wellington Dam Mural and walkway (pictured), enhanced adventure trails and new campgrounds and facilities at Lake Kepwari has provided fresh reasons to visit Collie. The benefits of increased visitation are flowing to local businesses, including Busy Bee Dry Cleaners.

A local laundry and dry-cleaning service is among the businesses benefiting from increased visitation to Collie, driven by State Government support for the development of local attractions and experiences.

Work has tripled for Busy Bee Dry Cleaners in the past two-and-a-half years.

Three new staff members have been employed to help the family-run business meet demand from accommodation providers for the laundering and dry cleaning of linen. Narrogin and the Ferguson Valley are also serviced by Busy Bee Dry Cleaners.

Through a grant from the Collie Futures Fund, we have helped Busy Bee Dry Cleaners to keep up with demand through the purchase of new equipment.



Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Unlocking the potential of WA's second city through a collaborative approach to coastal development

A multi-agency effort overseen by the Commission has positioned Bunbury's waterfront for its next game-changing transformation. Now on the horizon, after many years of planning, is key marine infrastructure that will change the face of Bunbury. This infrastructure, including breakwaters, is set to unlock further land and marine-based development including a marine services hub that will create local business opportunities.

During the year in review, we made significant headway on Transforming Bunbury's Waterfront Stage 3 Phase 1 (TBW 3.1), the largest stage of the three-pronged program. A significant milestone was reached this year when this stage moved into the delivery phase. Building on the considerable work undertaken through the \$45 million invested in the first two stages, a \$1.1 million modernisation of the boat ramp at Casuarina Boat Harbour was the first element to be completed as a part of the larger TBW 3.1 project. The upgrade saw the 28-year-old fixed timber jetty replaced with a floating jetty and a two-lane ramp to better accommodate large trailers and wide vessels. Australind-based SMC

Marine was selected to undertake the design and construction contract, which was project managed by our delivery partner, the Department of Transport.

Planning for further development in and around the outer harbour area culminated with the awarding of major contracts that support the delivery of critical infrastructure to enable further development. New breakwaters are set to be constructed at Casuarina Boat Harbour and Koombana Bay, subject to environmental approval, to support land-based development including the creation of a marine services hub. As part of progressing planning for this development, a \$1.8 million detailed

Introduction
Overview and Performance
State of the Region
Organisation
Strategic Priorities
Legal and Reporting
Financials



Strategic Priorities : Industry-Ready Infrastructure and Lands

design contract was awarded to engineering consultancy Advisian. The design work will include the extension of Casuarina Drive and access to the proposed northern breakwater, services to existing and future lease sites for boat lifting and stacking, and other infrastructure. It will also maximise opportunities for improved public spaces and amenities.

The comprehensive environmental assessment that was initiated in 2015 as part of the planning for TBW 3.1 achieved a milestone when the Environmental Protection Authority (EPA) released the proposal for public comment. The detailed technical studies – Benthic Communities and Habitat, Coastal Processes, Marine Environmental Quality and Marine Fauna – that have been undertaken have been designed to identify potential impacts from the construction and operation of the proposed marine infrastructure such as breakwaters, revetment walls, and floating jetties. The EPA will undertake a detailed assessment before finalising a recommendation to the Minister for the Environment. This recommendation will determine whether the Koombana Bay Marine Structures proposal should be given environmental approval, and if so, what conditions should apply.

The redevelopment of Casuarina Drive also continued over the past 12 months, following on from the renewal of Jetty Baths Park. Works to the northern-most end of Casuarina Drive included road, parking and services upgrades, including a sealed car park near the BP Beach area, bicycle lanes and additional road parking bays. Additionally, improvements were made to the popular picnicking spot at Jetty Baths Park, including the installation of additional play equipment and seating.

The milestones reached this year follow the transformations that have so far occurred and reinvigorated and reenergised underused and outdated areas of Bunbury’s coastline. As a result

of the program, the Dolphin Discovery Centre has been upgraded and expanded, the Koombana Foreshore renewed, Jetty Road Causeway reconstructed and upgraded, and Jetty Baths Park refreshed. These areas have been visibly activated with increased use by the public including community groups.

Through collaboration and engagement, we will continue to fulfil the potential of Bunbury’s waterfront. This involves working with our project delivery partners – the Department of Transport, DevelopmentWA, City of Bunbury and Southern Ports, along with the community.

Strategic Priorities Snapshot

Aboriginal Economic Development

We are pleased that a local Aboriginal business will support the delivery of the Transforming Bunbury’s Waterfront project. In May 2023, Koormal Contracting was awarded a contract to construct a toilet block at the Casuarina Boat Harbour Southern Precinct.

This follows a joint initiative between Transforming Bunbury’s Waterfront team and Local Content Adviser Network (LCAN) to quarantine a work package allowing for an Aboriginal business to be directly engaged.

Going forward, consideration will be provided to how packages of work might be parcelled up and tendered out to registered Aboriginal companies, applying State Government policy.

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Strategic Priorities : Industry-Ready Infrastructure and Lands

From the Koombana Foreshore to Jetty Baths Park, local foreshores have been enhanced for community use through the Transforming Bunbury's Waterfront project.

Among the groups making the most of the upgraded areas is Bunbury Social Skating (pictured). The group has given the thumbs up to the new pathways along the waterfront.

Inspired by Perth Outdoor Rollerblading, Bunbury Social Skating is building a community centred around roller-skating.

Meeting at the Jetty Road Carpark, like-minded people get together for a skate along the Jetty Road causeway and Koombana Foreshore.

Features well-regarded by the group include the pathways that go around the Jetty Road causeway. The layout means members can skate around the course – instead of skating up and down in opposite directions to each other.

There has been a visible increase in people, community groups, and events using the transformed waterfront areas. Activation of the waterfront has been a focus for us. Our activities have included sponsoring the City of Bunbury's Skyfest, which concentrated on Koombana for the first time in 2023.



Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Strategic Priorities : Fulfilling and Sustainable Jobs



A global approach to supporting local businesses

Contracted by the Australian Trade Commission to deliver Austrade's TradeStart services, our locally-based team assists small and medium-sized businesses to connect to opportunities offshore and domestically. This year, we once again went above and beyond in our commitment to supporting local businesses to take the next step in their export journey. We exceeded our target of conducting 60 services for local businesses by achieving 245 completed services on behalf of 118 individual businesses.

Both inbound and outbound trade missions have proven to be effective platforms for building relationships between local businesses and international buyers for the purposes of facilitating trade. With this in mind, we hosted inbound international trade missions as part of efforts to link local businesses to new international market opportunities and further elevate the profile of the region.

In October 2022, we rolled out the welcome mat for an international trade delegation from Asia which visited both the South West and Great Southern regions. The timing of the inbound mission was organised to coincide with the Wine Show of Western Australia in Mount Barker and the Fine Vines Festival taking place in the Margaret River Region,

providing valuable platforms for selling the region to decision-makers. The delegation was able to experience local food and beverage being celebrated at events as well as visit wineries and participate in trade tastings, gaining a first-hand appreciation of the unique characteristics of the region. The Wine Buyers Mission was made possible through an arrangement between the Commission, Austrade, the Great Southern Development Commission Department of Primary Industries and Regional Development, and Wines of Western Australia. Additional support was provided by Australia's South West, Margaret River Wine Association, and Great Southern Wine Producers' Association.

In March 2023, the TradeStart WA team comprising advisers from

Strategic Priorities : Fulfilling and Sustainable Jobs

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



SWDC, GSDC, DPIRD and CCIWA collaborated to conduct a Premium Food and Non-Alcoholic Beverages Inbound Trade Mission to WA that saw 19 buyers from eight countries visit Perth, the Great Southern and the South West. The itinerary included a showcase matching event in Margaret River with 14 South West producers having the opportunity to meet the buyers and discuss potential trade partnerships. Produce on display included seafood, honey, truffles, fruit and vegetables, chocolate and lamb.

We continued to amplify the South West's international profile, ramping up preparations for our first outbound trade mission since the COVID-19 pandemic border closures. In anticipation of upcoming outbound trade missions to Singapore and Thailand in September 2023, we targeted boosting the region's international profile by hosting representatives from international media outlets in the region in June 2023. The visiting group explored the South West and Great Southern regions, through a partnership between TradeStart, the South West and Great Southern development commissions and Australia's South West. Showcase events will be held in Singapore and Bangkok for the purpose of facilitating exports for South West producers.

Services provided by our TradeStart team included business matching and introductions, export guidance, and market selections and research. Other activities included hosting a visit by senior representatives from Austrade, which involved organising meetings with key export partners as well as a roundtable presentation and discussion with wine industry sites for boat lifting and stacking, and other infrastructure. It will also maximise opportunities for improved public spaces and amenities.

Trade Assistance Case Study

Below&Above

Local businesses continue to express appreciation for the efforts of our TradeStart team, which works to assist local enterprises to extend their market reach.

For example, Below&Above. The Southern Forests-based truffle producer has cracked the market in Japan this year with the expertise of our locally-based team and access to an overseas trade support network.

Following introductions from our team in the South West and our connection to Austrade in Japan, Below&Above received orders from all importers that they subsequently met with. The business is now exporting directly to distributors in Tokyo.

Below&Above, are also working with other WA Government agencies, and looking forward to participating in upcoming outbound trade missions, to build understanding of the market and relationships with buyers.

"We are big believers that you need to go in-market. TradeStart have been so helpful in navigating international markets. For a small business, it's been exceptionally valuable." – Kia Klepec, Below&Above

Strategic Priorities : A Highly Skilled and Industry Ready Workforce

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Planning now, to manufacture the jobs of the future

We took the next steps towards realising an industry-led vision for a world-class Advanced Manufacturing and Technology Hub (AMTECH) in the South West. The vision is for a hub that would lift industry competitiveness through providing local businesses and workers with access to cutting-edge infrastructure, industry 4.0 technology, research, education and training in the region.

Following continued consultation with industry, we went to tender in 2022/23 for a detailed feasibility study and business case for an AMTECH. The investigation will identify the preferred model, location/s, structure and services for an AMTECH including research and training capacity for industry participants in an innovation manufacturing and education collaboration.

This work will build on previous phases. Phases have included an industry consultation to inform the preliminary scoping of the feasibility study, and delivery of a preliminary assessment report to identify priority sectors of focus.



In other milestones, the Hon. Clive Brown AM was announced as the independent Chair of the AMTECH steering group in December 2022. This role involves providing independent advice to government, through the Minister for Regional Development, on the vision and benefits of an AMTECH.

We believe an AMTECH would significantly enhance manufacturing capability and competitiveness.

Bunbury MLA Don Punch and then Deputy Premier Roger Cook came together with local industry leaders to discuss manufacturing at a roundtable we hosted in December 2022.



Building communities that are liveable, at any age

Long before the current housing supply shortage across Australia, we were addressing gaps in aged accommodation in our region. Completed this year was the final of three developments supported in the South West through the State Government's Regional Aged Accommodation Program.

Access to suitable accommodation plays a role in ensuring quality of life, giving older people the option to live independently in the community they call home as their needs change with age. Without suitable accommodation, people living in smaller towns can be forced to move to larger towns or cities – away from family, friends and support services.

With this in mind, we have been working to build the stock of affordable accommodation options for the region's older residents. A major milestone was reached this year when Alliance Housing completed its \$3.25 million Bridge Street Villas project in Donnybrook. The 10-



unit housing complex for over-65s provides an option for local residents to age in place and was supported with \$2 million in State Government funding, as well as land donated by the Shire of Donnybrook-Balingup.

Previously completed projects included CapeCare Dunsborough, a campus-style facility which supplied 21 independent living units and 80 residential high-care beds. Additionally, eight new independent living units were constructed in Brunswick Junction when Brunswick River Cottages was expanded.

Our support for these projects builds on the work we have carried out over the years to increase the supply and range of accommodation options throughout the region and create thriving age-friendly communities inclusive of seniors.

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Strategic Priorities : A Region that is Well-Supported by the Government

Creating a diverse and inclusive workforce

As part of a public sector-wide approach to increasing workforce diversity and inclusion, we have implemented a range of initiatives geared at creating a diverse and inclusive workforce. Together, with our colleagues in other State Government agencies and departments, we are collectively moving the dial on diversity in the public sector.

Our efforts in strengthening diversity and fostering an inclusive workplace culture have included incorporating views from a team member with a disability into our workforce planning and policy development. This staff member also helped to build our networks with diverse groups within the South West, assessed facilities for accessibility, and conducted a desktop review of contemporary diversity policy. We also hosted and supported a Public Sector Commission Solid Futures Traineeship. This is providing a young Aboriginal woman with a one-year employment and training program at SWDC in Bunbury.

Further strategies targeting the PSC's strategic demographics have included, but are not limited to:

- Development and implementation of a SWDC Reconciliation and Aboriginal Engagement Strategy (RAAES) based on the Reconciliation Action Plan (RAP) format and incorporating practical strategies to foster and support relationships with South West Aboriginal people
- SWDC involvement and membership on the DPIRD RAP Working Group
- Encouragement of staff to participate in cultural awareness/competency training where possible
- Host and support a SWDC based PSC Solid Futures trainee
- Acknowledge, celebrate and promote significant days and events



CLOSE UP WITH CHANEL BOWEN

Chanel made a positive contribution to our workplace, then followed her film dreams to the USA.

"I just completed four months with SWDC, working with Deanna Furze on Diversity and Inclusion internal and external policy and procedure. I learnt so much alongside Deanna, Fran and Mellisa – SWDC is full of powerhouse women supporting our region. Meeting external stakeholders and connecting with disability, Indigenous and other diverse communities outside of SWDC was a highlight of my time with the commission. The Commission also funded training opportunities for me which strengthened the possibilities for public sector employment in the future. Also emphasising – even to me – the benefits of diverse employment throughout an organisation's business structure and developing the tools enabling this to be considered as a core value in business strategic plans, discussions and everyday workflow. This was my first foray into Public Sector employment and it was an experience I appreciated and would return to. The support I received as a new-bie in office, as a team member and a person with disability was great and I hope to work with the Commission again someday." – Chanel Bowen

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Regional Economic Development (RED) Grants

Through the Regional Economic Development (RED) Grants, the State Government invests in projects that stimulate economic growth in regional Western

In the South West, \$3.718 million has been allocated to 46 organisations over five rounds of the program. Across the region, local businesses and organisations have made their business plans a reality with assistance from the funding provided.

Round 5 recipients were announced in December 2022, providing a welcome boost to support eight local businesses. Grant recipients in this round will diversify the agriculture, tourism, and hospitality sectors and enhance manufacturing capacity in the region.

During the financial year, Round 6 of the program opened on 5 May 2023 and closed on 30 June 2023.

Applications for funding will be assessed on a competitive basis, considering clearly demonstrated economic outcomes in relation to the RED objectives of:

- Sustainable jobs
- Expanding or diversifying industry
- Developing skills or capabilities
- Attracting new investment in the region
- Increasing productivity



Throughout our region, there are numerous examples of passionate people delivering innovative products. Among them is Iggy Van, Bec Redman and the team from Hemp Squared (pictured here with Julie Wade from SWDC). Hemp Squared is a local business which manufactures sustainable building materials. These innovators take hemp and turn it into blocks that can be used in the construction of residential and commercial buildings. We're proud to support Hemp Squared and the emerging hemp industry in the region. With assistance from a Regional Economic Development (RED) Grant from Round 4 of the program, the company is accelerating the expansion of its manufacturing facilities.

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



IN FOCUS

Integrity Engineering Solutions.

Integrity Engineering Solutions

From its base in the coastal town of Dunsborough, a niche engineering consulting firm with specialist knowledge is quietly solving problems for some of the world's biggest companies.

Clients dispersed around the globe are calling on the expertise of Integrity Engineering Solutions when they need help getting to the bottom of potentially catastrophic issues.

For Managing Director and Principal Mechanical Engineer Warren Brown, it's not only about solving problems no one else can. It's also the ability to make a difference through contributing to safe workplaces and environments.

Dr Brown and his team determine the risk, identify the problem and decide a solution – before a leaking bolted joint, a corroded pipe or crack in equipment can cause harm.

The cutting-edge engineering analysis techniques used by the consulting firm ensures the integrity of fixed assets for clients across a range of industries including renewable energy, oil and gas, refining, petrochemical, minerals processing and mining.

They also develop software that performs calculations for bolted joints and are commencing full scale commercialization of a load indicating bolt system (RT-Bolt).

RED Grants – Round 5 Recipients

Grant Applicant	Project Description	Grant Amount
Samson's Paddock	Project Donny-Stay – Creating Donnybrook's Only Premium Hotel Accommodation.	\$100,000
Aquafarms Australia	The Capel Marron Farm Tourism Facility	\$147,280
Harvey Hemp	Harvey Hemp Regional Scalability and Expansion Project	\$50,000
The Local Drinks Co	Shelf Stable All Natural Handcrafted, Better for You Beverages	\$57,125
Thurlby Herb Farm	Thurlby Herb Farm – Sweet Smell of Soap Success in the Southern Forests	\$98,305
Lennard Waste	Lennard Waste Water Treatment – Waste Reduction, Water Enrichment, Capacity Growth	\$100,000
Integrity Engineering Solutions	Development of the Jointegrity Bolted Joint Quality Assurance System	\$100,000
Touchtech Australia	Touchtech Australia New Facility Fitout	\$43,544

With the support of a Regional Economic Development (RED) Grant through the South West Development Commission, the consulting firm is set to expand its offerings further.

IES will develop the JOINTEGRITY Bolted Joint Quality Assurance System.

"The software we have at the moment does calculations," Dr Brown said.

"What we want to do is to take it from calculations to then also cover quality assurance and bolted joint assembly in order to address the full life cycle of bolted joint integrity. The RED grant is greatly helping with the first phase of the planned software development.



Small business Gibson Country Style Jerky has been allocated \$48,600 towards the purchase of new equipment to meet demand for its product and open wholesale opportunities.

Collie Futures grants programs

Collie Futures Fund grants have opened the door to new business and industry, driving economic diversification and creating jobs.

The Fund is assisting the region to transition to a more sustainable economy with a more even spread of employment across a greater range of industries and a reduced reliance on any one sector.

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

- Collie Futures Industry Development Fund – Up to \$2 million in matching funding
- Collie Futures Small Grants Program – Up to \$100,000 available per initiative

In 2022/23, we allocated funding through the Small Grants Program. Funding is now fully allocated through the Industry Development Fund. For the Industry Development Fund, we undertook the assessment and due diligence. The application then progressed to the Department of Jobs, Tourism, Science and Innovation. There are other Collie industry attraction funds available.

Collie Future Small Grants Program Recipients:

Grant Applicant	Project Description	Grant Amount
Busy Bee Dry Cleaners	Collie Dry Cleaners Expansion	\$63,814
Collabs Scientific Services	Collabs Scientific Services Feasibility Study and Proof of Concept	\$38,682.62
Collie Gallery Group	Collie Art Prize 2023	\$27,000
Michelle Gibson	Gibson Country Style Jerky Expansion	\$48,600
WB Management Pty Ltd as the trustee for Sinbin family trust	Collie Nature Park (Eco Tourism) Concept and Business Case	\$100,000

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Other grants allocated in 2022/23:

Grant Applicant	Project Description	Grant Amount
Ahoy Management	2022 Lost and Found Festival	\$7,500
Bunbury Dolphin Discovery	Replacement Projectors	\$71,484
City of Bunbury	Jetty Baths Playground Improvements	\$25,667
Edith Cowan University	ECU Nursing / Midwifery Graduate Award (2022-2024)	\$1,500
Edith Cowan University	ECU Education (Primary) Graduate Award (2022-2024)	\$1,500
Augusta Community Resource Centre	2022 Augusta Whalesong Festival	\$7,500
Bunbury Geographe Chamber of Commerce and Industry	Year 12 Shining Stars Awards Event	\$1,000
Edith Cowan University	WA Creative Tech Innovation Hub	\$60,000
Southern Stars Holiday Park	Margaret River Temporary Worker Accommodation	\$50,000

Grant Applicant	Project Description	Grant Amount
Lower South West Growers Group	Scott River Community Shed	\$5,000
Shire of Boyup Brook	Storm in a Teacup Women's Day	\$2,500
City of Bunbury	2023 Skyfest Australia Day	\$2,000
Zonta Club of Bunbury 2023	2023 Zonta Bunbury International Women's Day Breakfast	\$1,500
Regional Australia Institute	Region's Rising Western Australia	\$5,000
Southern Ports Authority	Picnic at the Port	\$5,000
Edith Cowan University	ECU Social Work Graduate Award (2022-2024)	\$1,500
Shire of Nannup	Nannup Arts, Recreation, Tourism and Liveability Master Plan	\$50,000
Augusta and Districts Community Childcare	Augusta Childcare Centre Fitout	\$50,000

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



In Focus : Other Grants

Continued...Other grants allocated in 2022/23:

Grant Applicant	Project Description	Grant Amount
South West Compassionate Communities Network	Compassionate Workplaces	\$10,000
Zonta International District 23	Zonta Biennial National Conference	\$5,000
Ahoy Management	2023 Lost and Found Festival	\$8,000
Shire of Collie	Collie Urban Infill Toolkit	\$57,500
Dolphin Discovery Centre	Financial Support Package	\$250,000



The Lost & Found Festival provides even more ways for visitors and locals to discover the region.

Legal and reporting

Introduction

Overview and
Performance

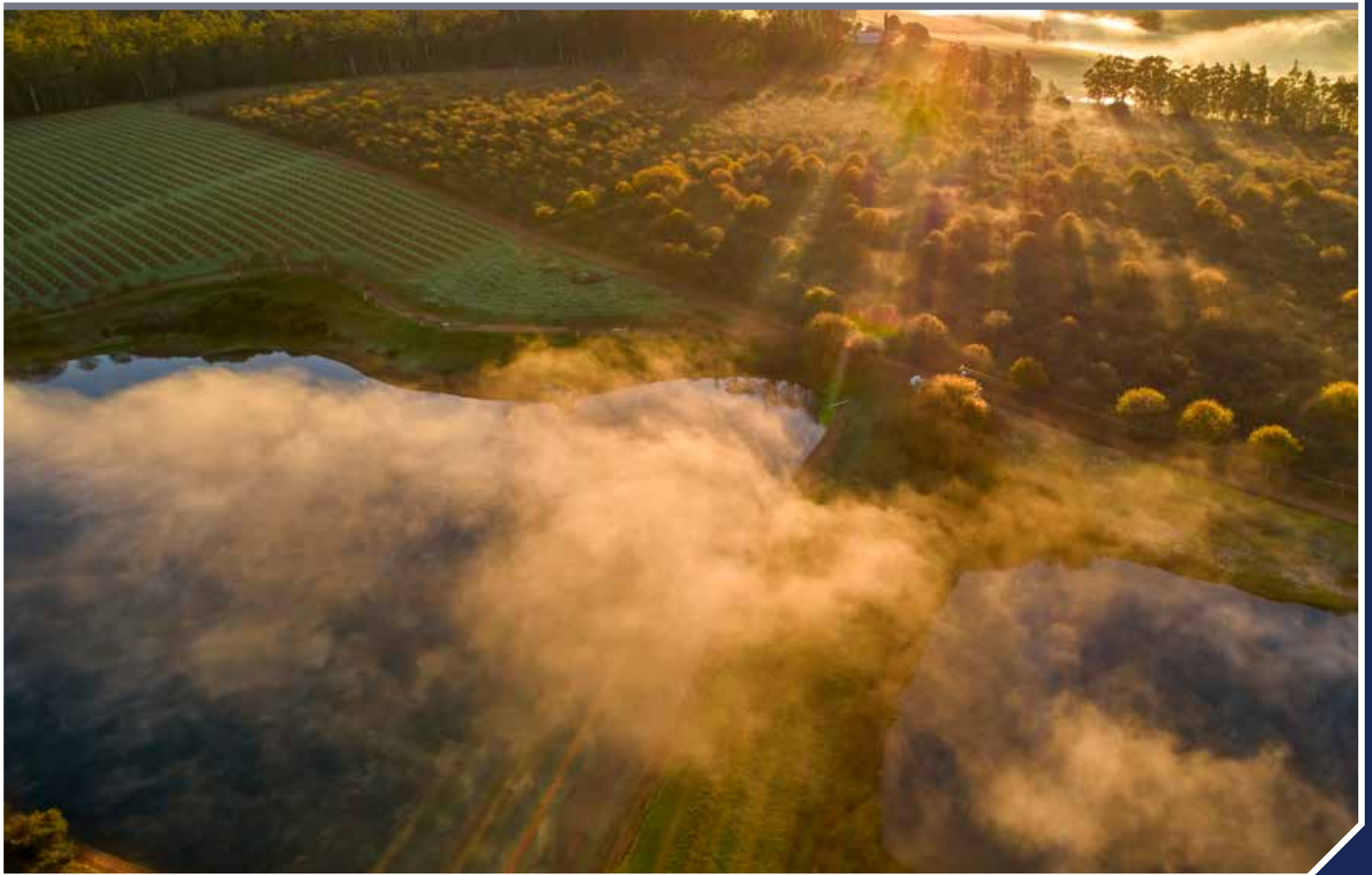
State of the
Region

Organisation

Strategic
Priorities

**Legal and
Reporting**

Financials



Disclosures, legal and reporting requirements

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



Financial statements

A copy of our detailed financial statements are located on page 55.

Note: There is no auditor's report. The audit was dispensed with this year.

Ministerial directives

There were no Ministerial directives.

Freedom of information

There were 0 freedom of information requests.

Credit cards

The Commission holds four credit cards. These are used for work purposes.

Capital expenditure

There was no capital expenditure

Capital expenditure

There were no act of grace payments.

Contracts with senior officers

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

proposed contracts with the Commission and senior officers.

Members	\$622 per meeting (full day) or \$403 per meeting (part day)
---------	--

Expenditure on advertising, market research, polling and direct mail

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

Advert - General - \$85.10
Advert - General - Agencies - \$2,987.95
Advert - General - Other - \$5,525.15
Promotional - Materials - Printing Costs - \$1,520
Publications - Printing Costs - \$8,067.73

Financial targets

	2022/23	2022/23	Variance	
	Budget	Actual		
Financial targets				
Total cost of services	8,068	6,063	2,005	Total cost of services is lower than the budget estimate by \$2,140k predominantly due to professional services relating to Transforming Bunbury Waterfront and Feasibility Study for AMTECH.
Net cost of service	7,807	6,016	1,791	Net cost of services is lower than the budget estimate by \$1,926k predominantly due to professional services relating to Transforming Bunbury Waterfront and Feasibility Study for AMTECH and Income was \$170k less than budgeted.
Total equity	19,901	23,215	-3,314	The variance in equity is primarily due to the revaluation of assets at financial year end in addition to the opening balance for the budget being lower than the prior year closing balance.
Approved salary expense level	237	253	-16	The variance relates to leave cover during the year and the recognition of the leave provision at financial year end.

Disclosures, legal and reporting requirements

Introduction

Overview and Performance

State of the Region

Organisation

Strategic Priorities

Legal and Reporting

Financials



	2022/23	2022/23	Variation \$000	
	Agreed limit \$000	Target (1) Actual (2) \$000		
Agreed working cash limit (At Budget)	38	38	N/A	N/A
Agreed working cash limit (At Actuals)	44	1,048	1,004	The increase in cash held is as a result of increased income from State Government relating to prior year carryovers.

Record-keeping

The Commission's Record Keeping Plan details the record keeping program for the agency. The Commission is currently planning to replace the Trim Records Management System with DPIRD Objective ECM and have requested an extension of time to lodge a revised Record Keeping Plan with State Records by November 2023 which will incorporate these changes.

All staff are encouraged to complete DPIRD corporate record keeping training modules to improve awareness of recordkeeping practices and to ensure key record systems objectives and record keeping practices are being met. Across our organisation, we consistently identify ways to improve our systems, policies and procedures.

Government policy requirements

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

- WA Multicultural Policy Framework,
- Occupational safety, health and injury prevention
- Disability access and inclusion plan outcomes

Occupational safety, health and injury prevention

We are committed to achieving a high standard of occupational safety, health and injury management, following the Occupational Safety and Health Act 1984 and the WA Government's code of practice Occupational Safety and Health in the Western Australia Public Sector. Staff members assist to maintain a safe and healthy workplace by being encouraged to play an active role in hazard identification, risk management and risk control processes, with risks to be reported to their manager or entering incidents in the central register. In our commitment to having a workplace free of injury and in reflection of our staff being required to visit projects that are in the construction stage, we supply hard hats and high-visibility vests.

	Target 2022/23	Actual 2022/23
Number of fatalities	0	0
Lost time injury/ diseases (LTI/D) incidence rate	0	0
Lost time injury severity rate	0	0



Disclosures, legal and reporting requirements

Board information

Position Title	Member Name	Type of remuneration	Period of membership	Term of appointment	Base salary/ sitting fees	Gross/actual remuneration	Board Meetings Attended (5 for 2022/23)
Former Chair	Nick Belyea	Annual salary plus any travel and expenses	31 July 2017	Term expired on 31 December 2022	\$63,000 per annum	\$31,213.59 (including expenses)	3
Current Chair	Danny Griffin	Annual salary plus any travel and expenses	1 January 2023 to current	1 January 2023 to 31 December 2025	\$63,000 per annum	\$26,915.06 (including expenses)	2
Deputy	Pat Scallan	Board sitting fee plus \$5000 and any travel expenses	5 November 2018 to current	1 January 2023 to 31 December 2023	\$790 per full day or \$513 per half day, plus \$5,000 per annum	\$7,329	4
Member	Tresslyn Smith	Board sitting fee plus travel	13 January 2020 to current	27 September 2022 to 1 November 2023	\$622 per full day or \$403 per half day	\$2,234	5
Member	Tony Dean	Board sitting fee plus travel	18 June 2018 to current	27 September 2022 to 1 November 2023	\$622 per full day or \$403 per half day	\$1,709	3
Member	Catrin Allsop	Board sitting fee plus travel	13 January 2020 to current	1 January 2023 to 31 December 2024	\$622 per full day or \$403 per half day	\$2,234	5
Total					\$78,332	\$71,634.65	

Note: Total Base/salary/sitting fees is based on half days, six board meetings and does not included expenses).

Subcommittees of the board in 2022/23:

Audit and Risk Committee: Meetings eligible to attend: 3 per financial year (August 2022, December 2022 and March 2023)

Introduction

Overview and
Performance

State of the
Region

Organisation

Strategic
Priorities

Financials



**SOUTH WEST DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2023**

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the South West Development Commission's performance, and fairly represent the performance of the South West Development Commission year ended 30 June 2023.

**Danny Griffin
Chairman of the Board
08 09 2023**



**Melissa Teede
Chief Executive Officer
08 09 2023**



**SOUTH WEST DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2023**

DESIRED OUTCOME

The South West Development Commission's outcome is to coordinate and promote an environment which is conducive to the balanced economic development of the South West Region.

Key Service:

The Commission aims to build quality of life in the South West Region through the development of new industries, more diverse opportunities for its residents, and community and industry infrastructure, while advancing sustainable jobs growth.

RELATIONSHIP WITH GOVERNMENT POLICY

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

These four strategic themes integrate together to provide a balanced approach to regional development. They are also aligned with the State Government's goals, particularly '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', with greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.

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

**SOUTH WEST DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2023**

KEY EFFECTIVENESS INDICATOR

The Commission measures its effectiveness indicators through an annual client satisfaction survey, conducted by an independent market research company.

Client Satisfaction Survey 2023

As part of the performance management component of the Commission's strategic planning process, independent research consultancy firm, Advantage Communications – Research, was employed to undertake the 2023 SWDC Client Satisfaction Survey. Key stakeholders were surveyed to determine their views and understanding of the Commission's role, activities and performance.

For all survey periods since 2003, two distinct sample populations have been identified – local governments and key clients.

Clients were sent an email invitation to complete the 2023 satisfaction survey online. Both online self completion and telephone interviews were used to obtain a total of 151 client responses from the 228 clients surveyed, representing a response rate of 66%. This results in a maximum standard error ratio of +/- 4.64% at the 95% confidence level.

90 per cent of the respondents were satisfied with the "Overall level of satisfaction with the quality of service and performance" for 2022-23.

Effectiveness of the South West Development Commission

Efficiency Indicator	Actual 2021-22	Target 2022-23	Actual 2022-23
The commission is effective and makes a positive contribution to the economic and social development of the South West region	89%	89%	89%

SERVICE: REGIONAL DEVELOPMENT

KEY EFFICIENCY INDICATOR

Average cost per hour of service

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

SOUTH WEST DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2023

Efficiency Indicator	Actual 2020-21	Actual 2021-22	Target ¹ 2022-23	Actual 2022-23
Average cost per hour ²	\$112	\$125	\$170	\$131

Notes on variance between Target and Actual

The Average cost per hour was 23% below target as the total cost of services were 27% below target while total number of hours was only 6% below. This relates mainly to the South West Advanced Manufacturing Technology Hub and The Bunbury Waterfront Development where carryovers will be sought through the 2023-24 mid-year review.

Note 1: Operating cost information is sourced from the Statement of Comprehensive Income Total cost of services excluding grants and subsidies, funds returned to treasury and expenses offset by external revenue.

Note 2: The target cost per hour is an estimated figure based on budgeted expenditure and staffing. Total number of hours is below budget due to some positions being vacant during the financial year.

South West Development Commission

Financial Statements

for the period ended 30 June 2023

Disclosures and Legal Compliance

Certification of Financial Statements

For the reporting period ended 30 June 2023

The accompanying financial statements of the South West Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the 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
16 August 2023



Mellisa Teede
Chief Executive Officer
16 August 2023



Danny Griffin
Chairman of the Board
16 August 2023

Table of Contents

Financial Statements

Statement of Comprehensive Income	4
Statement of Financial Position	5
Statement of Changes in Equity	6
Statement of Cash Flows	7

Notes to the financial statements

1. Basis of Preparation	8
2. Use of Our Funding	10
2.1. (a) Employee benefits expenses	10
2.1. (b) Employee related provisions	11
2.2. Grants and Subsidies	12
2.3. Other expenditure	13
3. Our Funding Sources	14
3.1. Income from State Government	14
3.2. Commonwealth grants	15
3.3. Other income	15
4. Key Assets	16
4.1. Infrastructure, property, plant and equipment	16
4.1.1. Depreciation and impairment	17
5. Other Assets and Liabilities	19
5.1. Receivables	19
5.2. Amounts receivable for services (Holding Account)	19
5.3. Payables	19
6. Financing	20
6.1. Cash and Cash Equivalents	20
6.2. Capital Commitments	21
7. Financial instruments and Contingencies	21
7.1. Financial Instruments	21
7.2. Contingent assets and liabilities	21
8. Other Disclosures	22
8.1. Events occurring after the end of the reporting period	22
8.2. Initial application of Australian Accounting Standards	22
8.3. Key management personnel	23

8.4. Related party transactions	24
8.5. Related bodies	24
8.6. Affiliated bodies	24
8.7. Special purpose accounts	24
8.8. Remuneration of auditors	24
8.9. Equity	25
8.10. Supplementary financial information	25
8.11. Explanatory statement	25

**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)	287	336
Supplies and services	2.3	4,720	4,296
Depreciation and amortisation expense	4.1	336	380
Grants and subsidies	2.2	440	496
Other expenses	2.3	145	107
Total cost of services		<u>5,928</u>	<u>5,615</u>
Income			
Commonwealth grants	3.2	-	83
Other income	3.3	47	68
Total income		<u>47</u>	<u>151</u>
NET COST OF SERVICES		<u>5,881</u>	<u>5,464</u>
Income from State Government			
Income from other public sector entities	3.1	1,180	688
Resources received	3.1	4,468	3,875
Total income from State Government		<u>5,648</u>	<u>4,563</u>
SURPLUS/(DEFICIT) FOR THE PERIOD		<u>(233)</u>	<u>(901)</u>
OTHER COMPREHENSIVE INCOME/(LOSS)			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation reserve	8.9	2,355	943
Total other comprehensive income/(loss)		<u>2,355</u>	<u>943</u>
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		<u>2,122</u>	<u>42</u>

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

South West Development Commission – 30 June 2023

Statement of Financial Position
As at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.2	1048	581
Restricted cash and cash equivalents	6.2	694	1,255
Receivables	5.1	88	27
Total Current Assets		1,830	1,863
Non-Current Assets			
Restricted cash and cash equivalents	6.2	11	11
Amounts receivable for services	5.2	1,253	1,253
Infrastructure, property, plant and equipment	4.1	20,235	18,222
Total Non-Current Assets		21,499	19,486
TOTAL ASSETS		23,329	21,349
LIABILITIES			
Current Liabilities			
Payables	5.3	43	193
Employee related provisions	2.1(b)	71	63
Total Current Liabilities		114	256
TOTAL LIABILITIES		114	256
NET ASSETS		23,215	21,093
EQUITY			
Contributed equity	8.9	23,679	23,679
Reserves	8.9	13,488	11,133
Accumulated surplus/(deficit)		(13,952)	(13,719)
TOTAL EQUITY		23,215	21,093

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

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

	Notes	Contributed equity	Reserves	Accumulated surplus/(deficit)	Total equity
		\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2021		23,679	10,190	(12,818)	21,051
Surplus/(deficit)		-	-	(901)	(901)
Other comprehensive income	8.9	-	943	-	943
Total comprehensive income for the period		-	943	(901)	42
Transactions with owners in their capacity as owners:					
Capital appropriations	8.9	-	-	-	-
Total		-	-	-	-
Balance at 30 June 2022		23,679	11,133	(13,719)	21,093
Balance at 1 July 2022		23,679	11,133	(13,719)	21,093
Surplus/(deficit)		-	-	(233)	(233)
Other comprehensive income	8.9	-	2,355	-	2,355
Total comprehensive income for the period		-	2,355	(233)	2,122
Transactions with owners in their capacity as owners:					
Capital appropriations	8.9	-	-	-	-
Total		-	-	-	-
Balance at 30 June 2023		23,679	13,488	(13,952)	23,215

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

	2023	2022
Notes	\$'000	\$'000
CASH FLOWS FROM STATE GOVERNMENT		
Funds from other public sector entities	1,180	688
Net cash provided by State Government	<u>1,180</u>	<u>688</u>
<i>Utilised as follows:</i>		
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee benefits	(290)	(306)
Supplies and services	(473)	(448)
Grants and subsidies	(440)	(496)
GST payments on purchases	(104)	(104)
Other payments	(121)	(107)
Receipts		
Commonwealth grants and contributions	-	83
GST receipts on sales	33	34
GST receipts from taxation authority	80	69
Other receipts	41	127
Net cash used in operating activities	<u>(1,274)</u>	<u>(1,148)</u>
Net decrease in cash and cash equivalents	(94)	(460)
Cash and cash equivalents at the beginning of the period	1,847	2,307
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	<u><u>1,753</u></u>	<u><u>1,847</u></u>
6.2		

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

Notes to the financial statements

1. Basis of Preparation

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

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 16 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.

Notes to the financial statements

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:

- Property, Plant and Equipment reconciliations.

Judgements and estimates

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

Notes to the financial statements

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2023	2022
	\$'000	\$'000
Employee benefits	254	302
Superannuation - defined contribution plans	33	34
Total employee benefits expenses	287	336
Add: AASB 16 Non-monetary benefits	-	-
Net employee benefits	287	336

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

	2023 \$'000	2022 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	37	42
Long service leave	28	20
	<u>65</u>	<u>62</u>
<u>Other provisions</u>		
Employment on-costs	6	1
Total current employee related provisions	<u>71</u>	<u>63</u>
Total employee related provisions	<u>71</u>	<u>63</u>

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

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

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

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

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

Notes to the financial statements

2.1 (b) Employee related provisions (continued)

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

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

	2023 \$'000	2022 \$'000
Employment on cost provision		
Carrying amount at start of period	1	1
Additional/(reversals of) provisions recognised	5	-
Carrying amount at end of period	6	1

Key sources of estimation uncertainty- long service leave

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

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

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

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

2.2. Grants and Subsidies

	2023 \$'000	2022 \$'000
Non Public organisations	290	137
Local Government agencies	150	359
Total recurrent grants and subsidies	440	496

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.

Notes to the financial statements

2.2 Grants and Subsidies (continued)

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 \$'000	2022 \$'000
Supplies and services		
Board fees	75	73
Communications	1	3
Consultants and contractors	155	218
Consumables	5	14
Travel	7	10
Other	9	103
Resources provided free of charge by DPIRD ^(a)	4,468	3,875
Total supplies and services expense	<u>4,720</u>	<u>4,296</u>
Other expenses		
Building and infrastructure maintenance	135	104
Donations and sponsorships	-	2
Other expenses	(5)	1
Total other expenses	<u>145</u>	<u>107</u>
Total other expenditure	<u>4,865</u>	<u>4,403</u>

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

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

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

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

Notes to the financial statements

3. Our Funding Sources

How we obtain our funding

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

	Notes
Income from State Government	3.1
Commonwealth grants	3.2
Other income	3.3

3.1. Income from State Government

	2023 \$'000	2022 \$'000
Income received from other public sector entities during the period:		
- Department of Justice - Withers Urban Renewal Project	170	310
- Department of Primary Industries and Regional Development - operational funding	<u>1,010</u>	<u>378</u>
Total grants and subsidies	<u>1,180</u>	<u>688</u>
Resources received from other public sector entities during the period:		
- Services received free of charge ^(a)	<u>4,468</u>	<u>3,875</u>
Total resources received	<u>4,468</u>	<u>3,875</u>
Total income from State Government	<u>5,648</u>	<u>4,563</u>

(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

3.2. Commonwealth grants

	2023 \$'000	2022 \$'000
Recurrent grants	-	83
Capital grants	-	-
	<u>-</u>	<u>83</u>

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

3.3. Other income

	2023 \$'000	2022 \$'000
Other sundry income	47	68
	<u>47</u>	<u>68</u>

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.

Infrastructure, property, plant and equipment	Notes 4.1
---	--------------

4.1. Infrastructure, property, plant and equipment

Year ended 30 June 2023	Land \$'000	Buildings \$'000	Office equipment \$'000	Infrastructure \$'000	Works of art \$'000	Total \$'000
1 July 2022						
Gross carrying amount	5,049	13,118	198	809	50	19,224
Accumulated depreciation	-	-	(198)	(172)	-	(370)
Accumulated impairment loss	-	-	-	(632)	-	(632)
Carrying amount at start of period	<u>5,049</u>	<u>13,118</u>	<u>-</u>	<u>5</u>	<u>50</u>	<u>18,222</u>
Retirements/(transfers)	4	(10)				(6)
Revaluation increments/(decrements) recognised in other comprehensive income	495	1,860				2,355
Depreciation	-	(336)	-	-	-	(336)
Carrying amount at 30 June 2023	<u>5,548</u>	<u>14,632</u>	<u>-</u>	<u>5</u>	<u>50</u>	<u>20,235</u>
Gross carrying amount	5,548	14,632	65	809	50	21,238
Accumulated depreciation	-	-	(65)	(804)	-	(1,003)
Accumulated impairment loss	-	-	-	-	-	-

Initial recognition

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

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

Notes to the financial statements

4.1 Infrastructure, property, plant and equipment (continued)

Subsequent measurement

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

Land is carried at fair value.

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

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

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

Land and buildings were revalued at 1 July 2022 by Landgate. The valuations were performed during the year ended 30 June 2023 and recognised at 30 June 2023. In undertaking the revaluation, fair value was determined by reference to market values for land: \$3,610,000 (2022: \$3,060,000). Fair value of buildings was determined on the basis of current replacement cost: \$14,570,700 (2022: \$13,055,000) and balance of the fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land).

Infrastructure is independently valued every 3 to 5 years by Landgate. Infrastructure assets were independently revalued by Landgate as at 30 June 2019.

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

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

4.1.1. Depreciation and impairment

	2023 \$'000	2022 \$'000
Depreciation		
Buildings	336	380
Total depreciation for the period	336	380

As at 30 June 2023, there were no indications of impairment to property, plant and equipment except for infrastructure which was impaired in 2018-19 and indicators have not changed since. This impairment is related to the Pemberton Hydro Power Station which has been non-operational since 2011 and its financial performance during operation was only 6% of what had been anticipated.

All surplus assets at 30 June 2023 have either been classified as assets held for sale or have been written-off.

Notes to the financial statements

4.1.1 Depreciation and impairment (continued)

Finite useful lives

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

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

- Buildings 20 to 40 years
- Office equipment 3 to 10 years
- Infrastructure 20 to 29 years

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

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

Impairment

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

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

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

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

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

Notes to the financial statements

5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2023	2022
	\$'000	\$'000
GST receivable	18	27
Other debtors	70	-
Total current receivables	88	27

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

5.2. Amounts receivable for services (Holding Account)

	2023	2022
	\$'000	\$'000
Non-current at end of period	1,253	1,253

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

5.3. Payables

	2023	2022
	\$'000	\$'000
Trade payables	-	177
Other payables	-	10
Accrued expenses	43	6
Total current other payables	43	193

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.

Cash and cash equivalents	Note 6.1
Capital commitments	6.2

6.1. Cash and Cash Equivalents

	2023 \$'000	2022 \$'000
Non-restricted Cash and cash equivalents	<u>1,048</u>	<u>581</u>
<i>Non-Royalties for Regions fund restricted cash</i>		
Picton Land Development	553	553
South West Event	33	33
Tradestart	16	266
Withers Urban Renewal	(125)	186
Land Asset Management - SWDC	15	15
<i>Royalties for Regions Fund Projects Restricted cash</i>		
Regional Grant Scheme	153	153
Local Project Local Jobs	14	14
Community Chest Grants Scheme	35	35
Current restricted cash and cash equivalents	<u>694</u>	<u>1,255</u>
Non-current restricted cash and cash equivalents		
Accrued salaries suspense account ^(a)	<u>11</u>	<u>11</u>
Total cash and cash equivalents	<u>1,753</u>	<u>1,847</u>

(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.

Notes to the financial statements

6.2. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2022: None).

7. Financial instruments and Contingencies

Financial instruments	Note
Contingent assets and contingent liabilities	7.1 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
<u>Financial assets</u>		
Cash and cash equivalents	1,753	1,847
Financial assets at amortised cost ^(a)	1,323	1,253
Total financial assets	3,076	3,100
<u>Financial liabilities</u>		
Financial liabilities at amortised cost ^(b)	43	193
Total financial liabilities	43	193

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

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

7.2. Contingent assets and liabilities

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

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

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

Notes to the financial statements

8. Other Disclosures

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

	Note
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
Equity	8.9
Supplementary financial information	8.10
Explanatory statement	8.11

8.1. Events occurring after the end of the reporting period

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

8.2. 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

8.3. 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		
70,001 - 80,000	-	1
30,001 - 40,000	2	-
0 - 10,000	4	5
Compensation of senior officers		
200,001 - 250,000	1	1
150,001 - 200,000	3	1
100,001 - 150,000	-	2
50,001 - 100,000	1	1
0 - 50,000	1	1
	2023	2022
	\$'000	\$'000
Short-term employee benefits	784	724
Post-employment benefits	90	76
Other long-term benefits	79	56
Total compensation for members of the accountable authority and senior officers	953	856

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

Material transactions with other related entities

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

8.5. 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 statement 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*.

Notes to the financial statements

8.9. Equity

	2023 \$'000	2022 \$'000
<u>Contributed equity</u>		
Balance at start and end of period	<u>23,679</u>	<u>23,679</u>
<u>Asset revaluation surplus</u>		
Balance at start of period	11,133	10,190
<i>Net revaluation increments /(decrements)</i>		
Land	495	660
Buildings	<u>1,860</u>	<u>283</u>
Balance at end of period	<u>13,488</u>	<u>11,133</u>

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.



Disclaimer: We have made every attempt to ensure accuracy, currency and reliability of the data contained in this annual report. However, changes in circumstances after the time of publication may affect the quality of this information. Individuals are expected to seek current information before acting.

South West Development Commission
PO Box 2000, Bunbury WA 6231

61 Victoria Street, Bunbury WA 6230
Ph: 08 9792 2000 info@swdc.wa.gov.au

swdc.wa.gov.au

